



# Regional Homeland Security Coordinating Committee (RHSCC) Leadership and Operational Model Analysis

September 30, 2022



# Letter from RHSCC Leadership

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The Regional Homeland Security Coordinating Committee (RHSCC) through the Mid-America Regional Council (MARC) is committed to supporting regional strategy and planning as it related to the risks and hazards, both natural and man-made, that threaten the Kansas City region. Regional collaboration in this space serves to strengthen our local jurisdictions' ability to respond quickly to emergencies and to facilitate rapid recovery for the residents across the region. With that continued commitment in mind, the RHSCC and MARC undertook this *Regional Homeland Security Coordinating Committee (RHSCC) Leadership and Operational Model Analysis* to review the organizational structure and operational model of the RHSCC to highlight and preserve the successes and identify potential opportunities to integrate more efficiencies and streamline processes to maximize the resources available to the region.

The effects of the COVID-19 pandemic laid a challenge of historic proportion at the feet of leaders around the world. This experience has stressed the importance of continued regional collaboration and planning across disciplines and jurisdictions. As emerging threats and hazards increase in number, type, and complexity, we remain vigilant to ensuring we are supporting the best mechanism for successful coordination and collaboration to our region. This Analysis presents the key strengths of the RHSCC and its collaboration across the Circle of Friends along with areas for improvement and recommendations and options to be considered.

As recent and current Co-Chairs of the RHSCC, we would like to express our immense gratitude to the many stakeholders who participated in this Analysis effort over the past few months. Your input was invaluable to ensure that information and recommendations put forward were accurate, thoughtful and addressed the needs of the region, as well as, serving to improve on existing processes. Your time and transparency contributed not only to the development of this report, but to creating thoughtful outcomes and improvement steps. We sincerely appreciate the commitment of all the regional partners to this process and look forward to continued collaboration to strengthening our Region's response and recovery capabilities moving forward.

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City Manager, Lee's Summit, Missouri

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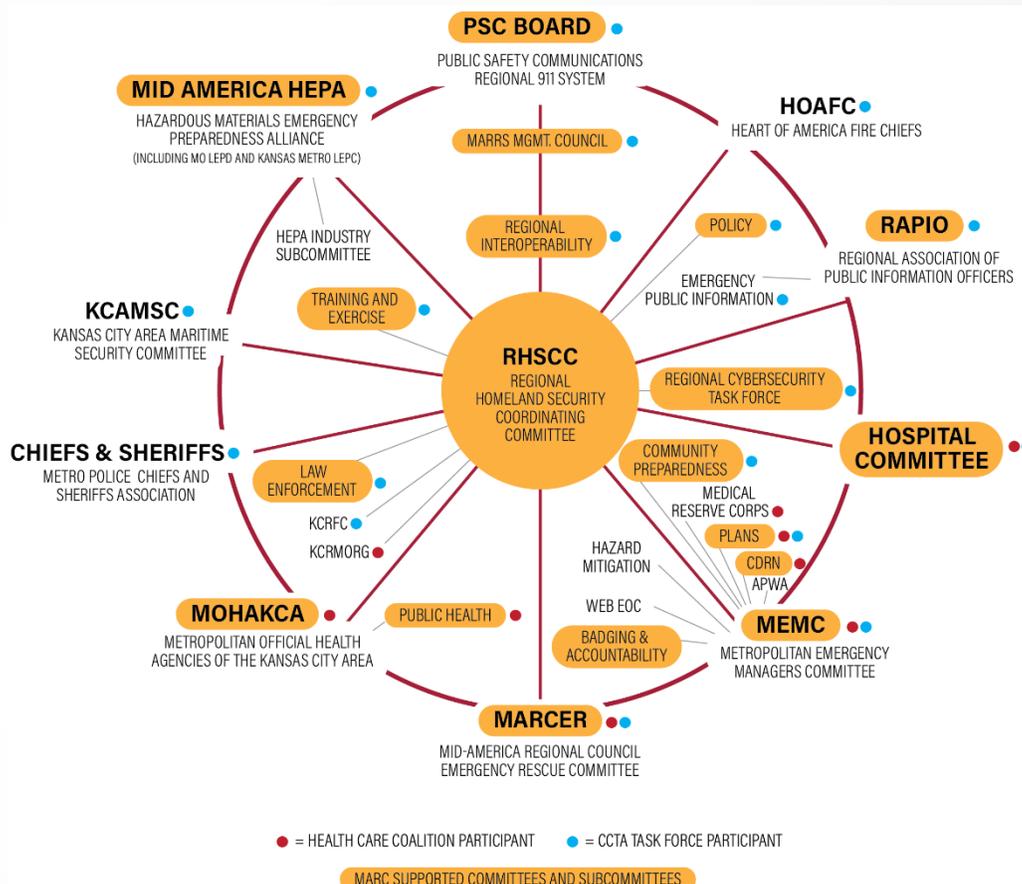
# Executive Summary

## Why Conduct this Analysis?

The Regional Homeland Security Coordinating Committee (RHSCC) and the Mid-America Regional Council (MARC) sought to conduct this *Regional Homeland Security Coordinating Committee Leadership and Operational Model Analysis* to examine the leadership, participation, structure, and financial support of the



RHSCC to capture the strong components while identifying opportunities for increased efficiency to ensure the RHSCC is best positioned to continue the work of addressing threats and hazards that face the Kansas City region. This Analysis mainly focused on the operations of the RHSCC and MARC support of the work of the RHSCC; however, given the interdependency that exists between the RHSCC and the regional committees, some of the strengths and areas for improvement involve regional committees as part of the broader regional emergency services program known as the "Circle of Friends." **Figure 1** below shows the Circle of Friends with the committees and subcommittees that are supported by MARC staff highlighted in gold. Note: definitions for acronyms included in **Figure 1** are listed in **Appendix E**.



**Figure 1: Circle of Friends and MARC Staff Support**

## What Did We Learn?

Throughout this process, the strengths and successes of the RHSCC including leadership, operations, MARC financial and staff support, as well as participation and engagement have been identified to ensure preservation of the pieces that are working well. Areas for improvement or opportunities for further growth have also been identified. This is not to say that the identified areas for improvement are negatives, but rather opportunities for revision to provide opportunities for revision around which RHSCC can focus their regional priorities. As regional threats increase, both in instances and complexity, the RHSCC will need to have the capability of expanding and contracting based on the needs of the region.

Many great strengths were identified through this process, and these areas should be preserved and continue to be supported. Further details on the strengths and areas for improvement identified are included in **Section 1**. The Implementation Steps included in **Section 2** provide a road map for implementing recommendations to address the areas for improvement that have been highlighted in this Analysis. These recommendations will ensure that the RHSCC is best positioned to continue regional collaboration to further build whole community resiliency across the Kansas City region. **Table 1** below presents strengths, areas for improvement, and the associated recommendations developed through this Analysis process.

**Table 1: RHSCC Analysis Strengths, Areas for Improvement, and Associated Recommendations**

Topic	Strengths	Areas for Improvement	Associated Recommendations
<b>Leadership</b>	<ul style="list-style-type: none"> <li>✓ Consistent Leadership</li> <li>✓ Dual-State Perspectives</li> <li>✓ Multi-Discipline Leadership</li> </ul>	Succession Planning and Transition Process for New Leadership	<ul style="list-style-type: none"> <li>• Codify term limits for RHSCC leadership, including co-chairs and subcommittee chairs.</li> <li>• Institutionalize a succession and transition plan including position descriptions, key tasks, term limits, timeline for recruitment process/transition, checklist for transition.</li> <li>• Encourage RHSCC members to consider future leadership by integrating leadership discussions and activities to promote interest during meetings.</li> </ul>
		RHSCC Strategic Planning Process	<ul style="list-style-type: none"> <li>• Implement a 3-year strategic planning cycle, identifying major projects, grant requirements, and yearly deliverables, including progress metrics and key performance indicators for each year and project.</li> <li>• Conduct an independently facilitated strategic planning workshop routinely on a 3-year cycle.</li> </ul>
<b>Organizational Structure</b>	<ul style="list-style-type: none"> <li>✓ RHSCC Support of Grant</li> </ul>	Further Integration of Equity in Recovery and	<ul style="list-style-type: none"> <li>• Establish an advisory group including key stakeholders from the CRDN to meet when needed to ensure that all</li> </ul>

	<p>Funding Requirements</p> <ul style="list-style-type: none"> <li>✓ Strong MARC Health Care Coalition (HCC)</li> <li>✓ Support of the RHSCC Policy Subcommittee</li> <li>✓ Support to Regional Committees provided by MARC Staff</li> </ul>	<p>Community Resiliency Planning into the Work of the RHSCC</p> <p>Transition Some Subcommittees to Working Groups</p>	<p>emergency response and recovery plans and processes developed for the region provide for the equitable delivery of assistance and support to vulnerable communities.</p> <ul style="list-style-type: none"> <li>• Transition appropriate standing subcommittees to more temporary working groups. Additional details for this recommendation are presented in <b>Table 3</b> in <b>Section 1.2.2.2</b>.</li> <li>• Fill and maintain the co-chair leadership from both Kansas and Missouri for the Regional Cybersecurity Subcommittee as well as the MARC Cybersecurity Coordinator position.</li> </ul>
		<p>Streamline Information for RHSCC Members</p>	<ul style="list-style-type: none"> <li>• Research capability of newly created regional plans dashboard to include a RHSCC information repository to allow members across the organization to access all RHSCC related materials in one place, creating more opportunities to digitally share important contextual information such as financial updates, meeting agendas and, minutes.</li> </ul>
<p><b>Engagement and Participation</b></p>	<ul style="list-style-type: none"> <li>✓ Value of RHSCC Membership to Local Jurisdictions</li> <li>✓ Communications Across the Region</li> </ul>	<p>Expanding Engagement with New Stakeholders and Disciplines</p>	<ul style="list-style-type: none"> <li>• Support recommendations presented in the <i>Regional COVID-19 Interim After Action Report</i> (available at <a href="http://www.MARC.org">www.MARC.org</a>) to further incorporate community organizations and business partners across both Kansas and Missouri into the work of the RHSCC.</li> </ul>
	<ul style="list-style-type: none"> <li>✓ Exposure to Multiple Disciplines and Perspectives</li> </ul>	<p>Opportunities to Engage with City Leaders and Elected Officials</p>	<ul style="list-style-type: none"> <li>• Working with the MARC Public Affairs group, review and revise the previously developed fact sheet highlighting the RHSCC, their collaboration with the regional committees, and how the work being done benefits and directly affects local jurisdictions and their constituents.</li> <li>• Incorporate awareness training for local jurisdictional leadership to better acclimate them to their roles and responsibilities during emergencies and incorporate this</li> </ul>

			<p>training into the MARC Emergency Services training rotation.</p> <ul style="list-style-type: none"> <li>• Develop a short guidance document to provide high level awareness information regarding homeland security and emergency management fundamentals for local jurisdictional leadership including city managers and elected officials.</li> </ul>
<b>Financial and MARC Staff Support</b>	<ul style="list-style-type: none"> <li>✓ Emergency Services (ES) Local Fund</li> <li>✓ Shifting Funding Based on Needs</li> <li>✓ Maintaining visibility of funding requirements</li> </ul>	Processes for Asset Management	<ul style="list-style-type: none"> <li>• Explore options to add more detail on the life cycle of equipment, tracking warranty information, and notifications for upcoming equipment replacement within the Salamander platform, which is used to track MARC-funded equipment and supplies.</li> <li>• Continue to strongly encourage agencies to ensure that regional assets purchased through support of MARC are properly logged and updated in the Salamander platform in order to best evaluate the status of regional assets. This updated information serves as the necessary supporting documentation to authorize the repair or replacement of MARC-supported assets.</li> </ul>
		Cross-training opportunities for MARC ES Staff	<ul style="list-style-type: none"> <li>• Continue to provide MARC ES staff an opportunity to participate in regional activities such as training and exercise.</li> </ul>
		MARC ES Staff Support	<ul style="list-style-type: none"> <li>• Continue cultivating the existing internship program by enhancing relationships with local universities with public policy, public administration, emergency management, and public health programs to identify specific skills that could serve to supplement MARC staff.</li> </ul>

## Who Was Involved?

Information presented throughout this Analysis represents data gathered through stakeholder engagement activities, which included both one on one interviews and focus group discussions with RHSCC leadership, Policy Subcommittee and members, regional committee leadership, city and county administrators from across the region, and MARC Staff and Board. Throughout this process, the strengths and successes of the RHSCC and its operation were identified and documented to ensure preservation.

Opportunities for improvement were also identified and documented. As regional threats and hazards increase, both in instances and complexity, the RHSCC will need to have the capability of expanding and contracting based on the needs of the region and may require additional MARC staffing and other resources. **Table 2** highlights the stakeholders involved throughout this Analysis process through focus groups and one on one interviews.

**Table 2: Stakeholder Engagement Activities**

Stakeholder Engagement Activity	Number of Participants
One on One Interviews with RHSCC Leadership	2
Focus Group with RHSCC Subcommittee and Regional Committee Leadership	16
Focus Group with New RHSCC members	9
Focus Group with Veteran RHSCC members	8
One on One Interviews with Local Officials	2
Three (3) Focus Groups with City Managers Across the Region	20
Meeting with Regional Specialty Teams Leadership	5
One on One Interviews with MARC Emergency Services Staff	8
Three (3) Focus Groups with MARC Program Staff	29
Focus Group with MARC Board	27 (plus MARC staff)
<b>Total Stakeholders Engaged</b>	<b>126</b>

## Regional Accomplishments

The RHSCC and the regional committees, with the support of MARC Emergency Services, continue to be committed to strengthening the response and recovery capabilities of jurisdictions across the region. Over the past 2.5 years, the region has maintained training, exercise, and plan development activities despite the interruption of the COVID-19 pandemic. The region was able to pivot to more virtual options for trainings, exercises, and planning meetings so that momentum was not lost. **Figure 2** provides a highlight of the accomplishments for the region over the past 5 years, including the multi-agency coordination established in response to the to COVID-19 pandemic.

# Regional Accomplishments



Figure 2: Regional Accomplishments

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# 1. RHSCC Analysis

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This analysis section provides strengths and areas for improvement identified throughout the stakeholder engagement and document review process. Strengths include aspects of the RHSCC operation that have proved to be successful and continue to add value to the region and should be preserved. Identified areas for improvement are not necessarily aspects that are no longer working, but instead present an opportunity for enhancement depending on the needs of the region.

To support the identified areas for improvement, recommendations have been presented to support areas for improvement to be considered by MARC and the RHSCC. Recommendations have been developed based on information gathered through stakeholder interviews and focus groups as well as experience and best practices gleaned from Urban Area Securities Initiative (UASI) groups across the country as they pertain to the RHSCC and Circle of Friends. Recommendations were reviewed and vetted through the RHSCC leadership, and the RHSCC Policy Subcommittee and the MARC project team.

## 1.1. Leadership

Before September 11, 2001, local emergency response agencies, hospitals, emergency managers and others worked together through MARC committees. Following the tragic events of September 11, the region's local officials supported efforts for MARC to organize the RHSCC. The region's emergency services' leadership came together to guide the early preparation of plans and protocols and to make decisions on the use of federal funds. The RHSCC has provided leadership to the region's efforts to enhance capabilities to prevent, protect, respond to and recover from a broad range of threats and hazards, including terrorism, by strengthening relationships between jurisdictions and across disciplines; outlining protocols for regional action; maximizing the sharing and coordination of resources; 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.

This section provides strengths, areas for improvement and recommendations related to the recruitment, sustainment, and succession planning for the leadership of the RHSCC, RHSCC subcommittees, and other regional emergency services committees, as applicable.

### 1.1.1. Strengths

#### 1.1.1.1. Strength – Consistent Leadership

**Observation/Analysis:** The RHSCC co-chairs have been consistent for the past five (5) years. Their expertise, regional connections, and dedication to the work of the RHSCC is to be commended. They have provided a clear path forward for the RHSCC as the region navigates increasing and more complex threats and hazards. Both chairs have recently retired or announced retirement from their municipal positions and the RHSCC. New leadership has been appointed.

**Advantage/Disadvantage:**

- The RHSCC has benefitted from consistent, long-term leadership since its formation. Institutional knowledge is held with the individual serving as chair and can be applied as new issues and projects arise. He/she becomes the library of information related to the group's past actions, successes, challenges, and direction. The relationships that have been built with other local officials provide an important foundation to address sensitive issues or build consensus.
- A disadvantage to the same individuals serving as leaders for a long duration is that it limits opportunities for others to gain leadership experience. Leaders will eventually leave the

organization, potentially resulting in the loss of a large amount of historical knowledge which they accumulated during their tenure. Other members may also be discouraged from considering future leadership positions because they may not perceive a need. Further discussion regarding possible term limits is included in **Section 1.1.2.1**.

#### 1.1.1.2. Strength – Dual-State Perspectives

**Observation/Analysis:** Regional homeland security planning and coordination in a region that straddles two states, such as the Kansas City Region, and includes nine counties and 119 cities, can be challenging. It is critical to ensure that both states' perspectives, priorities, and resource capabilities are considered and that RHSCC projects adhere to both states' grant funding processes. The current RHSCC shared leadership model with two chairs, one from Kansas and one from Missouri, and bi-state membership provides built-in equal representation to ensure that challenges and perspectives from both Kansas and Missouri jurisdictions are integrated and addressed throughout the work of the RHSCC.

**Advantage/Disadvantage:**

- The RHSCC leadership and membership includes representation from local jurisdictions on both sides of the state line. By working together through the RHSCC, local officials ensure that the regional work is supported and funded by both states. This leadership model helps ensure that local jurisdictions and agencies on both sides of the state line have a seat at the table and a role in shaping the region's homeland security work and investments.

#### 1.1.1.3. Strength – Multi-Discipline Leadership

**Observation/Analysis:** With the exception of a brief time at the formation of the RHSCC, city and county administrative managers have served as co-chairs. The selection of these individuals in their positions was strategic in finding persons who were skilled at bringing groups together, building consensus, establishing trust and achieving results. The city/county managers were viewed as neutral, not representing an emergency services discipline. The new leaders appointed to guide the RHSCC represent a county manager and a fire chief with past experience as an assistant city manager. This multi-discipline approach to leadership in a regional coordination group such as the RHSCC is unique. Combining the perspectives of a first responder with that of a local jurisdictional leader brings a well-balanced approach to addressing the needs of the region across the five mission areas of prevention, preparedness, mitigation, response, and recovery. First responders, emergency management, and municipal leadership often have different viewpoints, stakeholders, and priorities when considering the threats and hazards facing the region at any given time. Implementing this multi-discipline model of leadership allows a space for these perspectives to be recognized, creates a better mutual understanding, and fosters a better informed and collaborative approach to incidents and emergencies, as seen during the response to the COVID-19 pandemic. This multi-discipline approach to leadership has been implemented across all of the regional committees and subcommittees as well.

**Advantage/Disadvantage:**

- A multi-disciplined leadership approach expands the perspective of the RHSCC beyond the traditional first responder and emergency management standpoint. This broadened approach provides additional value to local jurisdictional leadership knowing their priorities have a seat at the table.

## 1.1.2. Areas for Improvement

### 1.1.2.1. Area for Improvement – Succession Planning and Transition Process for New Leadership

**Observation/Analysis:** The RHSCC is lacking a succession plan and transition process for identifying, recruiting and on-boarding new leadership. Recent leadership serving without term limits demonstrates dedication to the cause and should be commended; however, bringing in new leadership on a more scheduled basis supports succession planning with a known timetable and provides a path for recruitment and transition. As long-time leaders step away, the RHSCC is susceptible to the loss of institutional knowledge and a loss of motivation for the work of the RHSCC as focus must pivot to identifying and acclimating a new leader. This has the potential to affect daily operations, slow engagement, and reduce effectiveness. Per RHSCC Governance, RHSCC members are selected to represent their jurisdiction or regional committee or at-large appointments. The RHSCC leadership are appointed by the MARC Board chair, one from the Missouri side of the Kansas City region and the other from the Kansas side. Additionally, leadership for the RHSCC subcommittees is appointed by the RHSCC co-chairs in the same manner, one from the Missouri side of the Kansas City region and the other from the Kansas side. There are also no set term limits for these positions. Currently, the RHSCC Policy Subcommittee serves as a natural pipeline for the RHSCC chair position with the Policy Subcommittee chair rotating to the RHSCC chair position once their term with the Policy Subcommittee has concluded.

**Recommendation:**

- Codify term limits in the RHSCC Governance for both the RHSCC co-chairs and Subcommittee chair positions and formalize the process of having RHSCC Policy Subcommittee leadership revolve to the RHSCC leadership positions once their term with the Policy Subcommittee is completed.
- Institutionalize a succession and transition plan for RHSCC leadership including position descriptions and key tasks for RHSCC and subcommittee co-chairs, term limits, timeline for recruitment process and transition activities, and checklist for transition of leadership.
- Encourage RHSCC members to consider future leadership positions by integrating leadership discussions and activities to promote interest during regularly scheduled meetings. An example could be developing a short 20-minute mini-exercise with a scenario to highlight critical thinking, problem solving, and collaboration/coordination skills. This type of exercise could also serve to better acclimate new RHSCC members to the work of the RHSCC.

**Advantage/Disadvantage:**

- An advantage to a succession plan that includes identification, engagement, and recruitment for future RHSCC leadership is to ensure that planning for future leadership is institutionalized into RHSCC operations. Having expectations and timelines of the positions available for interested RHSCC members will help encourage more members to consider leadership positions. There are several advantages to implementing term-limits into leadership roles. It supports cultivation of new leadership, provides clear and determinate expectations as to the personal commitment required, and provides for more consistent succession planning, which may reduce the likelihood and impact of a leader departing the organization unexpectedly. Staggering the terms between the chairs also serves to provide stability and continuity during the transition of new leadership.
- Disadvantages to operating without a strong succession plan is the potential lag in leadership when someone suddenly departs or individuals remaining in leadership positions far longer than anticipated due to the perceived lack of a replacement. Disadvantages to term limits could include the routine loss of accumulated expertise or insight during leadership transitions, the potential loss of institutional knowledge, and the time required to routinely identify, recruit, and on-board new leadership. These challenges can be addressed by allowing multi-term limits and

staggering the terms of the chairs, which may help ensure that an individual with institutional knowledge is available to support the on-boarding process.

#### 1.1.2.2. Area for Improvement – RHSCC Strategic Planning Process

**Observation/Analysis:** Currently, the RHSCC conducts an annual meeting to review the previous year's accomplishments and work completed, review regional priorities, and discuss emerging threats and risks and future needs. Regional priorities are reviewed and agreed upon to ensure stakeholders concur on the focus of the RHSCC work. This annual meeting provides a vital opportunity for information sharing and connecting the work across the multi-disciplined community of the Circle of Friends; however, given the list of regional priorities and gaps, combined with emerging threats and hazards facing the region such as cyber security threats, a more robust multi-year regional strategic planning may help to better prioritize the workload for the RHSCC, Regional Committees, and MARC by identifying the needs and mapping out a multi-year plan to address these needs based on available funding for any given year. Spreading goals and areas of focus across three (3) years with specific projects or deliverables identified for each year could support a more manageable and targeted focus for the RHSCC and MARC Emergency Services. This 3-year process would encourage the RHSCC and MARC staff to focus each year on a more limited set of work to allow for completion. Once the multi-year plan is developed, the RHSCC leadership could come together once a year to review the status of the plan and to ensure the identified objectives remain pertinent to the region. Continuing to engage the RHSCC Policy Subcommittee to help facilitate the strategic planning process will continue to cultivate a greater sense of ownership and engagement with the effort and outcomes and further builds consensus and buy in.

**Figure 3** below highlights the various required planning efforts related to homeland security funding on an annual basis along with the funding source timelines to provide a sense of a planning rhythm to ensure all components are addressed as effectively as possible. There are additional planning processes that are required as part of other funding sources that are not indicated such as requirements tied to Administration for Strategic Preparedness and Response (ASPR), Hazardous Materials Emergency Preparedness (HMEP), and Chemical Emergency Preparedness Fund (CEPF) funding.

## Current Planning and Funding Sources Rhythm



**Figure 3: RHSCC/MARC Emergency Services Planning and Funding Sources Rhythm**

### **Recommendation:**

- Implement a 3-year strategic planning cycle, identifying major projects, grant requirements, and yearly deliverables, including progress metrics and key performance Indicators for each year and project. This strategic planning cycle should complement the timing of other multi-year planning efforts such as the IPP and the THIRA/SPR.
- Conduct an independently facilitated strategic planning workshop routinely on a 3-year cycle to include the following:
  - Select an independent facilitator to conduct and notate the planning process;
  - Establish vision, mission and overall goals;
  - Develop SMART (specific, measurable, achievable, relevant, and time-bound) objectives with actionable and achievable parameters and realistic timelines;
  - Determine performance indicators and milestones to measure progress and success; and,
  - Develop an Implementation Plan and assign task leads as needed.
- Conduct an annual review process to review milestones and accomplishments to track progress.

### **Advantage/Disadvantage:**

- There are several advantages to conducting a multi-year strategic planning process.
  - It presents a more realistic, manageable and achievable set of goals on an annual basis depending on resources available;
  - It provides a roadmap for work to be focused across multiple years to help MARC staff and RHSCC as new funding resources become available and allows stakeholders and MARC to better plan for necessary resources and required time; and,

- It provides flexibility in that when unexpected issues arise, current priorities can be moved to further in the strategic planning calendar as needed without affecting overall project progression in order to create bandwidth to addressing emergent issues.
- By incorporating the grant requirements, identified regional goals, and a streamlined planning process, the RHSCC and MARC can identify regional priorities and the efforts need to accomplish each with the existing resources.
- A neutral, independent facilitator allows for RHSCC leadership, members, and MARC staff to focus on the planning efforts. The neutral facilitator is able to shepherd the group through the process and provide an outside and unbiased perspective when needed.

## 1.2. Organizational Structure

This section provides strengths, areas for improvement and recommendations related to the RHSCC operational processes and structure.

### 1.2.1. Strengths

#### 1.2.1.1. Strength – RHSCC Support of Grant Funding Requirements

**Observation/Analysis:** The funding facilitated through MARC Emergency Services is intended to address identified regional priorities to threats and hazards spanning across the five (5) mission areas of prevention, preparedness, mitigation, response, and recovery. Each funding source has specific activities and deliverables associated with the funding. MARC relies on the RHSCC and subcommittees to provide the subject matter expertise and planning collaboration necessary to meet these requirements. MARC staff are on hand to support and execute the work of the RHSCC and the subcommittees, but it is the knowledge and experience of the RHSCC members from their varying disciplines that provide the guidance and context to move these funded projects forward, and MARC staff translate ideas into action.

**Advantage/Disadvantage:**

- The advantage to this is the immense pool of subject matter expertise available through the RHSCC to ensure that funding requirements are met, ensuring the RHSCC is well-positioned to pursue and receive additional funding. Local stakeholder involvement is critical to support for decisions and ensures that regional work is meeting local needs.

#### 1.2.1.2. Strength – Strong MARC Health Care Coalition (HCC)

**Observation/Analysis:** The MARC HCC, which includes the Metropolitan Official Health Agencies of the Kansas City Area (MOHAKCA), the Public Health Subcommittee, Mid-America Regional Council Emergency Rescue Committee (MARCER), Metropolitan Emergency Managers Committee (MEMC), Hospital Committee, and the Kansas City Regional Mortuary group (KCRMORG), is a strong multi-discipline collaborative group focused on strengthening resiliency within the regional health care system. The leader of each of these individual committees and of the HCC are members of the RHSCC and was formed after the formation of the RHSCC as a grant requirement of the ASPR program. This coordination was critical through the COVID-19 pandemic response to share timely information and devise much needed solutions. The members of the HCC, while operating under individual governance, support the regional priorities and missions of the RHSCC. It is vital to maintain this high level of collaboration amongst the health and medical sector while preserving the connection to the regional priorities being addressed by the RHSCC.

**Advantage/Disadvantage:**

- An advantage of the MARC HCC is the multi-discipline coordination to address the health-related needs of the region, working through the continuum of public health community, pre-hospital care, and hospital care.

### 1.2.1.3. Strength – Support of the RHSCC Policy Subcommittee

**Observation/Analysis:** The RHSCC Policy Subcommittee, including multi-jurisdictional, multi-discipline, and dual-state participants, provides vital guidance and recommendations to the RHSCC. They assist the RHSCC in identifying and evaluating funding requests and opportunities. This subcommittee also provides a consistent, multi-jurisdictional and multi-discipline mechanism to ensure a more fair, equitable, and objective process in deciding the direction of awarded funding and potential projects and focuses for the RHSCC. This group creates efficiency within the RHSCC by having a more concentrated group of leaders invested in the success of the region, vetting potential projects and strategies to ensure ideas and concepts brought to the RHSCC membership are regional in nature and address an identified gap or priority in the region.

Additionally, as mentioned in Section 1.1.2.1, the current concept of having the RHSCC Policy Subcommittee leadership serve as a natural pipeline for RHSCC leadership by having someone serve as chair for the Policy Subcommittee first, then transition over to the RHSCC provides an opportunity for individuals to become more acclimated to the work of the RHSCC before taking a leadership position. This is one way to build in succession and transition planning for future leadership sustainment.

**Advantages/Disadvantages:**

- An advantage to keeping the model of rotating leadership between the Policy Subcommittee and the RHSCC is a sustainable cadre of leadership and opportunity for new leaders to learn the inner workings of the RHSCC.

### 1.2.1.4. Strength –Support to Regional Committees Provided by MARC Staff

**Observation/Analysis:** The RHSCC and the other regional committees have very knowledgeable and engaged membership and leadership. MARC’s intent has always been to have regional stakeholders serving to lead and propel regional collaboration and planning efforts forward. The RHSCC along with many of the regional committees are supported by MARC staff and financial resources, but they are MARC *supported*, not MARC *driven*. Although many stakeholders indicated that without the support of the MARC staff, completing the grant funded work of the RHSCC and translating ideas into actionable and tangible projects would prove challenging. MARC staff provide technical and programmatic knowledge which serves to further advance preparedness across the work of the RSHCC. MARC staff consider perspectives of multiple disciplines and jurisdictions and identify opportunities for collaboration. MARC staff rely heavily on the diverse subject matter expertise of the RHSCC subcommittees and utilize that expertise to develop necessary regional plans and processes. The RHSCC members volunteer their time in addition to their daily responsibilities. They collaborate across disciplines and bring their expertise to bear in addressing threats and hazards to the region. The support of the MARC Emergency Services staff is vital to ensuring the RHSCC and the regional committees are able to focus on the regional priorities and furthering collaboration and response capabilities across the region.

**Advantage/Disadvantage:**

- The work of the RHSCC and the regional committees is vital to ensuring the region is as prepared as possible to respond to, and recover from, the many hazards that threaten the Kansas City region. Having knowledgeable and consistent support from the MARC staff keeps this work moving forward.

## 1.2.2. Areas for Improvement

### 1.2.2.1. Area for Improvement – Further Integration of Equity in Recovery and Community Resiliency Planning into the Work of the RHSCC

**Observation/Analysis:** A consistent goal for MARC is to ensure that concepts of equity and community resilience are integrated throughout the work of MARC, including the work of the RHSCC and the regional committees. Contributing to that goal, the Community Disaster Resiliency Network (CDRN), operating within the MEMC, brings together organizations that serve vulnerable populations to learn from one another, engage with emergency management, and increase their organizational preparedness and commit to helping their clients and consumers be better prepared. The RHSCC approved the concept of pursuing grant funding to form the CDRN. As part of the MEMC, CDRN members are integrated into the various regional planning endeavors such as the THIRA, IPP, and the RHSCC annual meeting. They provide a vital mechanism to continue to infuse emergency preparedness and planning with more vulnerable communities and to ensure equity and resiliency are integrated throughout the entire emergency planning process. They, along with other key stakeholders, provide the necessary guidance and subject matter expertise to the RHSCC and subcommittees in their planning efforts. When needed, convening an advisory group of subject matter experts, depending on the project, could provide a way to ensure equity and resiliency for vulnerable communities remains a priority.

**Recommendations:**

- To ensure that key stakeholders focused on furthering equity and planning with more vulnerable communities such as the CDRN, continue to be engaged and integrated into the regional emergency planning processes, bring together an advisory group made up of key stakeholders to provide subject matter expertise and guidance in addressing equity issues in response and recovery planning for vulnerable populations. This type of advisory group is valuable in providing review and feedback to ensure that all emergency response and recovery plans and processes developed for the region are providing for the equitable delivery of assistance and support to vulnerable communities. Additionally, this type of advisory group could support collaboration opportunities to engage new partners that support vulnerable communities through work across MARC such as work associate with Climate Action.

### 1.2.2.2. Area for Improvement – Transition Subcommittees to Working Groups as Appropriate

**Observation/Analysis:** The current structure of the RHSCC and other regional committees has served the intended purpose but needs a more adaptable structure to be able to expand and contract depending on current project and planning needs and to have the flexibility to integrate additional stakeholders and disciplines to address new emerging, more complex threats. The RHSCC has encouraged collaboration and coordination at the regional level across multiple disciplines for many years. However, with the region's experience with the COVID-19 pandemic and increasing threats such as cybersecurity, violent domestic extremism, and threats to critical infrastructure, it has become apparent that the RHSCC needs a more flexible planning environment to ensure that the RHSCC and partner regional committees can effectively accommodate and address emerging threats and hazards without adding additional standing subcommittees. Currently, there are several subcommittees that are supported by MARC staff that may not have the need to meet on a regular basis or may be meeting unnecessarily when not tasked with a specific project or activity. Groups that focus on particular projects at certain times of the year, or on a singular project, would be better served functioning as temporary working groups who come together as necessary to achieve a specific goal or objective as opposed to a subcommittee that indicates a more permanent and more frequent meeting structure. Moving some standing subcommittees, as agreed upon, to working groups would allow subject matter experts across the RHSCC and regional committees to come together to focus on a temporary project then once the project is complete, the working group can

disband if no longer needed. This new structure will avoid having standing subcommittees that feel as though they need to meet regularly and require support from MARC staff when there is not a need to meet such as with an active project. This will concentrate already limited stakeholder and MARC staff time to focus on specific, active projects and will make meetings more efficient by condensing the reporting requirements. It should be noted that the designation of either subcommittee or working group not does preclude the group from collaborating across other groups. For instance, the Public Health Subcommittee transitioning to a working group would not affect those members participation within the HCC.

In particular, the Regional Cybersecurity Taskforce, is in a transition phase. This Taskforce, with the support of MARC and Emergency Services, developed the Regional Cybersecurity Strategic Framework which established a regional strategy to addressing cybersecurity and developed a cybersecurity workplan, as well as providing funding strategies for funding ongoing planning work. Moving forward, maintenance of this framework as well as ensuring integration of cybersecurity concepts within the regional planning, training and exercise efforts will be the responsibility of this taskforce. To facilitate that connection, moving the Taskforce to an RHSCC subcommittee will facilitate the necessary integrated coordination for elements of cybersecurity across the work of the RHSCC and to ensure that cybersecurity continues to inform the higher-level threat environment facing the region. MARC currently has an open staff position for a Cybersecurity Coordinator, whose responsibility will be to support the Cybersecurity Subcommittee and to work with the co-chairs of this subcommittee to ensure that cybersecurity concepts remain a high priority for the region.

**Recommendations:**

- Transition appropriate standing subcommittees to more temporary working groups. **Table 3** below presents recommendations for evaluating the standing subcommittees currently supported by MARC staff across all the regional committees and determine those that could transition to a more temporary working group with clear objectives and scope of work to allow more flexibility.
- Fill and maintain the co-chair leadership from both Kansas and Missouri for the Regional Cybersecurity Subcommittee as well as the MARC Cybersecurity Coordinator position.

**Table 3: Recommendations for MARC Supported Regional Committee Subcommittees and Working Groups**

MARC Supported Subcommittees	Lead Committee	Key Priorities	Subcommittee/ Working Group	Recommendations
RHSCC Policy Subcommittee	RHSCC	Provides guidance, and recommendations to the RHSCC on specific issues when policy questions arise while undertaking the regional homeland security work and keeps the RHSCC advised of legislation that might affect its work.	Subcommittee	The RHSCC Policy members provide guidance as to the overall direction of the RHSCC including funding and project support. It is vital that this group is made up of consistently informed members meeting on a regular basis to ensure strategic visions of the RHSCC progress and move forward.

MARC Supported Subcommittees	Lead Committee	Key Priorities	Subcommittee/ Working Group	Recommendations
Training and Exercise Subcommittee	RHSCC	Regular planning, development, and facilitation/coordination of regional training and exercises focused on prevention, protection, mitigation, response and recovery.	Subcommittee	The Training and Exercise function should continue as a subcommittee as it requires ongoing and routine meeting and planning to ensure the regional training and exercise program is implemented and addressing the needs of the region.
Regional Cybersecurity Taskforce	RHSCC	Tasked with development of the Regional Cybersecurity Framework and Regional Cybersecurity Workplan. Ensuring integrated coordination across the work of the RHSCC including planning, training, and exercises.	Subcommittee	To further momentum and carry on the implementation of the Regional Cybersecurity Framework and Workplan, and to maintain an integrated coordination between this group and the RHSCC as a whole, this group should function as a standing subcommittee within the RHSCC.
Law Enforcement	RHSCC	Focused on identification, prevention, protection, response and recovery needs, outline strategies to address identified needs, and make recommendations for investments	Subcommittee	The Law Enforcement Subcommittee is responsible for informing many aspects of the work of the RHSCC and as such grant requirements across multiple funding sources. Maintaining a routine and sustainable forum for regional law enforcement agencies to gather to discuss current and emerging threats to the region, resources and needs of the regional law enforcement community, as well as providing a platform for sharing lessons learned from law enforcement

MARC Supported Subcommittees	Lead Committee	Key Priorities	Subcommittee/ Working Group	Recommendations
				incidents around the country, serves to strengthen the law enforcement response capabilities for the region.
CDRN	MEMC	Focused on integration of resiliency in emergency preparedness, response and recovery planning for the region	Subcommittee	The CDRN brings together vital stakeholders who provide support to vulnerable communities and often times, marginalized communities often left out of the emergency planning process. Continuing the CDRN as a standing subcommittee meeting regularly will ensure that these stakeholders have a direct connection to the region and are available to provide guidance on furthering equity and strengthening resiliency across the work of the RHSCC and the regional committees.
Plans Subcommittee	MEMC	Develop, review, maintain various regional emergency response plans focused on prevention, mitigation, preparedness, response and recovery.	Working Group	This group would work well as a working group, coming together to undertake a new planning development project, or on an annual basis to review existing plans.
Community Preparedness Subcommittee	MEMC	Facilitate critical all-hazards education, information and training opportunities for the region.	Could possibly be merged with the plans as a working group	Based on a multi-year strategic plan, this group could come together as a working group to plan and facilitate specific events or develop or review community preparedness materials as needed.

MARC Supported Subcommittees	Lead Committee	Key Priorities	Subcommittee/ Working Group	Recommendations
Badging and Accountability Subcommittee	MEMC	Maintain the regional badging systems. Supporting badging for EOC support across jurisdictions. Support of the Incident Support Teams (IST).	Subcommittee	To maintain consistency and accountability for the badging systems currently supported by Badging and Accountability via financial investments from the region as well as the continued support for regional badging processes will be best served by maintaining this group as a standing subcommittee within the MEMC.
Public Health Subcommittee	MOHAKCA	Coordination with public health agencies and related task forces to coordinate emergency response planning and operations.	Working Group	This group was created to bring together public health planners to raise visibility and consideration to the planning, training and exercise, as well as investments needs of the 11 public health agencies across the region. The members of the Public Health Subcommittee also collaborate through the HCC on a regular basis. As this group is also tasked with implementing multiple recommendations contained in the <i>Regional COVID-19 Interim After Action Report</i> , transitioning to a working group will facilitate achieving this specific set of objectives. Once completed, the group can meet when deemed necessary.

**Advantages/Disadvantages:**

- An advantage to transitioning from subcommittees would be that working groups tend to be temporary in nature from the onset with specific objectives and deliverables. Once those objectives are complete, the working group contracts and those stakeholders are able to move on to other planning efforts. Subcommittees tend to be created as a more formal and permanent format and often times, meet when there are not current objectives before them, which may be construed as an ineffective use of stakeholder time.

**1.2.2.3. Area for Improvement – Streamline Information for RHSCC Members**

**Observation/Analysis:** Many RHSCC members indicated that the RHSCC meetings could be more effective if less meeting time was spent reviewing information that could be provided prior to the meeting. Preceding RHSCC meetings, MARC staff spend a good deal of time preparing information to be provided to the RHSCC members. While this financial preparation by MARC staff is necessary to meet grant reporting requirements, some stakeholders indicated that given the limited meeting time for RHSCC members and the time it takes MARC staff to prepare this information, it may be more efficient for both MARC staff and RHSCC members to have funding updates for contextual purposes uploaded to a common platform accessible by RHSCC members. Some RHSCC members felt that being able to access that sort of data on their own time, rather than having it presented at the meetings, would free up time for more targeted work and networking. Other meeting and background information including meeting agendas, previous meeting notes, and anything to be reviewed and discussed ahead of meetings, could also be uploaded to a shared platform. Asking RHSCC members to provide written reports ahead of the RHSCC meetings to save time at the actual meetings has been attempted previously, although that is dependent on stakeholder availability to provide these types of reports and there is a loss of direct interaction and discussions during the report outs portion of the RHSCC meeting.

Also, new RHSCC members indicated that having a repository for background information on historical work of the RHSCC, governance information, records of past strategic plans, and regional information would be very helpful in becoming acclimated to the RHSCC. Stakeholders noted the need and desire for a transition to a more digital format. Utilizing a digital platform would greatly reduce the amount of paperwork that is currently being produced, while simultaneously improving the ease and speed in which information can be shared with others across the organization. This could also serve to create more efficiency at the RHSCC member meetings by reallocating the time used to provide routine updates and information and instead, providing this information in a standard format on a shared digital platform to be review by RHSCC members prior to the meeting as discussed above.

**Recommendation:**

- Research capability of newly created regional plans dashboard to include a space and RHSCC information repository to allow members across the organization to access RHSCC related materials in one place, creating more opportunities to digitally share important contextual information such as financial updates, meeting agendas, minutes, and such via a shared platform.

**Advantage/Disadvantage:**

- An advantage would be to provide ease of access to historical and current information relevant to the work of the RHSCC. It could also streamline the RHSCC meetings and could lessen the requirement of MARC staff to prepare presentations for some updates for meetings. RHSCC members could review the background information and come prepared with questions or comments.

## 1.3. Engagement/Participation

This section provides strengths, areas for improvement and recommendations related to membership engagement, gaining buy-in, and expanding collaboration as it pertains to participation in the RHSCC.

### 1.3.1. Strengths

#### 1.3.1.1. Strength – Value of RHSCC Membership to Local Jurisdictions

**Observation/Analysis:** The RHSCC has fostered a strong sense of community, with large and small jurisdictions working together and sharing ideas in a mutually beneficial environment, making the region stronger. As a result, members from jurisdictions both large and small are represented within leadership positions, subcommittees, and working groups across the RHSCC. As groups within the RHSCC are multi-disciplinary, everyone feels welcome within the organization. For new members or potential new members, this welcoming and inclusive quality makes the RHSCC much less intimidating, especially for those outside of the first responder community. Through stakeholder engagement, RHSCC members specifically found access to information and information sharing, learning from others, relationships with peers, and regional training and exercise opportunities brought the most added value to their local jurisdictions. City Managers indicated that information sharing, mutual aid coordination, unified messaging to the public, and assessment and planning for regional threats and hazards were of most interest to them in support of their role in their local jurisdictions.

**Advantage/Disadvantage:**

- Understanding the value that the RHSCC brings to members and local leaders is critical to maintain support for members of the RHSCC and ensure it is seen as worth the time investment. Also, having the support of local jurisdictional leadership supports a more whole community regional effort and makes the RHSCC that much stronger.

#### 1.3.1.2. Strength - Communications Across the Region

**Observation/Analysis:** Stakeholders noted how communication across the region is quite strong, especially due to established relationships that span across many disciplines. RHSCC engagement brings together emergency management, first responders, and local city and county leadership providing continued opportunities for information sharing and understanding each disciplines' perspective. These relationships have been fostered and strengthened over time by RHSCC leadership. Dedication amongst RHSCC members, value to local jurisdictions including better communications, resource and information sharing, regional collaborations, relationships with peers were some of the key benefits to participation in RHSCC indicated by stakeholder during focus groups.

**Advantage/Disadvantage:**

- An advantage of having strong relationships between police, fire, emergency medical services, emergency management, hospitals, public health, public information officers, and local officials is a more collaborative and supportive planning environment. The RHSCC with its multi-discipline membership and close connection to the regional committees, helps to further strengthen communications across a variety of entities and provide additional engagement opportunities that may not otherwise exist.

### 1.3.1.3. Strength – Exposure to Multiple Disciplines and Perspectives

**Observation/Analysis:** The RHSCC encompasses a broad range of individuals with differing backgrounds, differing experience levels, and differing areas of expertise. This diversified group of individuals within leadership, committees, and working groups provides multiple viewpoints and various ways of thinking to attack a host of projects and challenges. This far-reaching membership base helps to provide a broader, more comprehensive point of view in relation to the work that should be done within the RHSCC.

**Advantage/Disadvantage:**

- An advantage to an environment where disciplines are encouraged to collaborate is the broadening of perspectives when approaching complex issues that affect the region. This type of whole community idea ensures that all the voices of a community have a seat at the table and that planning efforts will result in a stronger, more resilient region better equipped to recover when disaster strikes. It also brings together the many authorities, first responders working with city and county leadership, emergency management, health and medical partners, non-profits, and private sector partners and leads to a more cohesive and achievable outcome, especially when resources or funding may be necessary.

## 1.3.2. Areas for Improvement

### 1.3.2.1. Area for Improvement - Expanding Engagement with New Stakeholders and Disciplines

**Observation/Analysis:** The RHSCC has the ability to capitalize on opportunities to gain buy-in and expand collaboration with the addition of new partners as planning for emerging threats such as cybersecurity, continues throughout the region. Further development of partners who could work with the RHSCC is needed to further diversify committees and working groups, as well as to help the RHSCC be more inclusive of a greater number of stakeholders across the region. These newly established partnerships have the ability to create more value for both the RHSCC and for new stakeholder groups. There is a similar area of improvement listed within the *Regional COVID-19 Interim After Action Report*. These efforts could be combined for a common purpose of expanding engagement with additional stakeholder groups. Deliberate actions to expand stakeholders involved in the work will be required to identify, engage and respond to address new perspectives offered.

**Recommendation:**

- Support implementation of similar recommendation within the *Regional COVID-19 Interim After Action Report* to “incorporate community organizations and business partners in the appropriate meetings” to engage possible new partners in both Kansas and Missouri to increase the number of organizations throughout the region with which the RHSCC could work, including private sector, transportation, public utilities, and education partners. This will strengthen the RHSCC’s “whole community” collaborative approach. The *Regional COVID-19 Interim After Action Report* is available on [www.MARC.org](http://www.MARC.org).

### 1.3.2.2. Area for Improvement – Opportunities to Engage City Leaders and Elected Officials

**Observation/Analysis:** MARC and the RHSCC could increase opportunities to provide awareness, training, and engagement to city managers and elected officials. Information gathered through focus groups conducted through this Analysis found that some city managers would welcome opportunities to learn more about the work of the RHSCC and how it affects the region’s ability to respond and recover from emergencies. Some of the indicated topics of interest were information sharing, mutual aid coordination, resource sharing between jurisdictions, and training and exercises. Some indicated that they would like to better understand their role in a regional response, and what assistance they could offer if a

neighboring jurisdiction was affected. Increased awareness opportunities will support the “buy-in” from local leadership that is critical to ensure that they continue to support their jurisdiction’s involvement in the RHSCC.

Additionally, data related to the COVID-19 response highlighted the importance of elected officials understanding where they can be most effective during an emergency. Elected officials in the region are encouraged by the Federal Emergency Management Agency (FEMA) to take the FEMA Independent Study (IS) courses 100, 200 which focus on the National Incident Management System (NIMS), but this training is more targeted to first responders and emergency management. There are trainings available that focus more on the roles for senior jurisdictional leadership.

**Recommendations:**

- Working with the MARC Public Affairs group, review and revise the previously developed fact sheet highlighting the RHSCC, their collaboration with the regional committees and how the work being done benefits and directly affects local jurisdictions and their constituents.
- Incorporate awareness training for local jurisdictional leadership to better acclimate them to their roles and responsibilities during emergencies and incorporate this training into the MARC Emergency Services training rotation. Examples are listed in the Implementation Table in **Section 2**.
- Develop a short guidance document to provide high level awareness information regarding homeland security and emergency management fundamentals for local jurisdictional leadership including city managers and elected officials. Examples are listed in the Implementation Table in **Section 2**.

**Advantage/Disadvantage:**

- An advantage to these recommendations is capitalizing on the expressed interest from city managers to better understand what the RHSCC does and how the work affects them at the local level. There is also an interest to better understand how they can be of assistance in a more regional role. This serves not only to build support for the RHSCC but also to strength the regional capabilities to implement a regional response and recovery operation when needed.

## 1.4. Financial and MARC Staff Support

This section provides strengths, areas for improvement and recommendations related to grant processes, compliance requirements, funding management, and MARC staff support related to RHSCC activities.

### 1.4.1. Strengths

#### 1.4.1.1. Strength – Emergency Services (ES) Local Fund

**Observation/Analysis:** The ES Local Fund was developed to supplement the loss of available large federal grant funds to support and maintain homeland security regional coordination efforts such as planning, training, and exercises. The ES Local Fund is funded through dues paid by cities, counties, hospitals, EMS and other agencies. The ES Local Fund ensures the sustainment of minimal MARC staff, SFIR who have been critical in carrying out the RHSCC priorities and securing ongoing federal and state funding required to achieve successful outcomes from priority programs/projects of the RHSCC and its subcommittees and its subcommittees. The investment from local jurisdictions through the ES Local Fund motivates local officials to be more engaged and have greater interest in the success of the RHSCC.

**Advantage/Disadvantage:**

- An advantage to having local jurisdictions actively contribute to the work of the RHSCC is the motivation to see the RHSCC succeed to justify the expense from the local jurisdiction. The RHSCC focuses on collaboration to build further resiliency across the region, which directly serves to ensure that local jurisdictions are prepared to face threats and hazards and that communities are able to recovery as quickly as possible.

#### 1.4.1.2. Strength - Shifting Funding Based on Needs

**Observation/Analysis:** Stakeholders noted the flexibility of the MARC staff in conjunction with the RHSCC to efficiently shift funding based upon the changing needs of the organization. This ability to shift the focus and direction in which funding should be allocated allows MARC to more effectively meet the objectives of both the RHSCC and the Circle of Friends. With that said, it is important to ensure that regional stakeholders have visibility of the complexities and requirements from the multiple grant sources in order to preserve a shared awareness. MARC staff spend a good amount of time managing the grant resources that are brought into the region and it is good for stakeholders to understand the work that goes into ensuring the MARC remains compliant with the multiple requirements of these funding sources in hopes of maintaining a sustainable financial future.

Implementing a multi-year strategic planning process as recommended in **Section 1.1.2.2**, could greatly reduce the need to shift funding needs on an annual basis because there would be an extended outlook of priorities and needs of the region. Further integrating all the regional committees in the strategic planning process to more critically evaluate the return on investments on current and proposed funding items and tying those items back to the strategic plan creates more transparency and clarity as to the direction of the region and how and where funding will be focused.

**Advantage/Disadvantage:**

- The RHSCC and MARC values and requires transparency related to funding resources, where they come from and how they are utilized. This transparency over almost two decades has created trust between MARC and regional stakeholders.

#### 1.4.1.3. Strength – Maintaining Visibility of Funding Requirements

**Observation/Analysis:** It remains a priority of MARC Emergency Services to maintain transparency through visibility of funding sources and the requirements of each of those funding sources to ensure that the Circle of Friends are in the best position possible to continue the vital work of collaborative planning across the region as emerging threats and hazards continue to arise. It is vital to provide visibility of requirements from the multiple grant sources to stakeholders across the Circle of Friends to meet the requirements and continue to bring financial and training resources to the region. In support of the work of the RHSCC and the regional committees, MARC Emergency Services pursues and maintains several funding sources. These funding sources each come with requirements such as reporting, training and exercises, planning and collaboration. **Figure 4** provides details of each funding source maintained through MARC Emergency Services to support the work across the region, including most recent funding amounts and the associated requirements.

**Advantage/Disadvantage:**

- MARC values transparency related to funding resources, where they come from and how they are utilized. This transparency has created trust between MARC and regional stakeholders that allows MARC to be able to recognize an opportunity to better utilize funds to address a regional issue and for the RHSCC to quickly react

	REQUIREMENTS		
<p><b>\$1.5M</b></p> <p>U.S. Department of Homeland Security (DHS) Urban Areas Security Initiative (UASI)</p>	<ul style="list-style-type: none"> <li>DHS Data Calls</li> <li>Risk Profile Review</li> <li>Special Event Calls</li> <li>Threat and Hazards Identification and Risk Assessment (THIRA)/Stakeholder Preparedness Review (SPR) Review and Update</li> </ul>	<ul style="list-style-type: none"> <li>Integrated Preparedness Plan/Workshop</li> <li>Maintain Exercise Program in Support of the National Exercise Program (NEP)</li> <li>Project Implementations</li> <li>Bi-annual Strategy and Implementation Report (BSIR)</li> </ul>	<ul style="list-style-type: none"> <li>Update EOP Every Two Years</li> <li>Maintain and Support the Urban Area Working Group (UAWG)</li> </ul>
<p><b>\$605,000</b></p> <p>Missouri Homeland Security Grant</p>	<ul style="list-style-type: none"> <li>THIRA</li> <li>IPPW</li> <li>Inventory of Assets</li> </ul>	<ul style="list-style-type: none"> <li>Annual application</li> <li>Data Calls</li> <li>Status Reports</li> </ul>	<ul style="list-style-type: none"> <li>Governance, Membership, Meeting Coordination</li> </ul>
<p><b>\$437,000</b></p> <p>Kansas Homeland Security Grant</p>	<ul style="list-style-type: none"> <li>THIRA</li> <li>IPPW</li> <li>Inventory of Assets</li> </ul>	<ul style="list-style-type: none"> <li>Annual Application</li> <li>Data Calls</li> <li>Bi-annual Status Reports/Final Report</li> </ul>	<ul style="list-style-type: none"> <li>Governance, Membership, Meeting Coordination</li> </ul>
<p><b>\$348,000</b></p> <p>Missouri Bioterrorism Hospital Preparedness, U.S. Department of Health and Human Services (HHS), Administration for Strategic Preparedness and Response (ASPR)</p>	<ul style="list-style-type: none"> <li>Review and Update Health Care Coalition (HCC) Response Plan</li> <li>Develop Annex to Response Plan as Required</li> </ul>	<ul style="list-style-type: none"> <li>Support HCC</li> <li>Share Data Bi-annually</li> <li>Medical Response and Surge (MRSE) Exercise</li> </ul>	<ul style="list-style-type: none"> <li>2 Communications Drills</li> <li>Submit Proposed Workplan by HCC Capability</li> <li>Report Exercise Reports and Improvement Items</li> </ul>
<p><b>\$290,000</b></p> <p>Emergency Services (ES) Local Fund</p>	<ul style="list-style-type: none"> <li>Staffing Support</li> <li>Develop and Maintain Training and Exercise Programs</li> </ul>	<ul style="list-style-type: none"> <li>Develop and Maintain Information Sharing Systems</li> </ul>	<ul style="list-style-type: none"> <li>Sustainment of Regional Specialty Teams (Equipment sustainment)</li> </ul>
<p><b>\$230,000</b></p> <p>Mid-America Regional Council Emergency Rescue Committee (MARCER) – Local Assessments MARCER – Cooperative Purchasing \$130,000 (Local Assessments) \$100,000 (Cooperative Purchase)</p>	<ul style="list-style-type: none"> <li>Maintain Cooperative Purchasing program</li> <li>Maintain Mass Casualty Incident (MCI) plan</li> </ul>	<ul style="list-style-type: none"> <li>Maintain and Review Community Diversion Plan in collaboration with Kansas City Health Alliance</li> </ul>	<ul style="list-style-type: none"> <li>Legislative outreach</li> </ul>
<p><b>\$153,000</b></p> <p>Missouri UASI Law Enforcement Terrorism Prevention Activities (LETPA)</p>	<ul style="list-style-type: none"> <li>Application</li> </ul>	<ul style="list-style-type: none"> <li>Fusion Center support</li> </ul>	<ul style="list-style-type: none"> <li>Annual Review</li> </ul>
<p><b>\$70,299</b></p> <p>Kansas Hazardous Materials Emergency Preparedness (HMEP) – Planning and Exercise Kansas HMEP Training \$50,000 (Planning and Exercise) \$20,299 (Training)</p>	<ul style="list-style-type: none"> <li>Maintain Hazardous Materials Plan</li> </ul>	<ul style="list-style-type: none"> <li>Exercise Plan Annually</li> <li>Financial Reporting</li> </ul>	<ul style="list-style-type: none"> <li>Membership</li> <li>Maintain Bylaws</li> </ul>
<p><b>\$64,992</b></p> <p>Missouri Chemical Emergency Preparedness Fund (CEPF)</p>	<ul style="list-style-type: none"> <li>Maintain Hazardous Materials Plan</li> <li>Exercise Plan Annually</li> </ul>	<ul style="list-style-type: none"> <li>Maintain contract with Missouri Local Emergency Planning District (LEPD)</li> </ul>	<ul style="list-style-type: none"> <li>Financial Reporting</li> <li>Membership</li> </ul>

Figure 4: MARC Emergency Services Financial Support

## 1.4.2. Areas for Improvement

### 1.4.2.1. Area for Improvement - Processes for Asset Management

**Observation/Analysis:** Through various funding streams, MARC has purchased equipment to increase the readiness and response capabilities across the region. Much of this equipment is beginning to show signs of breakdown, requiring a decision of replacement or decommissioning. Data gathered through the stakeholder engagement process identified a need for more thorough process for the management and decommissioning of equipment purchased through MARC funding including tracking warranty information and equipment status. A more integrated system would allow for a more efficient tracking of equipment, initial investments, depreciation scales, equipment status, and decommissioning processes. There should be a mechanism for local jurisdictions with MARC-funding assets to provide regular status reports on those assets. This would make tracking the condition of the asset and the determination process to decommission and/or replace much more efficient.

**Recommendation:**

- Explore options within the existing Salamander platform being used to track MARC-funded equipment and supplies to add more detail on the life cycle of equipment, tracking warranty information, and notifications when equipment is nearing time for replacement.
- Continue to strongly encourage agencies to ensure that regional assets purchased through support of MARC are properly logged and updated in the Salamander platform in order to best evaluate the status of regional assets. This updated information serves as the necessary supporting documentation to authorize the repair or replacement of MARC-supported assets.

**Advantage/Disadvantage:**

- An advantage to expanding the capabilities of the Salamander platform would be that a portion of stakeholders and staff are already trained and familiar with this platform. If there are capabilities not currently being utilized that would allow for local jurisdictions to self-report on the condition of MARC-funded assets at regular intervals, it would make tracking and decision making more efficient and less labor intensive.
- There are advantages and disadvantages to the option of using a contractor to build or implement a new commercially available resource tracking platform. Advantages include having someone knowledgeable with both the resource management process and the technology available, but a disadvantage would be the cost involved and having MARC staff available to oversee the project. Although, the time savings once it is implemented could offset the costs.

### 1.4.2.2. Area for Improvement – Cross-Training Opportunities for MARC Emergency Services Staff

**Observation/Analysis:** The MARC Emergency Services staff has specific expertise areas that have benefitted the RHSCC and the regional committees but with limited MARC staff and newer MARC Emergency Services staff, cross-training the staff to be able to support each other's activities would expand the capabilities of MARC Emergency Services if expanding the number of staff is not an option. Ensuring that all MARC Emergency Services staff are basically familiar with everyone's focus area and the committees and subcommittees they support can help in the event that MARC staff need to fill in for each other.

**Recommendation:**

- Continue to provide MARC ES staff an opportunity to participate in regional activities such as training and exercise activities. This could be rotated throughout the MARC staff so that not everyone is involved all at once. The same could be considered for regional planning efforts. Additional suggestions are included in the Implementation Table in **Section 2**.

**Advantage/Disadvantage:**

- For a small staff with many responsibilities, ensuring that MARC ES staff have a baseline understanding of various activities and focus areas across the department allows for staff to be ready to step in to support when needed.

### 1.4.2.3. Area for Improvement – MARC Emergency Services Staff Support

**Observation/Analysis:** The MARC Emergency Services staff is very knowledgeable and actively support the RHSCC, the RHSCC Policy, Training/Exercise, and Law Enforcement Subcommittees, Public Health Subcommittee, in addition to supporting the Mid-America Hazardous Materials Emergency Preparedness Alliance (HEPA), Regional Association of Public Information Officers (RAPIO), MOHAKCA, MARCER, and the MEMC. Through the multiple funding sources that support the work of MARC Emergency Services, comes responsibilities and deliverables that need to be completed to ensure chance of ongoing funding. MARC Emergency Services staffing levels are compared to other similarly sized regional planning entities. In absence of available funding for additional staff, MARC could consider growing the existing intern program to supplement the support to the RHSCC and regional committees. Interns could also assist with internal MARC responsibilities such as refining the process to manage MARC-funded assets, researching potential new funding opportunities, and supporting regional planning efforts. Interns, especially interns from a master's level program come with a strong knowledge base and are eager to learn and gain valuable experience. Through their recent academic studies, they may also bring more recent best practices and lessons learned within their field of study that can be applied to project work within MARC.

**Recommendation:**

- Continue cultivating the existing internship program by enhancing relationships with local universities with public policy, public administration, emergency management, and public health programs to identify specific skills that could serve to supplement MARC staff.

**Advantage/Disadvantage:**

- Advantages to intern programs include the ability to supplement existing MARC staff. Partnering with local universities with public policy/administration programs would yield students with a public service mindset and would greatly benefit from exposure to the work that MARC and the RHSCC focus on. Interns could also provide a new perspective on issues and support innovative solutions to difficult issues.
- Disadvantages would include the effort it would take on the front end to develop an internship program. They are not meant to replace what paid staff would otherwise do, but they can supplement responsibilities while working alongside existing MARC staff. Another disadvantage would be the limited amount of time they would be available. If utilizing local college students, they may only be available for a semester or two. Finally, the interns would require coaching and supervision to ensure they receive a meaningful experience and the ES program finds value from their work.

## 2. Implementation Steps

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The RHSCC, the Circle of Friends, and MARC have created a highly collaborative environment which provides opportunities for many disciplines to come together and share their perspectives, experiences, and best practices to advance the readiness and response capabilities of the Kansas City region.

The goal of this Analysis was to identify strengths of the current RHSCC structure in order to maintain and build upon them as well as to find opportunities for increased efficiencies as threats and hazards to the region increase in complexity and the availability of RHSCC members becomes increasing more limited. Finding ways to cultivate new leaders and maintain membership participation and engagement requires a continued commitment to providing a service that is a value-add to stakeholders.

As evidenced through information gathered during the many stakeholder engagement activities of this Analysis, the collaboration and work of MARC, the RHSCC and the Circle of Friends is seen as very successful and beneficial to the region. This Analysis sought to capture the successes and highlight recommendations for areas for improvement to support the RHSCC as it continues to be a place for strong collaboration and coordination. Through recommendations provided with this Analysis, the RHSCC will be positioned for continued success in the years to come as they continue to build greater coordination in response to ongoing threats and hazards facing the region.

**Table 4:** The Implementation Table outlines the key steps that the RHSCC and MARC can take to integrate selected recommendations

**Table 4: Implementation Table**

Section Reference	Recommendation	Key Implementation Steps
1.1.2.1	Codify term limits for RHSCC Leadership	<ol style="list-style-type: none"> <li>1. Confirm agreed upon length of term limit (suggest 3-4 years)</li> <li>2. Codify term limits with addition of language on RHSCC Governance document.</li> <li>3. Language should include the option for an RHSCC Chair to serve for multiple consecutive terms if agreed upon by the MARC Board Chair, in the case of the RHSCC chairs, and by the RHSCC chairs, in the case of the Subcommittee leadership.</li> <li>4. The RHSCC co-chair positions should be staggered so that there is always an incumbent with working knowledge of the RHSCC.</li> </ol>

Section Reference	Recommendation	Key Implementation Steps
1.1.2.1	Develop an RHSCC Leadership Succession and Transition Plan	<p>Components of a Succession Plan:</p> <ol style="list-style-type: none"> <li>1. A listing of leadership positions and associated term limits</li> <li>2. Selection criteria and nominating process</li> <li>3. Job descriptions including responsibilities and estimated time commitments.</li> <li>4. Create a transition timeline to map out major milestones such as recruitment period, nomination and selection process, transition overlap with sitting leader, and final hand-off to new leader. Ensure there is ample overlap between the outgoing and incoming individuals to provide for transfer of information and adequate acclimation</li> </ol>
1.1.2.1	Encourage RHSCC members to consider future leadership positions.	<ol style="list-style-type: none"> <li>1. Integrate leadership discussions and activities to promote interest in leadership positions in regularly scheduled meetings</li> <li>2. Develop a short 20-minute mini-exercise with a scenario to highlight critical thinking, problem solving, and collaboration/coordination skills. This type of exercise could also serve to better acclimate new RHSCC members to the work of the RHSCC</li> </ol>
1.1.2.2	Implement a three (3) year strategic planning cycle.	<ol style="list-style-type: none"> <li>1. Consider timing of other multi-year planning efforts such as the THIRA/SPR and the IPP and various funding cycles in determining when to begin new strategic planning cycle. Ideally, the planning order would be: <ul style="list-style-type: none"> <li>○ THIRA/SPR</li> <li>○ Strategic Plan</li> <li>○ IPP</li> </ul> </li> <li>2. Determine strategic planning team (entire RHSCC membership or smaller core group).</li> <li>3. Determine if funding is available to support an outside, independent facilitator for the strategic planning workshop process.</li> <li>4. Build in a brief annual review process to update milestones and adjust priorities when necessary.</li> </ol>

Section Reference	Recommendation	Key Implementation Steps
1.1.2.2	Conduct an independently facilitated strategic planning workshop routinely on a 3-year cycle.	<ol style="list-style-type: none"> <li>1. Select an independent facilitator to conduct and notate the planning process;</li> <li>2. Begin with a review of existing regional priorities, goals, and objectives and the progress status of each to determine which have been met and completed and which need to remain as a focus.</li> <li>3. Conduct a survey of RHSCC and regional committee leadership, committee members, and key stakeholders to gather perspectives on regional priorities, needs, and goals. This survey could also be used to determine “who” is most appropriate to lead the progress of a particular goal/objective.</li> <li>4. Conduct a stakeholder meeting (to be held every 3 years) to review and validate findings from the survey. The strategic planning meeting should include the following: <ul style="list-style-type: none"> <li>○ Establish vision, mission and overall goals;</li> <li>○ Develop SMART (specific, measurable, achievable, relevant, and time-bound) objectives with actionable and achievable parameters and realistic timelines;</li> <li>○ Utilize breakout groups to further discuss established goals in detail and appropriate tasks/activities associated with each, including metrics for measuring success;</li> <li>○ Review and determine who will lead each goal/objective.</li> <li>○ Determine performance indicators and milestones to measure progress and success.</li> </ul> </li> <li>5. Based on the validation of the information, develop an Implementation Plan and assign task leads as needed.</li> <li>6. The Annual RHSCC meeting should include a review of the established 3-year plan to ensure regional priorities remain the same and provide progress report.</li> </ol>

Section Reference	Recommendation	Key Implementation Steps
1.2.2.1	Establish an advisory group including key stakeholders from the CRDN to meet when needed to ensure that all emergency response and recovery plans and processes developed for the region are providing for the equitable delivery of assistance and support to vulnerable communities	<ol style="list-style-type: none"> <li>1. Identify existing stakeholders within CDRN interested in provided feedback and review for regional plans and processes.</li> <li>2. Convene advisory group, when needed, to provide guidance and support for new regional planning efforts and to address known challenges such as transportation for those with disabilities and communications (use and availability of assistive technologies for example).</li> <li>3. Continue to ensure that the CDRN is integrated in regional planning efforts such as the THIRA/SPR, IPP, and Strategic Planning.</li> </ol>
1.2.2.2	Evaluate the standing subcommittees and determine those that could transition to a more temporary working group with clear objectives and scope of work to allow more flexibility	<ol style="list-style-type: none"> <li>1. See <b>Table 3</b> in Section 1.2.2.2.</li> </ol>
1.2.2.3	Research capability of expanding the newly created regional plans dashboard to include a space for RHSCC information.	
1.3.2.1	Support implementation of similar recommendation within the <i>Regional COVID-19 Interim After Action Report</i> to “Incorporate community organizations and business partners in the appropriate meetings”.	<ol style="list-style-type: none"> <li>1. Engage new private sector partners in both Kansas and Missouri to provide subject matter expertise as new regional planning projects are conducted such as regional cybersecurity planning. Also invite these new partners to participate in regional trainings and exercises. The <i>Regional COVID-19 Interim After Action Report</i> is available on <a href="http://www.MARC.org">www.MARC.org</a></li> </ol>
1.3.2.2	Working with the MARC Public Affairs group, review and revise the RHSCC fact sheet to inform local officials.	<ol style="list-style-type: none"> <li>1. Meet with public affairs to develop information materials highlighting the RHSCC, their collaboration with the regional committees and how the work being done benefits and directly affects local jurisdictions and their constituents.</li> </ol>

Section Reference	Recommendation	Key Implementation Steps
1.3.2.2	<p>Incorporate awareness training for local jurisdictional leadership to better acclimate them to their roles and responsibilities during emergencies and incorporate this training into the MARC Emergency Services training rotation</p>	<ol style="list-style-type: none"> <li>1. Review available trainings related to roles and responsibilities for elected officials and jurisdictional leadership and implement a pilot program to provide training to small group and garner feedback.</li> </ol> <p><u>Examples of Trainings Available:</u></p> <ul style="list-style-type: none"> <li>• FEMA G402 NIMS for Senior Officials (Executives, Elected and Appointed). This is an instructor-led training available through FEMA.</li> <li>• The National Disaster Preparedness Training Center (NDPTC) developed the Natural Disaster Awareness for Community Leaders (AWR-310). This course has been FEMA certified and is listed in the FEMA National Training and Education Division (NTED) Catalog. This course is targeted to a wide audience including local elected officials but also other community leaders like religious leaders, business community and local civic groups. This training is instructor-led but can be requested through your State Administrative Agency (SAA) through the FEMA Emergency Management System. <a href="https://ndptc.hawaii.edu/training/catalog/12/#course-description">https://ndptc.hawaii.edu/training/catalog/12/#course-description</a></li> </ul>
1.3.2.2	<p>Develop a short guidance document to provide high level awareness information regarding emergency management fundamentals for local jurisdictional leadership including city managers and elected officials.</p>	<p><u>Examples of existing guidance documents:</u></p> <ol style="list-style-type: none"> <li>1. The State of New York Homeland Security and Emergency Management, "<i>Elected Officials Guide to Emergency Management</i>". <a href="https://ocgov.net/sites/default/files/E911/NYSElectedOfficialsGuide/emergency-management-for-elected-officials.pdf">https://ocgov.net/sites/default/files/E911/NYSElectedOfficialsGuide/emergency-management-for-elected-officials.pdf</a></li> <li>2. The Maryland Municipal League, "Elected Officials Emergency Management Guide", 2017. <a href="https://www.mdmunicipal.org/DocumentCenter/View/2948/2017-Emergency-Mgt-Guide?bidId=">https://www.mdmunicipal.org/DocumentCenter/View/2948/2017-Emergency-Mgt-Guide?bidId=</a></li> <li>3. Southeast Nebraska Planning, Exercise, and Training Region, "Local Government and Elected Officials Guide to Emergency Management". <a href="http://homelandplanning.nebraska.edu/Documents/southeastmeetings/2017/Local%20Government%20and%20Elected%20Officials%20Guide%20to%20Emergency%20Management.pdf">http://homelandplanning.nebraska.edu/Documents/southeastmeetings/2017/Local%20Government%20and%20Elected%20Officials%20Guide%20to%20Emergency%20Management.pdf</a></li> </ol>

Section Reference	Recommendation	Key Implementation Steps
1.4.2.1	Explore options to expand use of the existing Salamander platform or adopt a new system that better addresses asset management.	<ol style="list-style-type: none"> <li>1. If possible, add more detail on the life cycle of equipment, tracking warranty information, and notifications when equipment is nearing time for replacement.</li> <li>2. For more effective coordination of equipment needs, research options for providing access to the Salamander platform for local jurisdictions responsible for maintaining equipment.</li> <li>3. Consider utilizing a contractor with experience in resource and supply chain management and technology development. Ensure they also offer IT support after implementation.</li> </ol>
1.4.2.1	Continue to strongly encourage agencies to ensure that regional assets purchased through support of MARC are properly logged and updated in the Salamander platform in order to best evaluate the status of regional assets. Having accurate, updated information provides the necessary supporting documentation when regional assets are in need of repair or replacement	<ol style="list-style-type: none"> <li>1. Include reminders to RHSCC members to review and update resource maintenance information in Salamander on a regular basis.</li> <li>2. Re-circulate instructions on accessing and using Salamander to ensure that new staff have the information.</li> </ol>
1.4.2.2	Continue to identify cross training opportunities to MARC Emergency Services Staff	<ol style="list-style-type: none"> <li>1. Continue to provide MARC ES staff an opportunity to participate in regional activities such as training and exercise activities. This could be rotated throughout the MARC staff so that not everyone is involved all at once. The same could be considered for regional planning efforts.</li> <li>2. Continue to encourage MARC Emergency Services staff to participate in trainings available across the region. There are a variety of on-line basic trainings across all facets of emergency management available through the FEMA Independent Study series.</li> <li>3. During MARC ES staff meetings, utilize 10-15 minutes to focus on a particular aspect of MARC Emergency Services programs that not all staff may be familiar with such as HSEEP, the HCC, resource management, etc.</li> </ol>

Section Reference	Recommendation	Key Implementation Steps
1.4.2.3	Continue cultivating the existing internship program.	<ol style="list-style-type: none"> <li data-bbox="716 233 1445 380">1. Engage local universities with public policy, public administration, emergency management, public health related programs to further identify specific skills needed to supplement MARC staff</li> </ol>

## Appendix A: Documents Review

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This Analysis began with relevant document review to build a foundational understanding of the history of the RHSCC and the regional coordination structure as a whole. Documents reviewed as part of this project are listed below in **Table 5**.

**Table 5: Documents Reviewed**

Documents Reviewed
MARC Emergency Services Financial Overview
RHSCC – KC Region Integrated Preparedness Plan 2021-2024
RHSCC – KC Region Gap Analysis 2022
RHSCC Strategic Planning Meeting Report, January 30, 2020
Complex Coordinated Terrorist Attack (CCTA) Program document
COVID-19 Regional Interim After Action Report/Improvement Plan (IP)
MARC Emergency Services brochure, updated September 15, 2015
MARC Emergency Services Funding Requirements overview document
MARC Emergency Services Regional Gap Analysis, updated 2022
RHSCC and HCC Alignment
RHSCC Financial Reports, January 31, 2022
RHSCC Governance, March 25, 2016
RHSCC Membership Review, 2022
RHSCC Strategy Plan (2015-2018)
RHSCC Strategic Planning Meeting Report, January 29, 2021
RHSCC Strategy Plan, updated January 2021
RHSCC Strategy Plan, updated January 2020
RHSCC Strategic Planning Framework, updated April 2011
RHSCC Strategic Planning Framework, updated February 2012
COVID-19 Regional Interim After Action Review,

## Appendix B: Project Background and Methodology

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### Background

The Mid-America Regional Council (MARC), a non-profit association of city and county governments, is responsible for regional collaboration on a range of important community topics, including aging services, early learning, health care, community development, public safety communications, emergency services, and homeland security. MARC supports the Regional Homeland Security Coordinating Committee (RHSCC) and its subcommittees, which support the advancement of the National Preparedness Goal as well as several other regional emergency services programs.

In the spring of 2022, the RHSCC contracted support to conduct an assessment and analysis of the leadership and operational structure and systems associated with the RHSCC. This RHSCC Leadership and Operational Analysis (herein referred to as the Analysis) serves to identify opportunities for increased efficiencies and recommendations for enhancement. Concepts developed in this report were derived from interviews and meetings with RHSCC stakeholders as well as best practices from similar coordinating entities around the country.

### Purpose

The purpose of this Analysis was to identify strengths and areas for improvement related to the RHSCC leadership, operations, participation, engagement, and financial support. Strengths focused on aspects of the RHSCC that are strong, contribute to the objective of continued regional coordination and planning, and provide value to local jurisdictions across the region. These strengths are vital to preserve and maintain. The areas for improvement are accompanied by recommendations geared toward strengthen strategic planning and leadership recruitment, increasing member engagement, and creating more effective and adaptable workflows all while maintaining the collaborative and engaged nature of the RHSCC and the other regional committees as part of the Circle of Friends.

Information contained within this Analysis will support flexibility and increased resiliency within the structure of the RHSCC to better adapt to emerging and increasingly complex threats and hazards in the region.

### Scope

The Analysis focuses primarily on the operations of the RHSCC in four (4) key areas: 1) leadership, 2) operational structure, 3) engagement, and 4) financial/MARC staff support. Information presented in this Analysis was gathered through multiple sources, including a review of existing current and historical organizational documents related directly to the RHSCC, strategic plans, and other relevant documents, and interviews and focus groups to gather more in-depth information from key stakeholders.

While the Analysis was primarily focused on the RHSCC, it would not be a complete and beneficial review without considering the collaboration and coordination between the RHSCC and the additional regional committees across the Circle of Friends who share a common goal of furthering the capabilities of the

## RHSCC Leadership and Operational Model Analysis Appendix B: Project Background and Methodology

region across the five mission areas of prevention, preparedness, mitigation, response, and recovery as defined in the National Preparedness Goal. Throughout this Analysis, key considerations include:

- ✓ Maintain aspects of the current structure that add value for stakeholders while identifying gaps or areas for improvement
- ✓ Continue to meet state and federal requirements related to funding sources
- ✓ Identify ways to strengthen operations
- ✓ Minimize duplication
- ✓ Maximize participation across the five mission areas of prevention, protection, mitigation, response, and recovery

Building on the successes and opportunities for refinement identified through the document review and analysis of interview and focus group data, this Analysis also includes recommendations and associated implementation steps within the Implementation Table presented in Section 2.

## Development of Analysis

### *Step 1: Review of Documentation*

To contextualize the data collected from stakeholders and form a baseline understanding of the RHSCC, this Analysis began with a thorough review of existing strategic and financial documents and other relevant current and historical documentation related to the work of the RHSCC. A listing of documents reviewed as part of this Analysis are included in **Appendix A**.

### *Step 2: Stakeholder Engagement*

The success of this Analysis depended on understanding the unique perspectives, opinions, and expectations of the stakeholders working to further preparedness and response readiness across the region by supporting the work of the RHSCC. To complete this step, a multi-pronged stakeholder approach was implemented. Understanding that the region was also undergoing an after-action process related to COVID-19, consideration was given to the methods of data collection being utilized as to not burden stakeholders. It was determined that a series of one-on-one interviews and targeted focus groups would provide stakeholders with ample opportunity to provide input regarding the programmatic elements and structures that work well and opportunities for improvement. More than 125 stakeholders were involved across many engagement opportunities throughout this Analysis. More detailed information on the participants involved in stakeholder activities and an analysis of the information gathered is presented in **Appendix C**.

### *Step 3: Develop and Validate Analysis and Recommendations*

This Analysis was developed with information gathered through stakeholder engagement and from best practices and experience learned through working with other similar regional planning groups around the country. The Analysis focuses on highlighting what is currently working well in as well as opportunities to increase efficiencies through the refinement of the organizational structure, leadership, staffing, financial support, and engagement areas of the RHSCC. In order to validate the findings and ensure the recommendations were practical and beneficial to the region, the Analysis was vetted through MARC Emergency Services Department Leadership, RHSCC leadership, and RHSCC Policy group.

***Step 4: Finalize and Presentation of Analysis and Recommendations***

Once feedback from the review and validation process was incorporated, the Analysis was finalized and presented to the RHSCC membership and the MARC Board. Included in the Analysis is an Implementation Table which provides a matrix of the recommendations presented along with key steps for implementation for the RHSCC and MARC to use as an implementation tracking and management tool.

## Appendix: C Stakeholder Engagement Activities

This appendix provides an overview of the stakeholder engagement activities conducted throughout this Analysis. Information gathered through one on one interviews and focus groups was utilized to identify strengths, areas for improvement, and recommendations presented in **Section 1**.

The focus groups conducted throughout the stakeholder engagement process included the use of a group engagement tool, Mentimeter. The following section provides highlights from the data gathered through Mentimeter. It should be noted that Mentimeter was not utilized for the one-on-one stakeholder interviews.

### MARC BOARD & CITY MANAGER FOCUS GROUPS

**Question: What do you need to know regarding the work of the RHSCC to be more effective in your roles? Select the top three (3). Numbers indicate the number of responses for each item.**

MARC Board

Assessment/Planning for Regional Risks, Threats, Hazards	9
Mutual Aid Coordination	8
Unified Messaging to the Public	8
Regional Preparedness Planning	8
Resource Sharing Between Jurisdictions	7
Regional Response Planning/Protocols	6
Information Sharing	4
Grant Funding Updates	4
Resources Available to Constituents	3
Training and Exercises	3

City Managers: (average responses gathered through 3 focus groups)

Information Sharing	9
Mutual Aid Coordination	6
Unified Messaging to the Public	6
Assessment/Planning for Regional Risks, Threats, Hazards	6
Resource Sharing Between Jurisdictions	5
Training and Exercises	5
Regional Preparedness Planning	5
Regional Response Planning/Protocols	4
Grant Funding Updates	4
Resources Available to Constituents	1

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**Question: What topics would be of most interest to you to help you be more effective in your role? Select the top three (3). Numbers indicate the number of responses for each item**

MARC Board

Role of Elected Leaders in Response and Recovery	13
Public Information (resources available to public)	10
Crisis Communications	10
Continuity of Operations/Government (COOP/COG)	10
Multi-Agency Response (Unified and Area Command)	7
Role of State and Federal Government	7
Disaster Cost Recovery	5
Role of Major Infrastructure	3
National Incident Management Systems (NIMS)	0

City Managers (average responses gathered through 3 focus groups)

Multi-Agency Response (Unified and Area Command)	12
Disaster Cost Recovery	11
Continuity of Operations/Government (COOP/COG)	10
Crisis Communications	10
Role of Elected Leaders in Response and Recovery	5
Public Information (resources available to public)	4
Role of State and Federal Government	3
Role of Major Infrastructure	3
National Incident Management Systems (NIMS)	2

## **RHSCC NEW MEMBERS**

*Question: What motivated you to become a RHSCC member? (open text)*

- Regional coordination, resource sharing, situational awareness, partnerships, networking, funding needs, desire to help vulnerable populations, access to trainings

*Question: What are the benefits to your local jurisdiction? (open text)*

- Resources, relationship building, access to information, helpful for the Private Sector to have a seat at the table, collaboration, trainings and exercises, building networks.

*Question: What is the most effective and productive aspect of the RHSCC member meetings?*

1. Planning regarding risks and hazard
2. Opportunities for training and exercises
3. Updates from MARC
4. Networking
5. Funding status and opportunities
6. Updates from the region

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7. Other

*Question: Is the RHSCC meeting schedule effective for addressing new and emerging priorities and ensuring the work required through grant funding is completed?*

Yes	8
Somewhat	0
No	0

*Question: How many Subcommittees and/or Regional Committees are you a part of?*

2 or less	4
3 – 5	4
More than 5	0

**RHSCC VETERAN MEMBERS: (8 participants)**

*Question: What motivated you to become a RHSCC member? (open text)*

- Regional collaboration, first responder collaboration, networking, updates on training and funding opportunities, hospitals are required by CMS to be part of an HCC.

*Question: What are the benefits to your local jurisdiction? (open text)*

- Lessons learned from others, resource and information sharing, relationships with peers in the region, collaborative training and communication.

*Question: What is the most effective and productive aspect of the RHSCC member meetings? (order indicates total number of votes for each topic)*

1. Opportunities for training and exercises
2. Networking
3. Funding status and opportunities
4. Planning regarding risks and hazard
5. Updates from the region
6. Updates from MARC
7. Other

*Question: Is the RHSCC meeting schedule effective for addressing new and emerging priorities and ensuring the work required through grant funding is completed?*

Yes	8
Somewhat	0
No	0

*Question: How many Subcommittees and/or Regional Committees are you a part of?*

2 or less	2
3 – 5	5

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More than 5	0
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## **RHSCC and REGIONAL COMMITTEE LEADERSHIP**

*Question: What motivated you to become a Regional Committee/RHSCC Subcommittee Co-Chair?*

- Interest in facilitating teamwork across the region, achieve regional collaboration, support regional training and equipment sharing, support the region in being able to do more through multijurisdictional/multidisciplinary efforts, improve established mission/priorities, passion for helping vulnerable populations

*Question: What is your level of engagement with MARC Staff... (1 = Not at all, 10 = Very Engaged)*

What is your engagement with MARC ES Staff?	8.9
What is your engagement with other MARC Programs?	8.3

*Question: What is the current level of communications... (1 = Too little, 5 = Too much)*

Updates on project status to/from MARC	2.9
Updates on funding status to/from MARC	3
Information sharing between committees	2.9

*Question: How effective is the current Regional Committee/RHSCC subcommittee meeting/work schedule for the following? (1 = Not effective, 5 = Very effective)*

Responding to emerging priorities	4.6
Responding to new funding opportunities	4.6
Addressing funding requirements	3.8
Efficiently utilizing the time of participants	3.7
Creating linkages among other program areas	3.4
Maintaining engagement from participants	3.3

## **RHSCC Strategic Planning Meeting (April 1, 2022)**

*Question: Does the hybrid meeting environment affect our ability to cultivate and sustain relationships? If so, how do we adjust?*

- It increases participation and often saves travel time. However, it seems to hinder the deep relationship building that occurs with in-person gatherings.
- In-person is better, but virtual gives access to people who otherwise might not have made it
- Virtual when you have to, but mainly in-person is better.
- Being virtual does not allow for as much personal connection, harder to sustain relationships
- Can't read body language in a virtual format

*Question: How do these influences (on the RHSCC program) impact our priorities and our work?*

- They are and should be the driving force behind work priorities
- They serve as a guide

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- Ensures that everyone has the same vision for direction setting
- They help drive future progress and planning
- These priorities create the roadmap for how we continue in the future and where we spend our dollars and direct our resources

*Question: Are we missing key agencies and organizations to advance the mission of RHSCC?*

- Education/School districts
- VOAD/COAD
- Elected officials
- Private sector
- Tech (UMKC MIDE technology)
- Religious leaders
- Local defense coordinating office
- Better participation from smaller jurisdictions
- Mental health agencies
- Local federal partners
- Critical infrastructure partners

## Appendix D: MARC Compared to Other Regional Planning Groups

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As part of the RHSCC Analysis, regional planning structures from similarly sized regions were researched to provide a comparison to the support MARC provides to the RHCSS and regional committees. The staff data reflected in the table assumes all positions are full time positions that support similar activities to MARC such as emergency planning, training and exercises, administrative support to multiple committees, and funding/grant research and reporting. Many of these regional planning entities also support purchase and maintenance of physical assets to support regional response capabilities. As highlighted in **Figure 5** below, MARC is providing substantial funding and staff support to enable the RHSCC and the regional committees, all sharing regional priorities and supporting a unified mission, to continue the work of collaborative planning and strengthening the response and recovery capabilities across the region.

*Note: Sources of information presented in Figure 4 include:*

- Mid-American Regional Council staff and <https://www.marc.org/>
- NCTCOG staff and <https://www.nctcog.org/>
- Atlanta UASI staff and [https://atlantaregional.org/community-development/community-preparedness/homeland\\_security\\_recovery/](https://atlantaregional.org/community-development/community-preparedness/homeland_security_recovery/)
- <https://www.hrpdcva.gov/departments/emergency-management>

## RHSCC Leadership and Operational Model Analysis Appendix D: MARC Compared to Other Regional Planning Groups



**Figure 5: Regional Planning Groups Overview**

## Appendix E: Acronyms

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ASPR – Administration for Strategic Preparedness and Response  
CCTA – Complex Coordinated Terrorist Attack  
CDRN – Community Disaster Response Network  
CEPF – Chemical Emergency Preparedness Fund  
ES – Emergency Services  
FEMA – Federal Emergency Management Agency  
HCC – Health Care Coalition  
MARC – Mid America Regional Council  
RHSCC – Regional Homeland Security Coordinating Committee  
HCC – Health Care Coalition  
HMEP – Hazardous Materials Emergency Preparedness  
HOAFC – Heart of America Fire Chiefs  
IPP – Integrated Preparedness Plan  
IPPW – Integrated Preparedness Plan Workshop  
IS - Independent Study  
KCAMSC – Kansas City Area Maritime Security Committee  
KCRMORG – Kansas City Regional Mortuary Group  
LETPA – Law Enforcement Terrorism Prevention Activities  
MAC G – Multi-Agency Coordination Group  
MARCER – Mid-America Regional Council Emergency Rescue  
MEMC – Metropolitan Emergency Management Committee  
MOHAKCA – Metropolitan Official Health Agencies of the Kansas City Area  
NIMS – National Incident Management System  
PSC – Public Safety Communications  
RAPIO – Regional Association of Public Information Officers  
SMART - specific, measurable, achievable, relevant, and time-bound  
SPR – Stakeholder Preparedness Review  
THIRA – Threats and Hazard Identification and Risk Assessment  
UASI – Urban Area Securities Initiative