



Kansas City Regional
Community Organizations
Active in Disaster

COOPERATION | COMMUNICATION | COORDINATION | COLLABORATION

KCRCOAD Multi Agency Resource Center (MARC) Quick Start Guidebook

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Changes in purple underline from version 5 March 2026

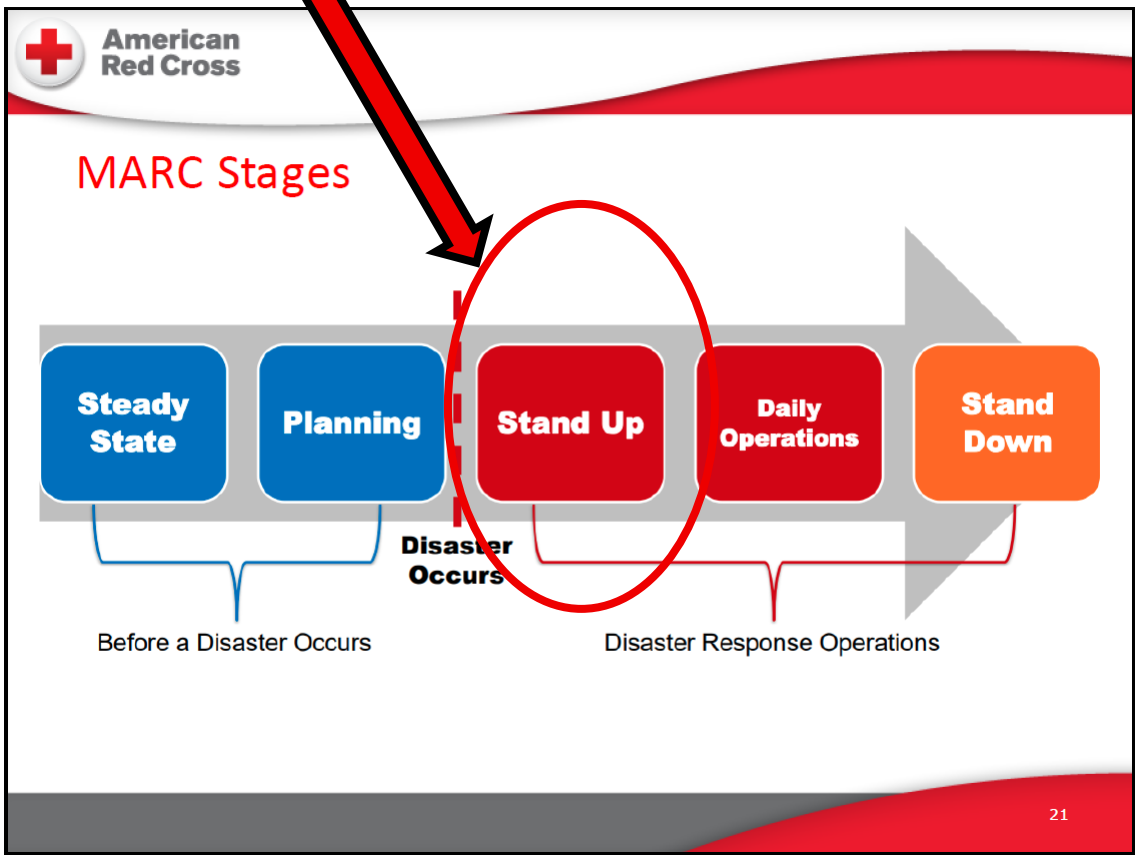
A **quick start** guide for Elected Officials, City/County Emergency Managers (EM), their EM community Partners and KCRCOAD Members in the MO and KS MEMC region to synchronize the rapid stand up and initial operation of a MARC in support of RESPONSE and RECOVERY operations as a result of an incident, emergency, man-made or natural disaster.

27 **Introduction**

28 Congratulations! If you are reading this KCRCOAD Multi Agency Resource Center (MARC) Quick Start
29 Guidebook then you are a teammate who has a part in reducing the suffering of your neighbors who have
30 gone through or is going through a stressful and possibly a traumatic event affecting them and their families.
31 Before we begin – THANK YOU!
32

33 **THIS IS NOT A PLAN!** A plan has identified leaders, locations, and resources. To build a viable MARC plan we
34 highly recommend using the June 2017 Multi-Agency Resource Center Planning Resource
35 [MultiAgency Resource Center Planning Resource JT V-1-0 2017 06 12-.pdf](#) which gives remarkable detail
36 and has the forms you could use for a MARC. This **Quick Start** guidebook is to briefly review why the situation
37 may call for a MARC with the initial steps to synchronize leaders and teammates to effectively and rapidly
38 stand up a MARC. Your City/County Emergency Management (EM) team is the **lead** in developing a plan with
39 identified leaders, pre-identified locations (some more optimal than others), and resources (which change
40 based on funding, size and type of the incident, etc.). This is **Quick Start** guidebook can support the initial
41 development of a plan and can come in handy during an incident where the EM would consider standing up a
42 MARC.
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44 Here is a graphic of the life cycle of a MARC. This **Quick Start** guidebook focuses on the Stand-Up and Initial
45 Daily Operations area. We highly recommend reviewing the June 2017 Multi-Agency Resource Center
46 Planning Resource [Multi Agency Resource Center Planning Resource JT V-1-0 2017 06 12-.pdf](#) where you
47 can find checklists and many other supporting documents and forms.



48 Our Mid-America Regional Council has developed, in coordination with our Emergency Managers and regional
49 partners, the Regional Coordination Guide (RCG) with an ESF #6 Annex. The RCG is tremendously helpful in
50 synchronizing our efforts in the Region and should be reviewed by all teams providing support.
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“The Privacy Act and Health Insurance Portability and Accountability Act of 1996 (HIPAA) includes barriers that inhibit sharing client data among agencies for the purpose of providing disaster recovery support and medical care. To avoid these barriers and to help ensure long-term community recovery, local governments may consider coordinating their available social services resources to provide disaster victims with regionally available housing resources, crisis counseling referrals, medical care and employment opportunities. This coordination of services could occur at a Multi-Agency Resource Center (MARC). A MARC is intended to be a consolidated, “one-stop shopping” site where a disaster survivor can meet with all agencies supporting recovery at a single location. This allows for survivors to get maximum exposure to programs and services without having to rely on agencies sharing client data they may otherwise be prohibited from doing so. Such activities may be coordinated through the KC-Metro VOAD [KCRCOAD] with assistance from local governments.”

KC-METRO COMMUNITY ORGANIZATIONS ACTIVE IN DISASTER (COAD)	<ul style="list-style-type: none"> ➤ Support ESF #6 activities by providing food, comfort and hygiene items, crisis counseling services, assistance with emergency repairs and clean-up, temporary housing resources, child and elder care, assistance for special populations and other human services assistance required by the situation. ➤ Form a long-term human services recovery committee to assist with the provision of disaster assistance from the volunteer community.
LOCAL AGENCIES PROVIDING ASSISTANCE TO SPECIAL POPULATIONS	<ul style="list-style-type: none"> ➤ Work with local governments to make accommodations for special populations when needed. ➤ Participate in developing and executing a regional strategy to assist populations with functional and access needs.

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https://www.marc.org/sites/default/files/2022-03/RCG_ESF6_Mass_Care.pdf

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In order to support these mission sets we need to know needs of ALL the communities impacted by the incident which is why standing up a MARC is critical to rapidly and effectively identifying the impacted communities so KCRCOAD Members can be able to posture their teams and resources for support.

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We try to keep acronyms to a minimum but to save ink/paper and time here are a few that you will see throughout this guidebook-In **RED BOLD** are positions established/selected by the **Emergency Manager**:

- **EM**- The local/City (or in some cases County) Emergency Management team responding to the emergency/incident/disaster. The Emergency Management Director (**EMD**) is the lead.
- **CLIENT**- An individual or family impacted by the emergency/incident/disaster.
- **MARC**- Multi-Agency Resource Center. A virtual or physical location selected by the EM where those families/individual “clients” affected by the emergency/incident/disaster can meet to assess their needs and match available resources/services. The MARC is usually a one-to-two-day event where the “clients” can provide information on their needs and at the same time receive resources and information on resources. Because a MARC needs coordination with our KCRCOAD Membership we, KCRCOAD, will need at least 48 hours from the receipt of the Request For Assistance (RFA) from the EM team. Keep in mind that there may be MARCs or KCRCOAD operations already in play that would prevent our support in another MARC. It is highly recommended that all City and County EMDs prepare for the possibility of standing up their MARC without KCRCOAD support.
- **EM MARC POC Leader**- EM designated Point Of Contact synchronizer for all MARC information and MARC efforts.
- **MARC Site Manager**- The Site Manager is the general manager of the site and has overall responsibility for its effective operation including assignment of expenditure approval and is usually the on-site facility manager or designee who has keys, access to tables, chairs etc. The MARC Site Manager works closely with the EM MARC POC Leader and all MARC participants.

- 92 ▪ **PIO**- Public Information Officer. The person/office that the EM chooses to be the focal point for
93 information distribution and the one who meets with and synchronizes with the media at the MARC
94 and regarding MARC operations.
- 95 ▪ **KCRCOAD**- Kansas City Regional Community Organizations Active in Disasters. A regional [\(MO and KS\)](#)
96 group of organizations who volunteer their resources free of charge to support the EM in
97 emergency/incident/disasters. <https://www.kansascityregionalcoad.org/>
- 98 ▪ **KCRCOAD Member**- an active member organization of the KCRCOAD with a signed Code of Ethics and
99 agreement to offer services/goods free of charge. There are 5 “Communities” of Members: **Private**
100 **Business & Community Partners**; **Places of Worship**; **Non-Government Organizations** and **Academia**;
101 **Government Organizations**; and **Synchronizers**.
- 102 ▪ **Partner**- An organization (government, volunteer, business, etc.) who is not a Member of the
103 KCRCOAD and who is invited by the EM to provide support to the MARC and/or at the incident site.
104 The EM is responsible for vetting the Partner organization and the EM is responsible for their invited
105 Partner teammates.
- 106 ▪ **RFA**- Request For Assistance. An email/text of a formal request for KCRCOAD and KCRCOAD member
107 support from the EM. Really a “What?”, “Where?”, “When?” and “Who is the POC?” to facilitate
108 putting a KCRCOAD Member capability in play. An RFA prevents organizations from “self deploying” to
109 an incident site without synchronization with the EM team. It identifies the EM designated POC for
110 access to the incident site and clarifies type, length, size of capability needed. Many KCRCOAD
111 member organization require an EM RFA as part of their charter/funding/mandate to deploy their
112 capabilities. ***It is appropriate, recommended, and necessary to submit an RFA based on a best***
113 ***estimate of a situation*** so the KCRCOAD can begin/continue mission analysis and prepare member
114 organizations to assemble and prepare for deployment. Because a MARC needs coordination with our
115 KCRCOAD Membership we, KCRCOAD, will need at least 48 hours from the receipt of the Request For
116 Assistance (RFA) from the EM team. Keep in mind that there may be MARCs or KCRCOAD operations
117 already in plan that would prevent our support in a MARC.
- 118 ▪ **MRP**- Mission Ready Package. A **very brief** description of a KCRCOAD member organization’s
119 capability (in a **1-2 page max** Word/PDF/DOC format) which answers typical EM questions about that
120 capability that is offered to the EM in the RESPONSE and RECOVERY effort. MRPs are owned by the
121 KCRCOAD Member and are not a promise- they are a “possible” capability that might be available. The
122 KCRCOAD will contact the Member organization to update their MRP(s) to determine availability for
123 deployment and then **IF** it is available then the MRP(s) would be shared with the EM for that specific
124 emergency/incident. MRPs that support the [standup](#) and operation of MARC are identified in the title
125 and in the first few description fields. Generally, the MARC support related MRPs are in the ESF#6
126 category but some may be found in ESF #5 [because it is also part of situational awareness and](#)
127 [assessment.](#)
- 128 ▪ **KCRCOAD EIOG**- The KCRCOAD Emergency/Incident Operations Guide is the exercised framework to
129 synchronize the EM team, KCRCOAD leadership/committees, and the KCRCOAD Member organizations
130 on how to rapidly support the EM team in RESPONSE and RECOVERY missions.
131 https://www.kansascityregionalcoad.org/files/ugd/89e419_1e7cf862dff44756b7ff3f6c3c094103.pdf
- 132 ▪ **RESPONSE PHASE**- Actions taken right after the emergency/incident/disaster to save lives and stabilize
133 the situation (see the KCRCOAD EIOG for more information).
- 134 ▪ **RECOVERY PHASE**- Actions taken right after the emergency/incident/disaster to reduce suffering and
135 begin case management and other Recovery missions to get the impacted families to their new
136 normal. (see the KCRCOAD EIOG for more information).
- 137 ▪ **MEMC Region** -The Metropolitan Emergency Managers Committee Region spans 4 counties in KS and
138 5 counties in MO where the KCRCOAD and KCRCOAD Member operates.
139 [https://www.marc.org/safety-security/emergency-services-and-homeland-security/emergency-](https://www.marc.org/safety-security/emergency-services-and-homeland-security/emergency-preparedness)
140 [preparedness](#)

- 141 ▪ **EOC**- Emergency Operations Center. Both the EM and the KCRCOAD may stand up their EOCs to
142 synchronize and facilitate information on mission sets and to synchronize RESPONSE and RECOVERY
143 operations.
- 144 ▪ **AFN**-Access and Functional Needs. All of our communities have “People with access and functional
145 needs [which] make up to 43% of our population and may increase as a result of a disaster. These
146 individuals may require additional support to receive disaster services and resources.” Reach out to
147 your local AFN Champions who will help you in your planning effort to include AFN considerations and
148 who also help find resources for our AFN clients.
 - 149 ○ [https://www.fema.gov/sites/default/files/documents/fema_access-and-functional-needs-](https://www.fema.gov/sites/default/files/documents/fema_access-and-functional-needs-support_fact-sheet.pdf)
150 [support_fact-sheet.pdf](https://www.fema.gov/sites/default/files/documents/fema_access-and-functional-needs-support_fact-sheet.pdf)
 - 151 ○ <https://archive.ada.gov/pcatoolkit/chap7emergencymgmt.htm>
 - 152 ○ <https://archive.ada.gov/pcatoolkit/toolkitmain.htm>
- 153 ▪ **ELL**-English Language Learners are our community members who may need support in
154 translations/formatting of information. Identifying our ELLs early will allow reach back into the
155 community for Leaders to help with language/format support and also message dissemination.
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157 This **Quick Start** guidebook is a living document and is organized in to sections with information, “best
158 practices”, and considerations to rapidly stand up a MARC tailored for our KS and MO Kansas City Region. The
159 Sections are:

- 160 1. Emergency Manager’s considerations to stand up a MARC
 - 161 2. Elected Officials considerations
 - 162 3. Optimal Pre Planning and Best Practices
 - 163 4. (future) Links to a library with prebuilt forms
- 164
- 165

166 **Emergency Manager’s considerations to stand up a MARC or perform a door-to-door** 167 **canvas**

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169 If the emergency/incident is relatively small with a handful of impacted clients the EM could coordinate a
170 door-to-door canvassing of needs and generating a list of available resources [that](#) could be provided by local
171 partners in a few hours. If the number of impacted clients or extent of impact client’s needs exceeds a door-
172 to-door effort then a MARC is a very good idea. The sooner a MARC is stood up the sooner the assessment of
173 the impacted clients’ needs can be identified and then the sooner available resources/services can be
174 requested so their suffering can begin to be reduced. Note that it takes at least 48 hours to stand up a MARC
175 and the EM’s PIO will need time to send the MARC information in the multiple languages and formats to their
176 media conduits. Also, remember that if there are multiple impacted areas in multiple jurisdictions then the
177 KCRCOAD may not be able to support MARCs in all the impacted areas. It would be prudent for our EM teams
178 to be prepared to be able to stand up a MARC without KCRCOAD support if there is a wide spread multi-
179 jurisdictional emergency/incident/disaster. It is highly recommended to stand up the MARC within the first
180 week of the incident.

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182 While it may seem daunting to stand up a MARC it is fairly straight forward. A MARC is the fastest and most
183 effective way to gather information on needs and at the same time provide an opportunity to provide initial
184 resources and resource information to clients in your communities affected by the
185 emergency/incident/disaster. If the disaster [meets](#) the FEMA declared disaster [threshold](#), then it is called a
186 Disaster Recovery Center (DRC) and [it](#) is usually only Federal agencies. Note- this take a considerable amount
187 of time and the general EM consensus is to not wait. This guide is focused on quickly standing up a MARC
188 without waiting for FEMA or your State’s (KDEM/SEMA) MARC support team to arrive. Historically support

189 from outside the Region requires information that an initial MARC would gather on the number, type and
190 extent of resources needed so let's not wait!

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192 **Elected Official's considerations to stand up a MARC**

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194 Historically some elected officials have voiced concerns and have identified requirements when standing up a
195 MARC:

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- 197 1. "Ensuring a solid clear chain of command be in place prior to activating a MARC." The solution to this is to:
- 198 a. Have the **EM** selects the MARC location.
- 199 b. Have the **EM** designates his/her representative to be the **EM MARC Point of Contact (POC)/Leader** of
200 the MARC effort to synchronize with the KCRCOAD and Partners. This way the EM will be the provided
201 all the data gathered by the MARC so he/she can brief the elected officials on the status. This will also
202 keep all follow-on missions synchronized under the EM's leadership.
- 203 c. Each MARC location will have an **EM** designated **MARC Site Manager** (usually the facility manager, etc.)
204 who synchronizes MARC facility needs (e,g, chairs, tables, access, signage, times, etc.) and reports to the
205 **EM MARC POC/Leader**.
- 206 2. "That it be orderly and peaceful"
- 207 a. The **EM MARC POC/Leader** coordinates security with the **MARC Site Manager**- plain clothes officers may
208 be a viable option for Law Enforcement if the clients have concerns.
- 209 b. The **EM MARC POC/Leader** selects the method to communicate inside and outside the MARC-
210 Who/what number to call with any security issues, radios, frequency management, social media, etc.
- 211 c. To synchronize how best to publicize the MARC hours, develop a flyer (to include our English Language
212 Learners (ELL) and AFN clients), develop a communication distribution plan, and manage media and
213 social media postings the **EM MARC POC/Leader** with the **EM** sets up the meetings to synchronize with:
- 214 i. The **City/County Public Information Officer (PIO)**
- 215 ii. KCRCOAD leadership
- 216 iii. UNITED 211 <https://unitedwayGKC.org>
- 217 iv. **MARC Site Manager**
- 218 v. MARC RAPIO [Regional Association of Public Information Officers \(RAPIO\) | MARC](#)
- 219 vi. ??
- 220 vii. ??
- 221 3. The EM could consider utilizing an area near the MARC to hold press conferences, public Q&A so clients can
222 participate but please respect the client's privacy and do not use the MARC as a background for such
223 events- please hold the events in a separate area.
- 224 4. ?
- 225

226 **Optimal Pre Planning and Best Practices**

227 The KCRCOAD team is considering developing KCRCOAD library of MARC products/templates to have on the
228 ready for our EM to tailor and use when standing up a MARC. A copy of these templates could/should be
229 included in the EM Local Emergency Operations Plan LEOP at both the County and City EMD offices. If you are
230 a City or County Emergency Management Director and have ideas/experience in standing up, running and
231 demobilizing a MARC then please share so we can refine our KCRCOAD Regional MARC capability.

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233 If you are unfamiliar or have questions on how the KCRCOAD and Emergency Management Directors (EMD)
234 and partners work together in RESPONSE and RECOVERY operations I highly recommend you review the
235 KCRCOAD Emergency Incident Operations Guide (EIOG) [DRAFT KCRCOAD EMERGENCY INCIDENT OPERATIONS](#)
236 [GUIDE EOIG ver 10 June 25.pdf](#) on the KCRCOAD website under DOCUMENTS click on [EIOG] for the most
237 current version –the EIOG will stay in DRAFT [so check the version date](#). Below are just a few pre planning Best

238 Practices that we can focus on in planning for a MARC in your city/county so when the time comes to stand up
239 a MARC it can be done rapidly and effectively.

- 240 1. **Identifying MARC location(s) prior to an Emergency/Incident.** The **EMD** should identify multiple MARC
241 facility locations in case the primary MARC facility is damaged by an incident. The MARC facilities should
242 be exercised (where a handful of people walk the process) then then the details with photos, layouts, etc.
243 can be included in their Local Emergency Operations Plan (LEOP) for that MARC facility. Keep in mind AFN
244 access and needs when selecting MARC locations.
 - 245 a. Kansas <https://www.kansastag.gov/537/Local-Emergency-Operations-Planning>
 - 246 b. Missouri- https://sema.dps.mo.gov/newspubs/publications/leop_planning_documents.php
- 247 2. The **EMD** can **select and train** their **MARC POC Leader(s)** so when a MARC is needed there is familiarity
248 with the process and partners.
- 249 3. The **EMD** and **MARC POC Leader(s)** should **meet with the MARC Site Manager** at each of the multiple
250 facility locations to review the facility and the process of receiving clients and review needed tables, chairs,
251 posters, radios, supplies, etc.
- 252 4. While each emergency/incidents/disasters are unique, common **MARC baseline support team** missions
253 include:
 - 254 a. The Reception teams receive the clients to gather their information and gives them a short briefing on
255 the MARC support tables and facility information (bathroom locations, child care, snacks, etc.).
 - 256 b. The Ambassador teams can go with and guide the clients through the MARC for those who need that
257 support. Having AFN and ELL skilled Ambassadors are welcomed and appreciated.
 - 258 c. The Signage team can build and locate posters to support clients foot traffic flow to the MARC area.
259 Consider our ELL clients and AFN clients when building sinage.
 - 260 d. Disaster Behavioral Health (DBH) teams can perform initial Trauma Screening (TS) and provide
261 information for follow on support to include Spiritual Care (SC). There is value in identifying areas of the
262 facility where confidential TS/DBH/SC support can be provided to respect the privacy of those needing
263 TS/DBH/SC support. The KCRCOAD will only use TS/DBH/SC personnel who are affiliated with the
264 American Red Cross and who have completed their BDH training with appropriate screening.
 - 265 e. “Child Friendly Spaces with Child Care Services: A child friendly space serves two purposes. First, it is a
266 safe area where a parent and/or guardian can take their children to play. Second, it serves as an area
267 where parents, while receiving services in the MARC, can safely leave their children with credentialed
268 providers. If needed, the MARC plan designates a child friendly space within the facility and identifies a
269 credentialed agency or group to provide child care (remember to ensure that the agency identified to
270 run the child care area has the proper credentials for the state in which the MARC is located)”. See page
271 22 of the June 2017 Multi-Agency Resource Center Planning Resource
272 [MultiAgency Resource Center Planning Resource JT V-1-0 2017 06 12-.pdf](#)
- 273 5. In addition to MARC baseline support team - What **specialty MARC partners** are needed tailored for the
274 situation? An example would be a flood with property damage where KCRCOAD members can:
275 immediately schedule to execute “mucking out” operations; resource donation; housing
276 references/solutions; AFN, ELL support; etc.
- 277 6. If there is need for **Volunteer** and/or **Financial/Materials Donations Management** operations visit with
278 the KCRCOAD leadership so the appropriate committee can rally their committee and team to begin
279 synchronization.
- 280 7. **General, public, and information for clients** can be supported by:
 - 281 a. The **EM team** and KCRCOAD MARC team can discuss the day(s) and time(s) of the MARC operation.
 - 282 b. Coordinating with the **EM identified Public Information Officer (PIO)** to communicate in a format that
283 is effective for all our community members – to include Access and Functional Needs (AFN) and English

- 284 Language Learners (ELLs) communities, etc. The PIO will determine the conduits to convey MARC
285 information. If the PIO needs support, recommend contact the Mid-America Regional Council RAPIO
286 team. <https://www.marc.org/committees/regional-association-public-information-officers-rapio>
287 c. We **HIGHLY RECOMMEND** establishing relationships with your diverse community leaders who can help
288 with translations and even graphic formatting for their communities and they can help deliver the MARC
289 information to their communities.
290 d. Contacting the United Way of Greater Kansas City (816) 474-5112 or <https://unitedwayGKC.org>
291 e. Posting information on the City and County EM website.
292 f. The KCRCOAD could be used if we have available staff (remember we are all volunteers) but it is **NOT**
293 recommended since we are in support of the EM team. We would likely provide the link to either the
294 EM website or the <https://unitedwayGKC.org> on our website <https://www.kansascityregionalcoad.org/>
295 g. The **communication plan** is nothing more than a list of media contacts and community leaders who can
296 support delivering information in the multi formats (to include ELL and AFN clients) in a timely manner.
297 8. After the EM team “exercises” a MARC consider capturing Best Practices to update this KCRCOAD MARC
298 Guidebook and to update their MARC plan for that facility in the local EM plans.
299

300 [Links to a Library with prebuilt forms](#)

301 [We highly recommend a thorough review of the June 2017 Multi-Agency Resource Center Planning Resource](#)
302 [MultiAgency Resource Center Planning Resource JT V-1-0 2017 06 12-.pdf for valuable and useful](#)
303 [planning considerations, forms and checklists.](#)
304

305 A list of templates can be found on the KCRCOAD Google Drive

306 https://drive.google.com/drive/folders/1SwFqvv_vDT15V9Z3Lsf1CGECQdUG6yXo?usp=drive_link

307 In the future we will have a different location for our Library.
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309 For questions or comments regarding improvements to this MARC Quick Start Guide, please contact the
310 KCRCOAD Mass Care Committee <https://www.kansascityregionalcoad.org/>
311

312 Thank you for all that you and your team are doing to reduce the suffering of our neighbors. LET’S STAND UP A
313 MARC AND BEGIN!!