On behalf of the Board of Directors, it is my pleasure to share with you this annual summary of the broad range of programs and initiatives that the Mid-America Regional Council leads and supports.

As the metropolitan planning organization and association of local governments for the nine counties and 119 cities that make up the bistate Kansas City region, MARC provides a forum for local governments to come together and find shared solutions to our common challenges. What we achieve together, through regional cooperation, is so much more than what we can do alone.

Together, we’re improving our transportation system and preparing for dramatic changes in transportation technology. We’re incorporating environmental conservation and restoration practices into local and regional plans. We’re building a skilled workforce to help grow our regional economy. We’re improving our early education systems, expanding older adult services and strengthening our communities, with a special focus on underserved populations. We’re sharing data that helps inform sound decisions. And we’re enhancing the safety and security of our residents.

All of this work could not be achieved without the dedication of hundreds of people who serve on dozens of committees that guide MARC’s work. We thank them for their contributions and invite you to learn more about our shared achievements in the following pages.

Carol J. Suter
Councilmember, Gladstone, Missouri
Chair, MARC Board of Directors
Ray County, Missouri
Presiding Commissioner Gary Wilhite

Unified Government of Wyandotte County/Kansas City, Kansas
Mayor/CEO David Alvey
Commissioner Brian McKiernan, Mayor’s Representative*
Commissioner Angela Markley
Commissioner Harold Johnson Jr.
Commissioner Jim Walters
Mayor John McTaggart, Edwardsville

City of Independence, Missouri
Mayor Eileen Weir
Mayor Pro-Tem Chris Whiting

City of Kansas City, Missouri
Mayor Sly James
Mayor Pro-Tem Scott Wagner, Mayor’s Representative
Councilmember Jermaine Reed*
Councilmember Heather Hall
Councilmember Lee Barnes Jr.

City of Lee’s Summit, Missouri
Mayor Bill Baird

City of Olathe, Kansas
Mayor Michael Copeland
Councilmember Marge Vogt, Mayor’s Representative

City of Overland Park, Kansas
Mayor Carl Gerlach
Councilmember Fred Spears, Mayor’s Representative
Councilmember Curt Skoog

Public Transportation Advisory Members
Robbie Makinen, KCATA
Michael Moriarty, KDOT
Brian Kidwell, MoDOT

* Voting Public Transportation Representatives

Roster as of April 15, 2018

TABLE OF CONTENTS

4 EFFICIENT TRANSPORTATION
10 ECONOMY & WORKFORCE DEVELOPMENT
14 HEALTHY ENVIRONMENT
20 HEALTHY COMMUNITIES
24 EARLY LEARNING
28 SAFETY & SECURITY
34 LOCAL GOVERNMENT SERVICES
38 FUNDERS, COMMITTEES & BUDGET
EFFICIENT TRANSPORTATION

MARC’S ROLE:
ESTABLISH PRIORITIES, GUIDE INVESTMENTS AND SUPPORT COORDINATED OPERATIONS TO IMPLEMENT THE REGION’S LONG-RANGE PLAN FOR A SAFE, BALANCED, MULTIMODAL AND EQUITABLE TRANSPORTATION SYSTEM.
SCENARIO PLANNING

The Greater Kansas City region, like others across the nation, is facing an uncertain future likely to be impacted by external forces, including shifting demographics, rapidly emerging new technologies, globalization of the economy and climate change.

In late 2016, MARC launched scenario-planning activities to explore how the region could manage these disruptive changes. In a January 2017 workshop, stakeholders representing multiple disciplines, including transportation, housing, emergency preparedness and the environment, came together to discuss ways for the region to take advantage of opportunities and limit negative impacts related to these driving forces. At a follow-up workshop, representatives of three peer regional councils — in Philadelphia, Phoenix and Salt Lake City — provided their perspectives. Throughout the scenario-planning process, local stakeholders examined alternative futures and discussed
which changes are most likely and what impacts on the region would be most significant. The planning process will inform the next long-range transportation plan.

**KINETIC FORUMS**

The KINETIC series, launched in 2016 by MARC and the Civic Council of Greater Kansas City, fostered a community dialog around the intersection of transportation and technology. Two workshops were held in 2017.

In August, Ted Hamer, managing director in KPMG’s Global Infrastructure advisory practice, and Michael DeMers, director of innovative partnerships and alternative funding for MoDOT, addressed how the Kansas City region can build its capacity to attract public-private funding and take advantage of potential opportunities to capture revenue, particularly from new and emerging technologies.

In October, Robert Puentes, president and CEO of the Eno Center for Transportation and one of America’s premiere experts on the future of transportation, presented a broad range of public policy decisions that will confront the region as automated vehicles become reality. Puentes also met with elected officials, city and county administrators, and business leaders to delve deeper into several topics, including the pace of adoption of new policy and regulations, data privacy and sharing, infrastructure implications and land-use issues.

**AUTONOMOUS VEHICLE FRAMEWORK**

In June, MARC began work on a Regional Autonomous Vehicle (AV) Framework. New technology for automated and connected vehicles is advancing rapidly, and the framework will set goals and strategies for a smooth and integrated approach to implementation.

MARC convened an AV Task Force in September to provide guidance on coordinated policy development. Policy committees, advisory groups and community stakeholders are also engaged in development of the framework, which will address key issues important to successful AV implementation in the region:

- Infrastructure, planning and investment.
- Certification, liability and insurance.
- Environment and land-use impacts.
- Equitable access and mobility services.
- Travel demand management and system performance.
- Data management and cybersecurity.
- Economic and workforce opportunities.
- Regional systems operation and coordination.

**BEYOND THE LOOP**

A study of future possibilities for the Buck O’Neil (Broadway) Bridge and its surroundings took on new urgency in early 2017 when the Missouri Department of Transportation determined that the bridge needs major structural repairs. MoDOT proposed a $50 million repair project that would require a two-year closure of the bridge, which crosses the Missouri River as U.S. Highway 169 and connects with the freeway loop on the north side of downtown.

As the Beyond the Loop study progressed over the past year, participants expressed strong support for a new structure that would strengthen connections to downtown and nearby communities. The study estimates a new bridge will cost $200 million.
MoDOT committed to pay half of the cost of a new bridge ($100 million) if the city of Kansas City, Missouri, can fund the remainder. In November, MARC’s Total Transportation Policy Committee and Board of Directors approved the allocation of $40 million in Surface Transportation Program funds to the project over the next four years. Kansas City residents recently approved an extension of the Public Improvements Advisory Committee tax, which the city will use to fund the remaining $60 million.

**SMART MOVES 3.0**

Smart Moves 3.0 — the third version of the region’s long-range transit plan, adopted in September — serves as the regional blueprint for implementation of a new and improved transit and mobility system. It builds on a solid foundation of prior planning, and prepares the region for greater choices in public transportation. Created in partnership with the Kansas City Area Transportation Authority, Smart Moves 3.0 envisions an efficient, high-ridership transit service linked by well-located mobility hubs where riders can transfer from one fixed route to another or connect with mobility services to get where they need to go.

The updated plan recommends expanding service on high-demand corridors, promoting transit-oriented development, establishing a network of mobility hubs, and fostering technology innovations that improve mobility. The plan also describes a phased approach over 15 years, along with cost estimates and investment strategies, including county-by-county funding models.

**PEDESTRIAN POLICY PLAN**

In 2017, MARC drafted the region’s first pedestrian policy plan. Walking is an important part of the region’s multimodal transportation system, and walkable communities that accommodate pedestrians help encourage healthy lifestyles, improve safety and air quality, and increase access to public transportation.

The draft plan provides an assessment of current conditions, a review of best practices, and recommendations for regional and local strategies to improve walkability. Plan goals include improving pedestrian safety, increasing and improving the quality of pedestrian facilities, targeting investments in areas with the greatest need, and raising public awareness of the benefits of walking as a mode of transportation.

**OPERATION GREEN LIGHT**

In January 2017, Operation Green Light (OGL) updated the strategic plan that guides programs and initiatives for the Kansas City region through 2020. OGL works with state and local governments to coordinate traffic signal timing plans on major routes for more efficient flow of traffic, especially during peak travel periods. OGL also facilitates coordinated incident response, adjusting signals to restore traffic flow safely and as quickly as possible after accidents. Signal coordination on the OGL network, which includes more than 700 intersections in 24 jurisdictions, helps reduce congestion and improve air quality. It also provides a tool for state and local governments to manage changes in traffic patterns in conjunction with the Kansas City Scout freeway management system.

The 2017–2020 strategic plan outlines goals to use innovative and emerging technologies, maintain adequate funding, continuously engage partners in planning, conduct public education and outreach, provide staff training, and develop performance measures.

**DESTINATION SAFE**

In November, the Destination Safe Leadership Team approved an updated Safety Blueprint. This five-year plan provides guidance to Destination Safe Coalition partners, including local, regional, state and federal representatives from transportation, emergency response, law enforcement, public health and nonprofit groups dedicated to transportation safety.
This fourth edition of the Safety Blueprint promotes a multidisciplinary approach to reduce crashes. It is data-driven, using 2012–2016 fatality and serious injury information to set priorities. It calls for in-depth analysis of three focus areas — driver behavior, including aggressive, distracted and impaired driving; infrastructure, such as intersections with high crash rates; and special users, including young drivers, older drivers, pedestrians and cyclists.

The Safety Blueprint update shows an upward trend in traffic fatalities in recent years — from 176 in 2014 to 232 in 2016 — while serious injuries are declining. The plan sets aspirational targets for the next five years, including a 4 percent decrease in fatalities and 6 percent decrease in serious injuries.

RIDESHAREKC

RideshareKC provides commuter resources to individuals and employers throughout the Kansas City region, helping people find alternative commute options and assisting employers with transportation programs for employees. In early 2017, RideshareKC updated its ride-matching services, including an improved website and smartphone app.

Participants in the 10th annual Green Commute Challenge, a friendly competition conducted by RideshareKC and MARC’s air quality program, reduced driving by 480,873 miles during the summer of 2017. During the three-month challenge, 46 teams with 681 participants logged 47,325 trips using alternatives to driving alone, such as carpooling, riding the bus, bicycling, walking and telecommuting.

The challenge improves air quality by reducing the number of vehicles on the road during the height of ozone season. This year, the reduction in vehicle miles translated to 380,482 fewer pounds of greenhouse gas emissions and $97,974 saved in driving costs. Participating walkers and bicyclists burned a combined 2,111,399 calories.

PLANNING SUSTAINABLE PLACES GRANTS

In its third round of funding, MARC’s Planning Sustainable Places (PSP) program awarded $1.8 million to 24 projects — nine in Missouri and 15 in Kansas. The PSP program supports detailed local planning and project development activities that further the creation of vibrant places. These grants help local governments design places that have the potential to offer a mix of options for housing, jobs, services and recreation; connect places with a variety of transportation options; and design green places that support healthy living and a healthy natural environment. Launched after the conclusion of the region’s Creating Sustainable Places initiative in 2011, the PSP program has awarded $4.3 million to 55 planning and implementation projects to date.

TRANSPORTATION IMPROVEMENT PROGRAM

Every four years, MARC updates the region’s Transportation Improvement Program (TIP), a staged, five-year list of surface transportation projects proposed for federal, state and local funding within the metropolitan area. Inclusion in the TIP represents a major milestone in the project development process that enables a project to receive and expend federal funds.

Published in 2017, the 2018–2022 TIP includes all federally funded surface transportation projects — as well as all regionally significant surface transportation projects, regardless of funding source — planned for the metropolitan area in Federal Fiscal Years 2018–2022.

The 2018–2022 TIP includes a financial plan, with estimated
costs; an environmental justice analysis; a complete project listing; and an interactive, internet-based mapping application.

PERFORMANCE MEASURES
Since Transportation Outlook 2040, the region’s current long-range transportation plan, was first adopted in 2010, MARC has tracked the transportation system’s progress using performance measures that align with the plan’s goals for a more vibrant, connected and green region. In 2017, performance measures became a requirement, as the U.S. Department of Transportation finalized rules that require state departments of transportation to develop performance targets by May 2018. Once those targets are finalized, MARC will have 180 days to accept the state targets or propose regional targets for each one.

MARC’s 2017 performance measures report shows the region trending in the desired direction in some areas, including transportation safety and system conditions, but not in others, such as vehicle miles traveled, bicycle and pedestrian accessibility and transit usage.

TECHNICAL ASSISTANCE SYMPOSIUM
In October, MARC invited elected officials, local government administrators, planners, public works staff and others to its first technical assistance symposium. The event offered panel and roundtable discussions on tips and best practices for submitting applications for federal funding. Participants learned about regional goals and strategies that can enhance community livability, economic prosperity and quality of life. Successful project sponsors shared tips for aligning projects with regional goals when seeking funds.

FEDERAL CERTIFICATION
Federal regulations require the U.S. Department of Transportation to certify regional planning processes every four years. In August, Federal Transit Administration and Federal Highway Administration staff conducted a review and fully certified MARC’s planning process.

LOOKING AHEAD
In early 2018, MARC began a two-and-a-half year process to update the long-range Regional Transportation Plan (RTP) for Greater Kansas City.

REGIONAL TRANSPORTATION PLAN 2050
RTP 2050 will serve as a blueprint for federal transportation investments and improvements for the next 30 years. The plan, due in June 2020, will cover all modes of surface transportation, including streets and highways, public transportation, biking and walking and goods movement, as well as important issues like equity, safety, security and the environment.

The planning process includes establishing a long-term vision and goals for the region’s transportation system, assessing transportation needs, predicting where people will live and work by 2050, developing a policy framework and strategies to help achieve regional goals, and identifying major transportation investments that best align with those goals.

RTP 2050 expands on the current policy framework, built around vibrant, connected and green places, to include empowered, engaged and healthy people.

marc.org/transportation
ECONOMY & WORKFORCE DEVELOPMENT

MARC’S ROLE:
HELP LEAD REGIONAL PARTNERSHIPS TO ENHANCE THE PERFORMANCE OF THE METROPOLITAN ECONOMY AND EXPAND INCLUSIVE ECONOMIC OPPORTUNITY, FOCUSING ON WORKFORCE DEVELOPMENT SYSTEMS, POSTSECONDARY EDUCATIONAL ATTAINMENT, AND RESEARCH AND ANALYSIS.
KC Rising tracks how the region compares to its peer metros, with a focus on three key measures:

- **GROSS DOMESTIC PRODUCT**
  - $114.4 billion in 2016
  - 17th among 30 peer metros

- **QUALITY JOBS**
  - 534,732 jobs in first quarter 2017
  - 12th among 30 peer metros

- **MEDIAN HOUSEHOLD INCOME**
  - $61,385 in 2016
  - 14th among 30 peer metros

2017

**KC RISING METRICS**

In February 2017, MARC launched a new metrics website to track progress toward key goals established by KC Rising, a regional partnership that is strengthening the regional economy by focusing civic energy around trade, ideas and people. The site compares the region to 30 peer metros — 15 immediately larger and 15 immediately smaller by population.

KC Rising’s top priority is for Greater Kansas City to become a top-10 metro in gross domestic product, number of quality jobs and median household income. The site tracks seven additional “trade” metrics related to employment, productivity and industry specializations; six “idea” metrics, including innovation, patents and investments in startups; and 11 “people” metrics that quantify progress in educational attainment, talent attraction and retention.
In addition to tracking regional data and measuring progress, MARC plays a leadership role in the “people” or human capital component of KC Rising. MARC supports the human capital work group as it seeks to better align educational programs with employer needs; improve access to postsecondary education, particularly for underserved populations; and attract more talented workers to the region.

TALENT-TO-INDUSTRY EXCHANGES

MARC worked with KC Rising to develop the Talent-to-Industry Exchange (TIE) concept as a way to improve the labor supply in key industry sectors, growing the human capital necessary to attract and retain companies in the Kansas City region. Each TIE includes a detailed economic and labor analysis, a workforce action plan, and plan implementation.

In 2017, MARC published economic and labor analyses for the first two TIEs — one focused on the life sciences industry and one for KC Global Design, encompassing both engineering and architecture. Working through KC Rising’s Human Capital Work Group, MARC also convened leaders in the life sciences industry to develop a workforce action plan, and formed a similar group for the global design industry, which will complete its workforce action plan in 2018. Analysis for the next TIE, which will focus on the construction industry, began in late 2017.

GRADFORCE KC

Since 2016, MARC has convened the GradForce KC steering committee, which includes representatives from businesses, colleges and universities, school districts, K-12 intermediaries, local governments, and civic organizations who are dedicated to increasing postsecondary attainment in the region. In 2017, in addition to overseeing the annual update to the region’s educational asset inventory, GradForce KC led in-depth studies of common sector competencies and career tech education. The group also began defining metrics for a data dashboard that will help focus its future efforts.

◆ Educational Asset Inventory

Each year, MARC inventories degree programs offered at area colleges and universities in five key industry sectors that are important to regional economic growth: advanced manufacturing, engineering and architecture, finance and insurance, information technology and life sciences. The 2017 update details 1,978 credentials offered at 31 public, private and for-profit colleges and universities. The inventory shines a spotlight on gaps in educational opportunities for in-demand jobs and has led to new offerings in trending areas such as cybersecurity and data analytics.

◆ Common Sector Competencies

In February, MARC published a Common Sector Competencies report on behalf of GradForce KC and KC Rising. The report introduced a model to evaluate fundamental and advanced competencies that educators can use to help students gain the core knowledge, skills and abilities most sought after by the region’s employers.

◆ Career and Tech Education

Published in early November, the “Career and Tech Education in Greater Kansas City” report provides a snapshot of career prep programs across the region that allow high school students to access experiential learning and gain market-value assets — including industry-recognized credentials and college credits — while still in high school.
The Kansas City region is home to about 300,000 adults who have some college but no degree. Of those, an estimated 15,000 are actively interested in returning to school, but many don’t know where to start. KC Degrees helps these individuals, known as “reconnectors,” navigate the college application, financial aid and enrollment processes. In its first full year, KC Degrees fielded more than 13,000 inquiries, helped 132 adults enroll in college and celebrated four college graduates. KC Degrees coordinates closely with KC Scholars, a scholarship program that serves both adult learners and traditional students, focusing on low- to moderate-income and first generation college students. In its first round of scholarships, KC Scholars provided financial support to 89 KC Degrees clients.

◆ Postsecondary Network

KC Degrees and KC Scholars established an innovative network of 17 area colleges and universities, formalized through memorandums of understanding. Partner schools waive application fees for KC Degrees reconnectors and have designated staff on campus to serve as a point of contact for returning adult students. Partner institutions that serve greater numbers of adult students have developed action plans to help them overcome common challenges related to enrollment and financial aid.

◆ Community Partners

KC Degrees has established partnerships with nonprofit organizations such as Metropolitan Lutheran Ministries, which helps low-income adults pay outstanding school loan balances, often a barrier to re-enrollment, and Amethyst Place, a housing recovery agency for women and children that allows clients to meet work requirements by enrolling in college through KC Degrees. In 2017, KC Degrees also convened a group of area businesses that employ large numbers of entry-level workers to develop strategies for continuing education, including tuition benefits and flexible schedules.

After a successful 2017 pilot program with five area universities, KC Degrees is seeking to expand use of the Adult Learner 360 assessment to 12 additional campuses in 2018. The assessment, developed by the Council for Adult and Experiential Learning, helps campuses identify their strengths and challenges related to adult learners, and develop an action plan to enhance adult learner success.

Participants in the pilot project were Baker University, Park University, the University of Central Missouri, the University of Kansas Edwards Campus and Western Governors University. Through the assessment, these institutions identified best practices to support adult students through enrollment, financial aid processes and persistence. Action plans developed during the 360 assessment will help institutions work more effectively with adult students, leading to more degree completions and an increase in metro postsecondary attainment rates.

In the next phase, KC Degrees plans to expand the assessment to Johnson County Community College, Kansas City Kansas Community College, Metropolitan Community College’s five campuses and the University of Missouri–Kansas City. These institutions, along with Park University, currently serve 80 percent of adult learners in the region.
HEALTHY ENVIRONMENT

MARC’S ROLE:
DEVELOP POLICIES, PROCESSES AND PROJECTS THAT HELP KEEP THE REGION’S AIR AND WATER CLEAN, REDUCE THE AMOUNT OF WASTE SENT TO LANDFILLS, PROTECT AND CONSERVE GREEN INFRASTRUCTURE, AND PROMOTE CLIMATE RESILIENCE.
Under the guidance of the Air Quality Forum, a policy committee of local elected officials, air quality and transportation agency personnel, and business and community group representatives, MARC works with local and state governments and other partners to monitor and improve the region’s air quality.

**2017 Ozone Season**

From March to October each year, MARC issues a daily SkyCast forecast to alert area residents of potentially high levels of ozone pollution. During the 2017 ozone season, monitors showed seven days where ozone levels exceeded the federal health-based standard. The Environmental Protection Agency uses a rolling three-year average to determine compliance with the standard. Based on the rolling average and wide distribution of 2017’s recorded exceedances, the region remained in...
attainment, with average ozone levels below the EPA standard of 70 parts per billion.

**Clean Air Action Plan Update**

Area partners continue to support regional implementation of the Clean Air Action Plan (CAAP), a voluntary plan first published in 2005 and updated in 2011. In August, the Environmental Finance Center from Wichita State University moderated a workshop of the Air Quality Forum to gather information for the 2018 CAAP update. Once completed, the update will reflect new priorities established by the Air Quality Forum and regional stakeholders.

**Public Education**

The Air Quality Public Education committee uses advertising and social media to inform the public about the health impacts of air pollution and simple actions people can take to reduce emissions that lead to ozone formation. This committee also works with area businesses through the Workplace Partnership, engaging more than 180 area businesses in efforts to keep the region’s air clean. Participating organizations receive monthly newsletters with tips on alternative transportation, energy reduction and other ways to help reduce ozone pollution.

**Community Outreach**

During the spring and fall, MARC’s air quality program partnered with local governments to host seven voluntary emissions and gas-cap testing clinics. These events are designed to help area residents learn about air quality, save money and reduce pollution by identifying vehicles that may be in need of simple maintenance. During 2017, the air quality program also continued its collaboration with area schools to establish Idle-Free Zones in parent drop-off and pickup areas. As part of this program, MARC provides free “Idle-Free Zone” signs, encouraging parents and guardians to help protect children’s health by turning off car engines when parked outside the school.

**SOLID WASTE MANAGEMENT**

The MARC Solid Waste Management District (SWMD) works to reduce the amount of solid waste sent to landfills. The district encourages recycling, reuse and waste reduction through education, outreach and grant programs.

**District Grant Programs**

SWMD uses half of its state funding from landfill and transfer station fees to provide grants to support waste reduction, reuse and recycling projects. In 2017, the district awarded $407,146 to 11 grantees. Projects included education and consulting for recycling and composting programs in schools and businesses, food waste diversion, and mattress recycling.

The SWMD also launched a mini-grant program, offering smaller grants for recycling and compost containers, printed materials for recycling education, event costs, and small equipment to facilitate recycling projects.

**Household Hazardous Waste**

In 2017, the SWMD’s Regional Household Hazardous Waste (HHW) Collection Program celebrated its 20th year with 10 mobile collection events that collected 141 tons of HHW — products like paint, oil, batteries and pesticides that shouldn’t be tossed into regular trash — from 5,243 cars, a 30 percent increase from 2016. In addition, residents dropped off 175 tons of HHW at two permanent collection facilities. Since its inception in 1997, the program has safely disposed of more than 7 million pounds of HHW.
Outreach

SWMD staff provided 40 presentations to community organizations, engaged 15 area employers with the Recycle More at Work program, performed at schools and events, served on the Missouri Recycling Association’s conference committee and presented at the conference, helped local governments and other organizations with waste audits and workplace recycling, and answered more than 700 phone calls on the district’s recycling information line. In addition, the district conducted a robust media campaign to promote its “Recycle More” message. RecycleSpot.org, the district’s recycling education website served 62,000 users last year.

WATER QUALITY

MARC’s water quality program supported and engaged municipal staff, conservation groups and communities through a variety of initiatives designed to promote a watershed-based approach to improving water quality.

Education and Outreach

In 2017, the Water Quality Public Education Committee (WQEC) — a consortium of 20 local governments — conducted an outreach campaign focused on a “one water” approach, expanding beyond past messaging that focused primarily on stormwater runoff to provide more information about how behaviors can impact both water quality and water conservation.

The committee celebrated National Water Quality month in August with the release of four animated videos about specific behaviors that adversely affect water quality to encourage residents to help keep the region’s water clean. WQEC partners shared the videos on their websites and through social media, resulting in 18,781 views during the month, as well as a 500 percent increase in traffic on the marc.org/water website.

WQEC also awarded mini-grants totaling $27,184 to seven organizations to support efforts to reduce nonpoint source pollution in stormwater runoff and educate community members on ways to improve water quality.

MARC began work on a library of illustrations to better explain technical concepts described in the 2012 “Manual of Best Management Practices for Stormwater Quality” developed in...
partnership with the Kansas City chapter of the American Public Works Association. The first set of illustrations, including pervious pavement, rain gardens and bioretention, were distributed to WQEC members for use in public outreach.

**Training**

**Urban Stormwater Conference** — In cooperation with Missouri and Kansas Water Environment Associations, the WQEC hosted the first Greater Kansas City Urban Stormwater Conference in late January 2017. The conference convened national, regional and local stormwater professionals to discuss the growing issues around stormwater runoff in urban areas. Professionals in utilities, public works, planning, parks departments, engineering firms, regulatory entities and nonprofit organizations led 36 sessions on topics such as green infrastructure, project funding, levees, flooding and public education.

**Community Data Workshop** — In December, MARC convened a workshop to show nonprofit organizations and municipal governments how to use the Green Region Explorer, an interactive mapping tool, to display natural resource inventory data. Participants also reviewed online sources for demographic data, labor-shed information, and social issues, such as food deserts. The workshop empowered community and nonprofit entities to apply environmental data to their areas of focus.

**Vacant to Vibrant** — MARC served as a co-leader of an action group formed to empower residents to transform and maintain vacant lots in their neighborhoods as part of the Urban Neighborhood Initiative’s “Vacant to Vibrant” program. MARC helped develop a field guide that helps residents revitalize their neighborhoods by purchasing and transforming vacant lots in the urban core. Along with lot design templates, the guide contains tips and resources for determining land ownership, testing soil and renting tools.

**SUSTAINIBILITY**

**Sustainable Success Stories**

Since 2008, Sustainable Success Stories has recognized 79 projects as models for the region in diverse fields of practice — from urban agriculture to green buildings, green infrastructure to complete streets, material reuse to workforce development. For the program’s 10th anniversary, past honorees were invited to share how their projects have progressed, highlighting lessons learned over time and exploring how past successes inform future efforts and opportunities.

**Alternative Fuels**

MARC is one of five regions to participate in Fleets for the Future, an Aggregated Alternative Technology Alliance initiative led by the National Association of Regional Councils. The initiative advances the use of fuel-efficient vehicle technologies through national and regional public procurement programs, targeted outreach and education.

MARC worked with local government fleet managers to promote the use of alternative fuel vehicles through a regional bid process. In addition, MARC partnered with the Metropolitan Energy Center’s Clean Cities program to promote the purchase of alternative fuel vehicles by private companies and individual consumers. Through a collaboration with the University of Missouri–Kansas City and area Nissan dealers, Fleets for the Future enabled students, staff, faculty and alumni to receive discounts on Nissan LEAF electric vehicles.
Climate Resilience

In June 2017, the MARC Board of Directors adopted a Regional Climate Resilience Strategy with support from the Air Quality Forum, Sustainable Places Policy Committee and Total Transportation Policy Committee. This strategy framework employs integrated planning to outline action steps addressing risks related to higher temperatures and increased, concentrated rainfall. The regional strategy establishes resilience principles and makes recommendations in two parts: action and planning. Action steps include increased investments in energy efficiency, green infrastructure, tree planting and local food production, along with heightened levels of community coordination and education. Planning recommendations include cross-sector risk and vulnerability assessments, as climate resilience issues span multiple sectors, including transportation, water, energy, housing, ecosystem health and public health.

GREEN INFRASTRUCTURE

MARC’s green infrastructure framework, adopted in late 2016, demonstrates how an integrated, systems-based planning approach allows communities to incorporate green infrastructure into development in ways that achieve multiple ecosystem, public health, transportation and social equity benefits.

In 2017, MARC began work on a Green Infrastructure Atlas and Playbook to illustrate the benefits of green infrastructure in different contexts. The Green Infrastructure Advisory Committee selected two projects — Shawnee Mission School District’s Center for Academic Achievement and the Rock Island Corridor — for technical assistance in green infrastructure planning. These examples will inform similar approaches in other areas of the region.

MARC also began work with the National Park Service on a concept plan for historic trails retracement. The plan will be completed in 2018 and added to the region’s MetroGreen trails and greenways system.

LOOKING AHEAD

Shifting global markets for recyclable materials are having a big impact on recycling across the nation. For many years, China has been the main importer of recyclable materials collected in the U.S. and around the world. In 2017, China banned the import of 24 recycled materials, including mixed plastic and mixed paper, and set strict new quality control standards for the products it still accepts.

These global changes have a significant impact on the economics of recycling at the local level. Rising operational costs, stricter standards and lower prices for recycling materials have contributed to the closure of several area recycling centers.

In 2018, the MARC Solid Waste Management District will explore the possibility of a regional dropoff recycling center for residents on the east side of the metro, where center closures have had the greatest impact. The district has also launched an educational campaign. Teaching residents to “recycle better” will result in less sorting time at material recovery centers and a more valuable end product. A new poster showing what can and can’t be placed in curbside bins is available online at RecycleSpot.org.
HEALTHY COMMUNITIES

MARC’S ROLE:
STRENGTHEN SUPPORT SYSTEMS FOR THE REGION’S MOST VULNERABLE RESIDENTS, INCLUDING OLDER ADULTS AND DISADVANTAGED POPULATIONS. PROMOTE PUBLIC HEALTH AND HEALTHY, ACTIVE LIFESTYLES FOR ALL.
In 2017, MARC’s Area Agency on Aging provided:

- 18,198 hours family caregiver respite services
- 153,936 congregate meals
- 371,083 home delivered meals
- 77,443 one-way transportation trips
- 44,061 information and referral contacts

**2017 AREA AGENCY ON AGING SERVICES**

Serving as the Area Agency on Aging (AAA) for Cass, Clay, Jackson, Platte and Ray counties, MARC provides direct assistance to older adults on the Missouri side of the Kansas City region.

In 2017, MARC’s AAA focused on innovative ways to retool and reposition services for older adults, with improvements to existing services and the addition of new ones. Home-delivered meal service expanded throughout the entire five-county area, with weekly delivery of frozen meals replacing daily deliveries to some clients. The AAA also increased its capacity to support integrated care services, hiring five health assessors who visit clients to review in-home services and help ensure timely, high-quality care. Previously limited to Jackson County, this program is now available to residents over age

**KEY WORK AREAS:**

» AGING AND ADULT SERVICES
» KC COMMUNITIES FOR ALL AGES
» AGING MASTERY PROGRAM
» MANAGED SERVICES NETWORK
» PUBLIC HEALTH AND HEALTHY LIVING
» HOMELESSNESS AND HOUSING
» HEALTH CARE ACCESS
well-being and strengthen their ties to the community. MARC recruited organizations and trained facilitators to offer the 12-week program. Seven groups offered the classes to 117 total participants in 2017.

COMMUNITY HEALTH WORKER COLLABORATIVE

Over the past year, the KC Regional Community Health Worker Collaborative continued to work on integrating Community Health Workers (CHWs) into the region’s health and human services system through advocacy, capacity building and sustainability activities.

Members of the collaborative made presentations to regional groups about the value of CHWs and spoke at several national conferences about the collaborative’s successes. The advocacy subcommittee initiated a strategic communications plan, including print, online and social media outreach.

To help build capacity and ensure a CHW workforce ready to meet community needs, the collaborative began work with Metropolitan Community Colleges to review the CHW training curriculum and developed a proposal for state credentials. The group also created a comprehensive training plan for 2018, and supported supplemental trainings in facilitation for CHWs. The collaborative forged a partnership with key stakeholders in St. Louis to craft sustainable payment structures and collectively advocate for those structures.

DOUBLE UP FOOD BUCKS

In its second year, the Double Up Food Bucks (DUFB) healthy food incentive program expanded into new markets in eastern Kansas and across Missouri. DUFB provides a dollar-for-dollar match to SNAP customers who purchase locally grown produce at participating farmers markets and grocery stores. The program is funded through a USDA grant awarded to a coalition of partners in the Greater Kansas City area. In 2017, the incentive program was available at 66 farmers markets and 78 grocery stores across an area that stretches from Salina to 60 with complex needs, such as multiple chronic conditions, in all five counties.

Other innovations focused on emerging technologies, including development of a program for the Amazon Echo Show, a smart speaker with a video screen, to connect home-delivered meal clients to area food pantry systems.
to St. Louis and St. Joseph to Branson. In recent surveys, 83 percent of DUFB customers said they ate more fruits and vegetables as a result of the program, and 50 percent ate less candy, chips and cookies.

HMIS IMPLEMENTATION

In October, MARC launched a new Homelessness Management Information System (HMIS) serving more than 30 agencies in Jackson, Wyandotte and Johnson counties. These agencies use a common database to record services provided to their clients, coordinate services among agencies and track both resources and needs in the community. The new system will offer coordinated entry support for the community in 2018 to ensure that the most vulnerable people and families receive housing supports and other services they need. The system also offers assessment tools and generates reports for funding agencies and the community.

MARC serves as the HMIS Lead Agency on behalf of the region’s two Continuum of Care organizations — the Greater Kansas City Coalition to End Homelessness, serving Jackson and Wyandotte counties, and United Community Services of Johnson County, Kansas.

COVER KC COALITION

The CoverKC coalition increased outreach in 2017 to help uninsured consumers sign up for health care coverage through the federal Health Insurance Marketplace. The outreach campaign advertised the availability of free enrollment help at area safety net clinics, hospitals and social service organizations.

For the fifth year, United Way 2-1-1 served as the region’s central referral hub for consumers, informing more than 24,000 consumers about health insurance coverage and referring 944 callers to local assister organizations.

Despite a shortened open enrollment period and reduced federal funding for advertising, 78,949 people in the nine-county region enrolled through HealthCare.gov in late 2017, down just 1.4 percent from the previous year.

LOOKING AHEAD

CREATING A MANAGED SERVICES NETWORK

To help those with chronic health conditions remain independent, communities around the country are developing Managed Services Networks (MSNs) to coordinate supportive services and provide non-medical supports to populations in need.

MARC’s Area Agency on Aging is working to build an MSN to improve the capacity of community-based organizations to collaborate with health providers and health care payers. The goals of the MSN are to:

- Provide easier access to community-based services.
- Create new reimbursement mechanisms for community-based services in the region.
- Leverage new revenues to provide more community-based services for underserved populations.
- Reduce hospital readmissions and improve patient outcomes.
- Help more people continue to live independently in the community.

In collaboration with regional partners and guidance from an MSN steering committee, MARC will develop a business plan and launch the project in 2018.
EARLY LEARNING

MARC’S ROLE:
HELP LEAD THE IMPLEMENTATION OF A COMPREHENSIVE, HIGH-QUALITY EARLY LEARNING SYSTEM THAT PREPARES CHILDREN FOR SUCCESS IN SCHOOL. SUPPORT EFFORTS TO IMPROVE PROGRAM QUALITY AND DEVELOP INNOVATIVE MODELS FOR FISCAL SUSTAINABILITY.
High-quality early learning is essential for children’s success in school and in life. MARC’s early learning department improves access to quality early learning through the Metropolitan Council on Early Learning (MCEL) and Mid-America Head Start (MAHS).

**METROPOLITAN COUNCIL ON EARLY LEARNING**
MCEL focuses on program quality and professional development for the Greater Kansas City region.

◆ **Cost of Quality Research**
MCEL contracted with Early Childhood Policy Research to examine the cost of operating a high-quality early learning classroom in the Kansas City region. The study found that the cost of early learning increases as the quality of the program increases. The most significant
reason for the higher cost is that teachers with higher levels of education require higher levels of compensation. In 2018, MCEL plans to share more findings of this study and pilot an assessment to gauge levels of quality at early learning centers.

◆ Kindergarten Readiness Pilot
With input from kindergarten teachers from area school districts and charter schools, MCEL revised its Kindergarten Entry Skills Screener and Kindergarten Entry Family Survey and conducted a second-round pilot to test the tools. Teachers use the skills screener to gather information on children’s cognitive, physical, social and emotional, and language and literacy abilities; and the family survey to understand self-help and social/ emotional skills and early education experiences. Both tools help teachers support children’s developmental needs as they enter kindergarten. MCEL collaborated with 12 kindergarten and eight preschool teachers to pilot screenings of 313 children.

◆ Establishing Core Competencies
In June 2017, MCEL convened 54 stakeholders from Missouri and Kansas to discuss the core competencies necessary for an early learning workforce. Following this meeting, MCEL developed three subcommittees for its Workforce Development work group to address community-based training, higher-education coursework and career pathways for early learning professionals.

All three subcommittees held meetings in October and November of 2017. The community-based training subcommittee is developing recommendations for instructor qualifications and ensuring instructors have standards to develop coursework. The higher-education subcommittee is working on efforts to improve alignment of coursework for early childhood degree programs across regional higher education institutions. Lastly, the career pathways subcommittee is looking at successful career ladder and advancement models in other states to help early learning professionals advance in the field.

◆ Improving Classroom Instruction
Over the last two years, MCEL partnered with The Family Conservancy (TFC), the Francis Institute and Teachstone to implement a professional development institute for preschool teachers using the Classroom Assessment Scoring System (CLASS), a nationally recognized, evidence-based measure used to assess classroom teaching and target efforts for improvement. Through this program, 224 teachers and administrators have participated in one of the three professional development models aimed at improving classroom instruction and interactions with young children. Overall, the participants increased their average scores using the CLASS instrument.

The two-year pilot concluded in June 2017. Based on project results, MCEL and TFC developed an improvement strategy for the coming years. TFC will serve as the lead agency for funding proposals, while MCEL will focus on planning, assessment, data collection, analysis and reporting.

MID-AMERICA HEAD START
Mid-America Head Start serves as the grantee for Clay, Platte and Jackson counties, serving more than 2,400 children and families.

In preparation for its 2018 application to continue as the grantee, MAHS went through a yearlong process to redefine and realign its management structure with partner sites. The
new structure uses a three-tiered system for service providers, based on organization size and resources available. It includes a centralized intake system for enrollment, which will improve access to services for families and reduce wait lists. To transition to this new structure, MAHS sought proposals from early childhood service providers interested in being part of the next five-year grant application to the Office of Head Start. This process resulted in the selection of 17 agencies with a variety of service delivery models to meet the needs of the community.

◆ Strengthening Families
MAHS continues to host parent cafés as a casual environment for parents to learn about new tools and promote positive relationships in families and communities. In 2017, two MARC staff members and two Head Start parents participated in a train-the-trainer session to teach other parents and teachers at partner programs how to lead parent cafés. The parent cafés use a framework based on five protective factors — resilience, relationships, knowledge, support and communication — to help parents support themselves and their children.

◆ Improving Health Outcomes
In addition to promoting school readiness for young children, Head Start supports physical and oral health. In 2017, the REACH Healthcare Foundation awarded MAHS a grant to hire three community health workers — each a current or former Head Start parent — who will serve as personal guides for families, empowering them to fully understand their health care options and overcome barriers to access. Many of the families with children enrolled in Head Start are living in poverty and face transportation challenges, environmental risks, linguistic barriers and chronic health conditions.

LOOKING AHEAD

After developing a strategic plan for the region’s early learning system in 2017, MARC’s Metropolitan Council on Early Learning and its community partners will focus on implementation in 2018. Specific focus areas include introducing an early learning program profile to measure and support quality, establishing career pathways for early childhood educators, analyzing kindergarten readiness, redefining leadership roles, and aligning regional initiatives with statewide priorities.
SAFETY & SECURITY

MARC’S ROLE:
COORDINATE ONGOING ENHANCEMENT AND OPERATION OF THE REGIONAL 911 AND INTEROPERABLE COMMUNICATIONS SYSTEMS. HELP ENSURE THE REGION’S ABILITY TO PREPARE, RESPOND AND RECOVER FROM ALL TYPES OF EMERGENCIES WITH COORDINATED PLANS AND HIGH-QUALITY TRAINING, TECHNOLOGY AND EQUIPMENT.
6,700 children at 40 area schools were taught to use 911.

1,924 dispatchers and calltakers trained through 92 public safety communications classes.

30,000 public safety radios connected for seamless communications across jurisdictional boundaries.

1,364 response personnel trained at 52 courses and nine conferences.

2 regional readiness exercises with 3,200 personnel testing plans, protocols, equipment and technology systems.

KEY WORK AREAS:
» HOMELAND SECURITY
» EMERGENCY MEDICAL SERVICES
» EMERGENCY MANAGEMENT
» HAZARDOUS MATERIALS RISK MANAGEMENT
» REGIONAL 911 SYSTEM
» INTEROPERABLE COMMUNICATIONS
» HEALTH CARE PREPAREDNESS

2017

PUBLIC SAFETY COMMUNICATIONS

Serving nine counties, the Kansas City regional 911 system has 42 public safety answering points (PSAPs) that handle a total of 4.1 million 911 and administrative calls annually.

911 Operations

Since 1983, MARC has provided administrative and technical support for the region’s 911 system. MARC coordinates the system operations center and 24-hour maintenance service hotline and provides tier-one support for routine and urgent service calls for 911 answering equipment and the network.

911 maintenance and interoperability staff replace failed equipment; research and implement 911 equipment and mapping software upgrades; and coordinate microwave, T-1 and
telephone line maintenance. In addition, staff members conduct routine and preventive maintenance, manage the regional equipment inventory, and implement statistical and mapping software support.

In 2017, 911 staff upgraded equipment at two PSAPs (Lee’s Summit Fire Department and Platte County Sheriff’s Office) to the VESTA 911 platform. To date, upgrades have been completed at 34 PSAPs with seven remaining.

◆ Implementing New Technologies

At the 2017 Kansas Association of Public Safety Communications Officials Conference, MARC shared lessons learned after implementing Text-to-911 technology in 2016. Nearly 1,000 of the nation’s 6,000 PSAPs have configured systems to receive text message requests for 911 services. Text-to-911 is the first component of Next Generation 911, a broadband, internet protocol (IP)-based system that will allow digital information, including photos and videos, to flow seamlessly from the public to the communications center.

In 2018, the regional 911 system will transition support for people who are deaf, hard of hearing, or have a speech impairment from text telephony (TTY) to real-time text (RTT) technology. RTT transmits text instantly as characters are typed on the sending device, displaying them on the receiving device. RTT works on cellular networks and offers a more natural conversation flow compared to TTY and relay services.

◆ Metropolitan Area Regional Radio System

Recognized as a best practice for multistate, regional public safety radio communications around the nation, the Metropolitan Area Regional Radio System (MARRS) allows 30,000 public safety users to seamlessly connect within and across agencies. In 2017, the MARRS Management Council reviewed a system sustainment plan and is considering options to fund long-term costs. The connection between MARRS and the Missouri Statewide Interoperability Network (MoSWIN) successfully allowed users on both systems to communicate without issue during multiple incidents during the past year.

◆ Interoperability

In 2017, the Regional Interoperability Committee updated its Tactical Interoperable Communication Plan and began developing a regional radio programming template to help ensure that radios used by various agencies not only have the same channels, but also use the same labeling. Regional communications coordinators are available to help local agencies coordinate communications on assigned channels for community events, such as parades and festivals, as well as training exercises. In 2017, they assisted with about 30 of these events. Communications leaders also participated in planning and preparations for a full-scale training exercise held in March 2018 at the Kansas Speedway.

◆ Education and Outreach

Working to ensure people of all ages understand how to use 911 properly during an emergency, MARC coordinates several public education initiatives throughout the year. MARC and local law enforcement agencies joined forces to provide educational materials at 10 community events throughout the region. To raise awareness among school-age children, volunteers provided educational materials to 6,700 students from 40 area schools in 2017. The 911 Heroes Award program recognized two children who demonstrated knowledge of
the proper use of 911 by performing a heroic action during an emergency. At the annual Telecommunicators Appreciation Celebration held in April 2017, MARC honored the region’s 911 calltakers and presented eight Outstanding Performance Awards.

**Dispatcher Training**

MARC’s public safety program provided 92 training courses over 151 days to approximately 1,924 dispatchers and calltakers in 2017. The training program is designed to ensure that public safety personnel have the skills and abilities to perform highly technical and high-intensity jobs. Last year, the program introduced new and modified courses focused on response to terrorist incidents, crisis intervention, cardiac-related chain of survival for 911, situational awareness, regional system changes, leadership and advanced level courses.

**PulsePoint**

In August, local city, county, fire and emergency medical service leaders across the region launched the lifesaving PulsePoint app. The free mobile app alerts CPR-trained citizens to someone nearby experiencing sudden cardiac arrest. Public safety communications centers send alerts through the app at the same time they dispatch first responders to the scene. PulsePoint is currently available in six counties in the metro area: Wyandotte, Jackson, Johnson, Miami, Platte and Clay.

Since PulsePoint’s launch, agencies using the app have gained more than 12,400 followers. The Heart of America Metro Fire Chiefs’ Council and Mid-America Regional Council Emergency Rescue committee (commonly known as MARCER) were instrumental in bringing PulsePoint to the Kansas City region.

**EMERGENCY SERVICES AND HOMELAND SECURITY**

For more than 15 years, the Regional Homeland Security Coordinating Committee (RHSCC) has led regional efforts to prevent, protect, respond to and recover from threats and hazards.

**Risk Assessment** — In November, the RHSCC convened leaders from law enforcement, emergency management, emergency medical services, hospitals, public health agencies, public safety communications and other disciplines to update the region’s Threat and Hazard Identification and Risk Assessment. This assessment explores potential impacts of disaster events that could affect the region, ranging from tornadoes and ice storms to active shooters or explosive devices, and sets response capability targets for each. The 2017 update added a complex coordinated terrorist attack scenario to the plan.

**Specialty Teams** — The RHSCC worked with the region’s specialty response teams (technical rescue, hazardous materials response and explosive ordnance disposal teams) to identify their most critical equipment needs. Housed within local agencies, these highly specialized teams train together throughout the year and respond to emergencies across the region.

**Information Sharing** — The region’s Terrorism Early Warning group changed its name in 2017 to the Kansas City Regional Fusion Center (KCRFC). The center serves as a regional platform to collect, evaluate, analyze and share information that helps public safety agencies anticipate and counter threats. KCRFC also responds to service requests from local governments, such as assessments for special events. KCRFC is funded by modest state grants and generous support from local jurisdictions, including a full-time analyst provided by Overland Park and staff and office space provided by Kansas City, Missouri.
Training and Exercises — In February, the RHSCC hosted the region’s annual Training and Exercise Planning Workshop to identify training needs and schedule training courses and exercises to strengthen regional capabilities. Over the course of 2017, the RHSCC’s Training and Exercise subcommittee coordinated training for 1,364 personnel through 52 courses and nine conferences, and hosted 12 exercises (tabletop, functional and full-scale) with more than 3,200 participants. Online training modules were launched for three emergency support functions: civil disturbance, active shooter and emergency public information.

HEALTH AND MEDICAL

Health Care Coalition — The region’s three multi-county health care coalitions (one in Kansas and two in Missouri) joined forces in 2017 to form the MARC Health Care Coalition (HCC), serving the bistate region. The group formalized cross-discipline planning and organization among public health agencies, hospitals, emergency medical services and emergency management agencies. In August, the MARC HCC hosted a workshop with a broad range of health care providers to build relationships between public and private agencies and help providers meet planning deadlines established by the Centers for Medicare and Medicaid Services.

KCRMORG — The Kansas City Regional Mortuary Operations Response Group expanded its planning efforts in 2017. Led by the Jackson County Medical Examiner’s office, KCRMORG trains personnel to mobilize response in mass fatality incidents. In 2017, KCRMORG worked with MARC’s public safety communications staff to analyze its technology capacities and needs and develop a strategy to address gaps. As a result, MARC will maintain a cache of networked laptop computers that can quickly be deployed for emergency mortuary operations.

Public Health — In November, local public health agencies conducted an environmental health tabletop exercise to test the region’s ability to share information, coordinate operations and conduct epidemiological investigations using a scenario involving intentional contamination of food.

Hospitals — In 2017, hospital and health committee leaders worked to formalize agreements with Kansas and Missouri health departments to allow the University of Kansas Hospital to serve as the official assessment hospital for Ebola and other highly infectious diseases for residents of the entire Kansas City region, on both sides of the state line. Without this unique bistate agreement, Missouri-side residents would have to travel to St. Louis for assessment. Area hospitals also worked to implement eICS, an electronic coordination tool for incident management, and expand its use to include health care coalition partners. Three exercises in 2017 tested the hospitals’ capabilities to respond to a complex, coordinated terrorist attack.

HAZMAT PLANNING

The Mid-America Local Emergency Planning Committee (LEPC) conducted eight training courses on hazardous material response first responders and hosted a four-state conference in 2017. Members of the committee also updated the region’s LEPC plan and worked to increase the participation of industry partners in regional planning, including new outreach to over-the-road transporters of hazardous materials.
EMERGENCY MANAGEMENT

Members of the Metropolitan Emergency Managers Committee (MEMC) worked on a protocol for emergency managers to provide support to one another across jurisdictions, both during and after disaster events. MEMC members also worked throughout 2017 to foster relationships with community organizations that serve people with functional and access needs. The group also worked with state emergency management agencies to reestablish connectivity for the WebEOC software used in emergency operations centers to promote situational awareness and coordinated operations.

EMERGENCY MEDICAL SERVICES

MARCER, the Mid-America Regional Council Emergency Rescue committee, implemented a cooperative purchasing contract with a new vendor in 2017. The contract allows emergency medical services across the region to receive volume discounts on the purchase of medical supplies. MARCER member agencies also participated in regional workshops and exercises, supported the launch of the PulsePoint app, and continued their support for community paramedicine training and pilot programs.

COMMUNITY RESILIENCE

In August, MARC was awarded a three-year, $400,000 grant from the Margaret A. Cargill foundation to support continued work to increase the resilience of vulnerable populations. Working with the MEMC and other partners, MARC will build on work completed with an earlier grant from the foundation, which focused on people with functional and access needs, and the agencies that serve them, becoming better prepared for emergencies. The new grant will help strengthen community support systems, improve data collection and expand the Community Disaster Resilience Network of service providers.

LOOKING AHEAD

In February 2018, MARC kicked off a three-year initiative to help the region prepare for CCTAs — complex, coordinated terrorist attacks that occur at multiple locations in quick succession. MARC applied for a CCTA grant on behalf of the Regional Homeland Security Coordinating Committee (RHSCC) and local governments in the region, and was awarded $2.25 million.

Working through its established whole-of-community committee structure, the RHSCC will lead the CCTA project, beginning with assessments that will help identify gaps and inform updates to local and regional plans. Individual work groups will focus on four key areas:

- Training and exercises
- Emergency public information
- Public safety communications
- Community outreach

Project partners include the region’s nine counties (Cass, Clay, Jackson, Platte and Ray in Missouri and Johnson, Leavenworth, Miami and Wyandotte in Kansas) and the cities of Kansas City, Missouri, Independence, Lee’s Summit, Olathe and Overland Park. All jurisdictions within the counties are invited and encouraged to participate.
LOCAL GOVERNMENT SERVICES

MARC’S ROLE:
Provide high quality training and technical assistance services to local governments, and develop collaborative efforts and shared services to help cities and counties work more efficiently and effectively.
2017

COOPERATIVE PURCHASING

Using contracts negotiated by the Kansas City Regional Purchasing Cooperative (KCRPC), local governments purchased more than $5.3 million in products and services in 2017. Since its inception in 2003, KCRPC has helped local governments save $9.5 million. MARC formed the cooperative to help local governments increase their purchasing power and lower administrative costs with cooperatively bid contracts for commonly used products and services. KCRPC also offers local governments the opportunity to access contracts for higher-ticket equipment, such as fire trucks, ambulances and public works equipment, through a partnership with the Houston-Galveston Area Council’s HGACBuy program. In 2017, local governments used this service for purchases totaling over $12.8 million, saving approximately $1.5 million.

KEY WORK AREAS:
» LOCAL GOVERNMENT SERVICES
» GOVERNMENT TRAINING INSTITUTE
» LEGISLATIVE ADVOCACY AND POLICY LEADERSHIP
» CIVIC ENGAGEMENT
» RESEARCH, DATA AND MAPPING
» SHARED SERVICES

273 Government Training Institute classes and workshops for 6,897 participants

$5.3 million in products and services purchased through contracts negotiated by the Kansas City Regional Purchasing Cooperative

1,084 students and teachers from 33 high schools informed about public safety careers by 360 volunteers at the Youth Career Expo
COLLABORATIVE INITIATIVES

In an effort to help local governments address topics of common interest, MARC convenes informal work groups, hosts and facilitates meetings, conducts topical research, and surveys regional professionals for best practices. Collaborative initiatives include the First Suburbs Coalition, which promotes preservation, reinvestment and revitalization in the metro’s older suburbs; CORE4 work groups, which bring together leaders and staff from Jackson, Johnson and Wyandotte counties and the city of Kansas City, Missouri; the Planners Roundtable; and a cybersecurity stakeholder group. In 2017, MARC convened dozens of meetings, discussions, workshops and presentations to heighten the region’s understanding of common issues, strengthen relationships among local officials, and promote collaborative approaches and decision-making.

SHARED SERVICES

MARC continually explores new opportunities for local governments to benefit from shared services that lower costs and increase efficiency. For example, MARC’s annual salary survey gathered data from 52 local governments and organizations in 2017. The survey provides participants with easy online access, searchable by job type, to compare salary and benefit packages with peer cities and counties. In 2017, MARC also continued its agreement with the Institute for Building Technology and Safety (IBTS), a nonprofit organization that offers cities and counties access to low-cost, efficient building department services. IBTS has helped 25 jurisdictions review development plans, conduct inspections and enforce codes. Numerous other shared services are described throughout this report.

MANAGERS ROUNDTABLE

Through bimonthly meetings of the Managers Roundtable, city and county administrators heard presentations on legislative agendas for Kansas and Missouri, how local governments can engage in the KC Rising initiative, the benefits of the KC Communities for All Ages program, the regional economic forecast, results of the Kauffman Foundation’s quality of life survey and more. MARC also publishes a monthly e-newsletter, Management Matters, highlighting regional news, grant opportunities and upcoming events of interest to city and county managers.

GOVERNMENT TRAINING INSTITUTE

Continuing its mission to provide high-quality courses, workshops and certificate programs that meet the needs of government employees, MARC’s Government Training Institute (GTI) has served 160,000 attendees and hosted more than 6,000 events over the past two decades. In 2017, GTI introduced a new and updated curriculum in its supervisor and customer service certificate programs and added advanced coursework to its open enrollment schedule. GTI also offered customized and on-site training programs, as well as specialized workshops with an environmental focus through its Academy for Sustainable Communities.

YOUTH CAREER EXPO

On Nov. 8, 2017, area cities and counties hosted more than 1,000 students and teachers at the region’s second Public Service Career Expo. This year, 33 metro high schools participated
in the Career Expo, introducing young people to promising career paths in public service. Representatives from several colleges were also on hand to answer students’ questions about educational pathways to public service jobs. Booths were organized by career field, including law enforcement, public works, courts, public health, public administration, information technology, public information, parks and recreation, and fire and emergency medical services. Nearly 400 local government professionals volunteered their time to be part of the Career Expo.

RESEARCH SERVICES
MARC’s Research Services department provides data, analysis and mapping for a broad range of MARC’s initiatives, along with custom reports and maps requested by community partners. In 2017, the department worked with participating local governments to select a vendor for the biannual aerial photography flight. This cooperative effort allows local governments to save money on high-quality imagery used for a variety of planning purposes. Research staff also produced a Quality of Life survey analysis for the Ewing Marion Kauffman Foundation, helped establish the new Homelessness Management Information System, updated metrics used by KC Rising to measure regional economic progress compared to peer metros, and implemented Urban Sim, a new land-use modeling software platform. MARC’s GIS staff also maintained the centerline file used by the regional 911 system and launched a regional sidewalk inventory.

SMALL CITIES
In 2017, MARC’s Small Cities program offered technical planning assistance, grant writing and grant management services to Ray County, the Richmond Public Housing Authority, and the cities of Creighton, Riverside, Mosby, Sugar Creek, Archie, Orrick, Camden Point, Peculiar and Harrisonville. Projects included flood buyouts for damaged property, water and sewer system improvements, street and drainage improvements, food pantry expansion and improvements, storm shelter planning, and economic development site certification.

As their computer networks and online services grow, local governments face increasing risks and challenges related to cybersecurity. In July 2017, MARC convened a series of planning sessions to develop a regional strategic framework for cybersecurity. The framework outlines six initial action steps: identifying best practices, improving communications, providing training, creating a shared services model, improving redundancy and resilience, and securing sustainable funding.

In 2018, planning team members, including city and county managers, IT specialists, emergency managers and others, will use a three-pronged approach to advance key elements of the strategic framework:

- Identify baseline standards that clearly outline minimum security practices, procedures and capabilities all local jurisdictions should have in place.
- Coordinate efforts to provide cybersecurity training to IT professionals and other local government employees.
- Develop cooperative purchasing and procurement agreements to help cities and counties access necessary technical support services, including training products, consulting services, software and third-party security services.

Also in 2018, MARC will explore other IT and back-office services that could benefit from shared solutions.
2017 FUNDERS

FEDERAL
- U.S. Department of Agriculture
- U.S. Department of Commerce
- U.S. Department of Energy
- U.S. Department of Health and Human Services
- U.S. Department of Homeland Security
- U.S. Department of Housing and Urban Development
- U.S. Department of Transportation
- U.S. Environmental Protection Agency
- U.S. National Park Service

NATIONAL ORGANIZATIONS*
- National Association of County and City Health Officials

STATES*
- Kansas Department of Health and Environment
- Kansas Department of Transportation
- Kansas Division of Emergency Management
- Kansas Highway Patrol
- Missouri Association of Councils of Government
- Missouri Department of Health and Senior Services
- Missouri Department of Natural Resources
- Missouri Department of Public Safety
- Missouri Department of Social Services
- Missouri Department of Transportation
- Missouri Housing Development Commission

LOCAL GOVERNMENTS AND AGENCIES*
- Nine counties and 119 cities in the MARC region
- Public Health and EMS agencies
- Kansas City Area Transportation Authority

FOUNDATIONS AND NONPROFITS
- Blue Cross Blue Shield
- Early Education Funders Collaborative, GKCCF, Trustee
- Edward F. Swinney Foundation, Bank of America, Trustee
- Ewing Marion Kauffman Foundation
- George H. Nettleton Foundation
- H&R Block Foundation
- Hall Family Foundation
- Health Care Foundation of Greater Kansas City
- Lumina Foundation
- Margaret A. Cargill Foundation
- Marion and Henry Bloch Foundation
- Meals on Wheels America / W.K. Kellogg Foundation
- Menorah Legacy Foundation
- Missouri Foundation for Health
- National College Access Network
- Partnership for a New American Economy Research Fund
- REACH Healthcare Foundation
- reStart, Inc.
- Roger A. and Corinne R. Durkee Fund, GKCCF, Trustee
- Truman Heartland Community Foundation
- United Way of Greater Kansas City
- W.J. Brace Charitable Trust, Bank of America, Trustee

OTHER
- Kansas State University
- Area Hospitals

*Includes pass-through federal funds

MARC COMMITTEES

AGING AND ADULT SERVICES
- Commission on Aging
  » Community Center Administrators
  » Silver-Haired Legislature Delegation
- Managed Services Network Steering Committee

EARLY LEARNING
Metropolitan Council on Early Learning
- Partners in Quality
  » School Readiness Technical Workgroup
  » Workforce Development Technical Workgroup
  » Quality Enhancement Technical Workgroup
  » Financial Sustainability Technical Workgroup

Mid-America Head Start
- Head Start Policy Council
- Head Start Advisory Committee
- Head Start Health Advisory Committee

COMMUNITY DEVELOPMENT
- First Suburbs Coalition
- Economic Development District Advisory Board
- KC Communities for All Ages Advisory Board
- HMIS Oversight Committee
  » HMIS Users Committee
- Sustainable Places Policy Committee
- GradForce KC Steering Committee
- Regional Community Health Workers Collaborative
- Cybersecurity Task Force
- Solid Waste Management District Mgmt. Council
  » Household Hazardous Waste Task Force
  » Grant Review Committee

EMERGENCY SERVICES
- Regional Homeland Security Coord. Committee
  » Policy
  » Law Enforcement
  » Kansas City Regional Fusion Center
  » Geographic Information Systems
  » Public Health
  » Training and Exercise
  » Functional and Access Needs
  » E-RAPIO
  » CCTA Task Force
- MARC Health Care Coalition
- Metropolitan Emergency Managers Committee
  » Plans
  » WebEOC
  » Citizen Readiness
  » Badging and Accountability
  » Hazard Mitigation
  » Medical Reserve Corps
2017 BUDGET

REVENUES

- Federal, State and Private Grants $52,435,757
- Contributed Services (Non-Cash) $10,964,672
- Program and Other Income $1,724,753
- Local Government Dues $569,418

$66 million

EXPENSES

- Pass-Through Funds $39,978,475
- MARC’s Coordination Services $14,330,583
- Contributed Services (Non-Cash) $10,964,672

$65.3 million

Note: 72.6 percent of cash revenue was passed through to local governments and service providers in 2017

MANAGEMENT TEAM

- DAVID A. WARM | Executive Director
- RON ACHELPOHL | Director of Transportation and Environment
- CAROL GONZALES | Director of Financial Affairs
- FRANK LENK | Director of Research Services
- MARLENE NAGEL | Director of Community Development
- JOVANNA ROHS | Director of Early Learning and Head Start
- JAMES STOWE | Director of Aging and Adult Services

MANAGEMENT TEAM

- DAVID A. WARM | Executive Director
- RON ACHELPOHL | Director of Transportation and Environment
- CAROL GONZALES | Director of Financial Affairs
- FRANK LENK | Director of Research Services
- MARLENE NAGEL | Director of Community Development
- JOVANNA ROHS | Director of Early Learning and Head Start
- JAMES STOWE | Director of Aging and Adult Services

PROFESSIONAL ROUNDTABLES

- Manager Roundtable
- Planners Roundtable
- Kansas City Regional Purchasing Cooperative
- Metro Official Health Agencies of the KC Area
- Regional Association of Public Information Officers
- Regional IT Managers Association

PROFESSIONAL ROUNDTABLES

- Manager Roundtable
- Planners Roundtable
- Kansas City Regional Purchasing Cooperative
- Metro Official Health Agencies of the KC Area
- Regional Association of Public Information Officers
- Regional IT Managers Association

MANAGEMENT TEAM

- DAVID A. WARM | Executive Director
- RON ACHELPOHL | Director of Transportation and Environment
- CAROL GONZALES | Director of Financial Affairs
- FRANK LENK | Director of Research Services
- MARLENE NAGEL | Director of Community Development
- JOVANNA ROHS | Director of Early Learning and Head Start
- JAMES STOWE | Director of Aging and Adult Services

PROFESSIONAL ROUNDTABLES

- Manager Roundtable
- Planners Roundtable
- Kansas City Regional Purchasing Cooperative
- Metro Official Health Agencies of the KC Area
- Regional Association of Public Information Officers
- Regional IT Managers Association

MANAGEMENT TEAM

- DAVID A. WARM | Executive Director
- RON ACHELPOHL | Director of Transportation and Environment
- CAROL GONZALES | Director of Financial Affairs
- FRANK LENK | Director of Research Services
- MARLENE NAGEL | Director of Community Development
- JOVANNA ROHS | Director of Early Learning and Head Start
- JAMES STOWE | Director of Aging and Adult Services

PROFESSIONAL ROUNDTABLES

- Manager Roundtable
- Planners Roundtable
- Kansas City Regional Purchasing Cooperative
- Metro Official Health Agencies of the KC Area
- Regional Association of Public Information Officers
- Regional IT Managers Association

MANAGEMENT TEAM

- DAVID A. WARM | Executive Director
- RON ACHELPOHL | Director of Transportation and Environment
- CAROL GONZALES | Director of Financial Affairs
- FRANK LENK | Director of Research Services
- MARLENE NAGEL | Director of Community Development
- JOVANNA ROHS | Director of Early Learning and Head Start
- JAMES STOWE | Director of Aging and Adult Services

PROFESSIONAL ROUNDTABLES

- Manager Roundtable
- Planners Roundtable
- Kansas City Regional Purchasing Cooperative
- Metro Official Health Agencies of the KC Area
- Regional Association of Public Information Officers
- Regional IT Managers Association

MANAGEMENT TEAM

- DAVID A. WARM | Executive Director
- RON ACHELPOHL | Director of Transportation and Environment
- CAROL GONZALES | Director of Financial Affairs
- FRANK LENK | Director of Research Services
- MARLENE NAGEL | Director of Community Development
- JOVANNA ROHS | Director of Early Learning and Head Start
- JAMES STOWE | Director of Aging and Adult Services

PROFESSIONAL ROUNDTABLES

- Manager Roundtable
- Planners Roundtable
- Kansas City Regional Purchasing Cooperative
- Metro Official Health Agencies of the KC Area
- Regional Association of Public Information Officers
- Regional IT Managers Association

MANAGEMENT TEAM

- DAVID A. WARM | Executive Director
- RON ACHELPOHL | Director of Transportation and Environment
- CAROL GONZALES | Director of Financial Affairs
- FRANK LENK | Director of Research Services
- MARLENE NAGEL | Director of Community Development
- JOVANNA ROHS | Director of Early Learning and Head Start
- JAMES STOWE | Director of Aging and Adult Services

PROFESSIONAL ROUNDTABLES

- Manager Roundtable
- Planners Roundtable
- Kansas City Regional Purchasing Cooperative
- Metro Official Health Agencies of the KC Area
- Regional Association of Public Information Officers
- Regional IT Managers Association

MANAGEMENT TEAM

- DAVID A. WARM | Executive Director
- RON ACHELPOHL | Director of Transportation and Environment
- CAROL GONZALES | Director of Financial Affairs
- FRANK LENK | Director of Research Services
- MARLENE NAGEL | Director of Community Development
- JOVANNA ROHS | Director of Early Learning and Head Start
- JAMES STOWE | Director of Aging and Adult Services

PROFESSIONAL ROUNDTABLES

- Manager Roundtable
- Planners Roundtable
- Kansas City Regional Purchasing Cooperative
- Metro Official Health Agencies of the KC Area
- Regional Association of Public Information Officers
- Regional IT Managers Association

MANAGEMENT TEAM

- DAVID A. WARM | Executive Director
- RON ACHELPOHL | Director of Transportation and Environment
- CAROL GONZALES | Director of Financial Affairs
- FRANK LENK | Director of Research Services
- MARLENE NAGEL | Director of Community Development
- JOVANNA ROHS | Director of Early Learning and Head Start
- JAMES STOWE | Director of Aging and Adult Services

PROFESSIONAL ROUNDTABLES

- Manager Roundtable
- Planners Roundtable
- Kansas City Regional Purchasing Cooperative
- Metro Official Health Agencies of the KC Area
- Regional Association of Public Information Officers
- Regional IT Managers Association

MANAGEMENT TEAM

- DAVID A. WARM | Executive Director
- RON ACHELPOHL | Director of Transportation and Environment
- CAROL GONZALES | Director of Financial Affairs
- FRANK LENK | Director of Research Services
- MARLENE NAGEL | Director of Community Development
- JOVANNA ROHS | Director of Early Learning and Head Start
- JAMES STOWE | Director of Aging and Adult Services

PROFESSIONAL ROUNDTABLES

- Manager Roundtable
- Planners Roundtable
- Kansas City Regional Purchasing Cooperative
- Metro Official Health Agencies of the KC Area
- Regional Association of Public Information Officers
- Regional IT Managers Association

MANAGEMENT TEAM

- DAVID A. WARM | Executive Director
- RON ACHELPOHL | Director of Transportation and Environment
- CAROL GONZALES | Director of Financial Affairs
- FRANK LENK | Director of Research Services
- MARLENE NAGEL | Director of Community Development
- JOVANNA ROHS | Director of Early Learning and Head Start
- JAMES STOWE | Director of Aging and Adult Services

PROFESSIONAL ROUNDTABLES

- Manager Roundtable
- Planners Roundtable
- Kansas City Regional Purchasing Cooperative
- Metro Official Health Agencies of the KC Area
- Regional Association of Public Information Officers
- Regional IT Managers Association

MANAGEMENT TEAM

- DAVID A. WARM | Executive Director
- RON ACHELPOHL | Director of Transportation and Environment
- CAROL GONZALES | Director of Financial Affairs
- FRANK LENK | Director of Research Services
- MARLENE NAGEL | Director of Community Development
- JOVANNA ROHS | Director of Early Learning and Head Start
- JAMES STOWE | Director of Aging and Adult Services

PROFESSIONAL ROUNDTABLES

- Manager Roundtable
- Planners Roundtable
- Kansas City Regional Purchasing Cooperative
- Metro Official Health Agencies of the KC Area
- Regional Association of Public Information Officers
- Regional IT Managers Association

MANAGEMENT TEAM

- DAVID A. WARM | Executive Director
- RON ACHELPOHL | Director of Transportation and Environment
- CAROL GONZALES | Director of Financial Affairs
- FRANK LENK | Director of Research Services
- MARLENE NAGEL | Director of Community Development
- JOVANNA ROHS | Director of Early Learning and Head Start
- JAMES STOWE | Director of Aging and Adult Services

PROFESSIONAL ROUNDTABLES

- Manager Roundtable
- Planners Roundtable
- Kansas City Regional Purchasing Cooperative
- Metro Official Health Agencies of the KC Area
- Regional Association of Public Information Officers
- Regional IT Managers Association
The MARC Region
- 2 states
- 9 counties
- 119 cities
- 1,993,490 people
- 4,423 square miles