



# 2024 ANNUAL REVIEW

**MARC**  
MID-AMERICA REGIONAL COUNCIL



*More than 150 local elected officials gathered in August 2024 to learn about planning and coordination efforts as the Kansas City region prepares to host six FIFA World Cup™ matches in 2026.*



# A MESSAGE FROM OUR CHAIR



**Janeé Hanzlick**  
Commissioner  
Johnson County, Kansas

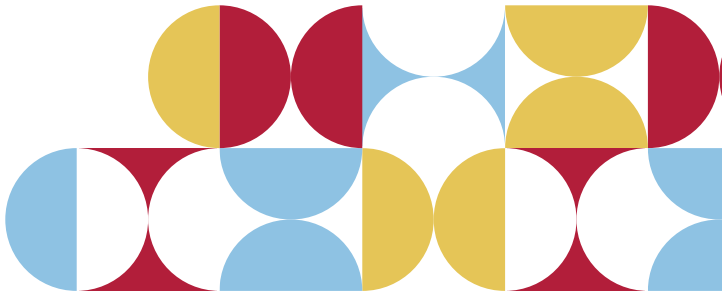
On behalf of the Board of Directors, staff and members of the Mid-America Regional Council, it is my pleasure to share with you this annual summary of the broad range of programs and initiatives that MARC leads and supports.

In this annual review, you'll read about people coming together to benefit our communities in important ways, such as working toward a shared vision for the regional transportation system, addressing housing challenges, creating healthy communities where all residents can thrive, and collaborating to prepare to host the FIFA World Cup™ in 2026.

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. I look forward to continuing to work alongside you to build a place we're proud to call home — now and into the future.

*Janeé M. Hanzlick*

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**Greg Bolon**, District Engineer, Missouri Department of Transportation  
Alternate: Jeff Hardy, Assistant District Engineer, Missouri Department of Transportation





*The Regional Trails and Bikeways map showcases more than 2,000 miles of trails and bikeways across the region, including Southmoreland Park in Kansas City, Missouri.*



# EFFICIENT TRANSPORTATION & QUALITY PLACES

**MARC advances regional plans for a safe and balanced equitable transportation system. We establish priorities, guide investments and support coordinated operations to help achieve a regional vision for our people, places and communities.**

## CONNECTED KC 2050

Work continued over the past year to update Connected KC 2050, a shared, community-driven vision for the Kansas City metro's regional transportation system. Designed to guide infrastructure investments and ensure the region remains connected and accessible, the plan identifies transportation improvements through 2050. The plan evaluates a variety of

considerations, such as projected population and employment growth, maintenance of transportation facilities, safety, quality of life and preserving the human and natural environment. As the region's metropolitan planning agency, MARC is required to update the plan every five years. In 2024, MARC evaluated and prioritized over 500 transportation project submittals, conducted financial capacity analysis, updated

the plan's policy framework and conducted a new round of outreach seeking public input. The plan update is due in June 2025.

## CONNECTED FREIGHT KC 2050

Working to proactively position the region to take advantage of changes happening in the freight industry, MARC, the Lawrence-Douglas County Metropolitan Planning Organization and Pioneer Trails Regional Planning Commission

in 2024 began developing a freight plan, Connected Freight KC 2050. The freight plan intends to encompass 14 counties — MARC's nine-county region, extending to Douglas County in Kansas, and Johnson, Lafayette, Pettis and Saline counties in Missouri.

## TRANSPORTATION INVESTMENTS

Over the past year, MARC solicited applications, evaluated project submissions and approved funding recommendations for approximately \$150 million in transportation investments across the region, including improved transit service, roadways and trails. Additionally, MARC supported Kansas and Missouri leaders in launching the first phase of the Bi-State Sustainable Reinvestment Corridor project, a 24-mile corridor connecting three downtowns and multiple destinations in the Kansas City region. Supported by a \$5.6 million federal grant, MARC oversees coordination of the project's long-term, multi-jurisdictional strategy to support infrastructure, transportation and economic development. Work includes completing advanced conceptual engineering designs for high-capacity transit routes and supporting regional efforts to improve access to housing, health care, employment and



*The MARC Regional Innovation Forum in June 2024 featured experts in AI and transportation: Ben Lindner, president of Alynix; Stephen Hardy, CEO of mySidewalk; and Julie Lorenz, principal consultant with 1989 & Co.*

education for residents in each city and the surrounding area.

## REGIONAL TRAILS AND BIKEWAYS MAP

MARC released and printed a new version of the Greater Kansas City Regional Trails and Bikeways Map in 2024. Helping residents find new places to explore, the free popular resource showcases more than 2,000 miles of trails and bikeways, locations of RideKC Bike bikeshare hubs and a QR code that takes users to the online version of the map. MARC distributed copies to local bike shops, libraries and other organizations around the region.

## OPERATION GREEN LIGHT

Coordinated by MARC and supported by federal, state and local agencies, Operation Green Light (OGL) is a cooperative effort to improve traffic flow, reduce emissions and increase safety across the region. In 2024, OGL managed the \$734,000 U.S. Department of Transportation Smart Grant project, a regional effort to deploy and evaluate crowdsourced arterial performance measures. OGL also completed construction of 16 video surveillance systems and 54 traffic signal controllers with Gladstone; Kansas City, Missouri; North





*WAY TO GO aims to increase the number of people carpooling, biking, walking, scooting or riding transit to work.*

Kansas City; Belton; Raymore; Independence; Lee's Summit and the Missouri Department of Transportation. In addition, OGL supported a transportation emissions reduction project in Mission, Kansas, to install wireless radios, CCTV and controllers to bring Johnson Drive online with the program. Over the course of 2024, OGL completed 673 traffic signal investigations and re-timed 73 signals.

### WAY TO GO

In 2024, the commuter resources program WAY TO GO earned two silver Philly Awards from Nonprofit Connect — one for best marketing campaign and another for best website. Also in 2024, the program grew usership of its free trip planner and ride-matching app designed to increase the number of people carpooling, biking, walking, scooting or riding transit to work. In addition, WAY TO GO partnered with Urban Hikes KC to shine a light on Kansas City, Missouri's transportation history, and the 16th

annual Green Commute Challenge welcomed nearly 300 participants from across the region. Over the month-long competition, participants logged 7,066 green commute trips, traveled 52,015 miles, saved \$6,000 on gas and cut 7.8 tons of greenhouse gas emissions.

### COMMUNITY PLANNING GRANTS

MARC's Planning Sustainable Places program awarded nearly \$1.5 million in grant funds to 17 local projects in 2024 — nine in Kansas and eight in Missouri. The PSP program supports community efforts to create vibrant places that offer a mix of options for housing, jobs, services and recreation; connected places with a variety of transportation options; and green places that support healthy living and a healthy natural environment. These concepts are promoted in the region's long-range transportation plan, Connected KC 2050 and in many city and county comprehensive plans.



*MARC supports green spaces and infrastructure solutions that help alleviate the pressures of weather events and provide important amenities to our communities.*



## HEALTHY ENVIRONMENT

**MARC develops and implements initiatives that help keep the region's air and water clean, reduces the amount of waste sent to landfills, protects and conserves green infrastructure, advances energy efficiency and renewable energy, and catalyzes community action.**

### COMMUNITY ACTION

In partnership with local governments, community organizations and residents, the region completed a prioritized climate action plan and submitted the plan to the U.S. Environmental Protection Agency. More than 250 people contributed to the development of the KC Regional Priority Climate Action Plan, which was completed as a requirement for MARC's larger Climate Pollution Reduction Grant application (CPRG). MARC also developed performance metrics and an evaluation framework as part of the CPRG application and advanced an update to the greenhouse gas inventory and climate risk and vulnerability assessment to support an upcoming 2025 Comprehensive Climate Action

Plan. Additionally, MARC launched a four-year, \$3 million heat island reduction program, began implementation of a regional communications plan and awarded projects for a second round of carbon reduction funding. Through the CPRG grant application process, MARC built new partnerships and created a project pipeline to support federal grants submitted by local organizations. Also in 2024, MARC continued a multi-year study of the resilience of the region's transportation system, supported partner organizations in completing an Electric Vehicle Readiness Plan and nearly 150 attendees turned out for the Resilience Success Stories event, which included its first-ever pitch competition.



ENERGY EFFICIENCY

The U.S. Department of Energy awarded MARC \$4.7 million in grant funding to implement energy efficiency building upgrades for nonprofit organizations in the Kansas City region. The Renew America’s Nonprofits grant supports nonprofits in identifying and completing energy conservation upgrades at their facilities. Four local foundations provided an additional \$1.5 million in private funds to meet federal match requirements. The program supported over 50 building energy assessments in 2024 and will select 25-30 nonprofits to receive construction funding.

MARC partnered with Building Energy Exchange KC on completing the second cohort of the Rising Trades Contractor Accelerator. The program provides eight months of Kauffman Foundation-funded professional instruction to entrepreneurs in green construction and the high-performance buildings industry. Also in 2024, MARC supported education events for architects and engineers to successfully implement the 2021 energy code, developed events and resources around Inflation Reduction Act home energy rebates and tax incentives, and cultivated relationships with Greenhouse Gas Reduction Fund awardees. The U.S. Department of Energy also awarded MARC \$2.1 million to support the city of Kansas City, Missouri, in adopting building performance standards.

AIR QUALITY

The Kansas City region experienced a relatively quiet ozone alert season in 2024. From March 1 to Oct. 31, 2024, the MARC Air Quality program tracked 67 yellow (moderate) days and issued two ozone action alerts. Ultimately, there were six days where at least one of the six area monitors exceeded the eight-hour ozone standards. Providing real-time data on particulate matter pollution in the region, MARC acquired 24 new community air sensors



*Plogtober encourages participants to log their time spent walking or jogging and picking up trash because if it's on the ground, it's in our water. These members of the Platte County, Missouri, Plogtober team are showing off some of their finds.*

and began updating the Clean Air Action Plan and adding it to the Kansas City Regional Comprehensive Climate Action Plan. The Clean Air Action Plan offers community-based, voluntary actions for both businesses and individuals to help keep our air clean.

WATER QUALITY

Working to keep waterways clean and improve water quality, MARC completed an initial draft of the regional stormwater engineering standards, continued implementation of the Little Blue River Watershed Feasibility Study and moved public education outreach collateral from printed copy to largely digital offerings. MARC also developed a litter pickup tracking app using GIS data and supported KC Plogtober’s fourth annual event with volunteers picking up over 70 bags of trash across the region. In addition, MARC promoted a national stormwater conference held in Kansas City, Missouri, focused on watershed protection.

SOLID WASTE MANAGEMENT

Partnering with local governments to divert waste from area landfills, MARC’s Solid Waste Management District launched a regional effort to produce a comprehensive solid waste management plan. In order to plan for alternative waste processes, the District initiated discussions with community leaders about the importance of creating a circular economy, one where production and consumption of goods involves redesigning, reducing use, reusing, repairing, refurbishing and recycling existing materials and products. This included support for a study that assigned a value of \$250 million to materials currently being sent to the landfill and identified the potential to create more than 5,000 regional jobs. Additionally, the District completed a study to estimate the capacity of landfills that receive waste from the metro area, and worked with the Missouri Product Stewardship Council to improve access to drop-off locations for leftover paint for residents and businesses. In a pioneering move to reduce landfill waste generated from sports stadium concessions and fans, MARC SWMD worked with the Kansas City Chiefs to install state-of-the-art composting biodigesters at Arrowhead Stadium. Over the past year, MARC SWMD funded 13 grant projects totaling \$800,000 for local organizations and held 11 household hazardous waste mobile collection events to supplement year-round services from two permanent facilities.

BROWNFIELDS ASSESSMENTS

Working through the brownfields program to transform contaminated properties into valuable spaces for businesses and housing while also creating opportunities that strengthen our regional economy, MARC identified two new commercial sites for cleanup in Kansas City, Kansas. MARC also completed a total of four

assessments for sites across Kansas City, Missouri, and Kansas City, Kansas, preparing properties for cleanup and future development. These include an assessment for a proposed grocery store in Northeast Kansas City, Kansas, an approved risk and soil management plan to redevelop the now vacant Chouteau Courts site in Kansas City, Missouri, and assessments for two groups of properties targeted for development of low-income multiplex residential properties. Twenty-one additional assessments are actively underway, including 15 single-family residential lots tagged for future low-cost housing, a proposed commercial and residential mixed-use development, and a renovated community center.

GREEN INFRASTRUCTURE

MARC supports infrastructure solutions that help reduce the risks of weather events and provide important amenities to our communities. In 2024, MARC advanced a federal grant to develop a community toolkit and funding pipeline for green infrastructure projects. The toolkit included provisions to encourage practical application of green streets in the Complete Streets Policy and provided community leaders with an educational handout tailored to each community’s specific risks and recommended actions. Additionally, MARC launched the Mid-America GSI Certification, a green infrastructure maintenance and certification training program, with local governments and landscape contractors, and relaunched the Vacant to Vibrant Lot Transformation Calculator for residents interested in turning vacant lots into vibrant community places, such as rain gardens and community gardens. MARC also worked with community partners to begin a \$5 million federal grant program to restore portions of the Blue River watershed.







**A new mixed-use development in Shawnee, Kansas.**

Photo courtesy of the city of Shawnee, Kansas.

# COMPETITIVE ECONOMY

Partnering with community stakeholders, MARC works to enhance the performance of the region's economy and expand economic opportunity for everyone. MARC's efforts focus on developing the region's economic development strategy plan, analyzing changes in the region's economy and strengthening the region's workforce development system.

## ECONOMIC DEVELOPMENT

With input from communities and the Regional Workforce Intelligence Network (RWIN) Strategy Committee, MARC completed the 2024-2029 Comprehensive Economic Development Strategy Plan for the Kansas City metropolitan area. The MARC Board of Directors adopted the plan in September 2024. This plan and other

actions enable MARC to maintain the Economic Development Administration's (EDA) Economic Development District designation. MARC also completed a draft economic impact analysis for the Johnson County, Kansas, Education Research Triangle. Additionally, MARC provided information to support the advancement of two regional initiatives — BioNexus KC's efforts

to secure \$75 million to advance the work of the KC BioHub, a regional technology and innovation hub, and the University of Missouri's efforts to secure \$160 million from the National Science Foundation to establish the Critical Materials Crossroads and become a leader in critical minerals processing.

## REGIONAL HOUSING PARTNERSHIP

Partnering with local leaders and community stakeholders, MARC continues to support a collaborative effort to address regional housing challenges. Along with LISC Greater Kansas City, MARC coordinates the Regional Housing Partnership (RHP), an initiative that mobilizes individuals and organizations to find ways to create and preserve more homes of greater variety and at different price points. In 2024, the RHP Strategy Committee identified long-term goals for future work focusing on improving regional coordination and awareness of housing challenges; expanding community outreach; producing and preserving quality, affordable housing units; and increasing access to housing options. Over the past year, the partnership also implemented the community land trust consortium plan, created an advisory board for KCHousingLocator.com and produced 12 essential housing data stories, blogs and visualizations highlighting topics such as single-family investor ownership patterns, under-developing housing and short-term rentals. MARC also received national recognition in 2024 for outstanding work with GIS technology in creating the Housing Data Hub. Esri, a leading mapping technology company, recognized the hub's data-driven approach to addressing the region's housing shortage.

## WORKFORCE ANALYTICS

MARC produced monthly workforce indicators and compared the Kansas City region's economy to peer metros. MARC also convened the RWIN Strategy Committee on a quarterly

basis, building relationships among economic and workforce development organizations on key regional economic strategies.

## CENSUS DATA

In 2024, MARC improved and expanded digital tools to allow for easier access to demographic data. The Population Explorer tool provides demographic, economic, household and health data in map, chart and tabular form. The Community Views tool allows for easy download of city, county and regional data profiles. MARC's Quick Stats tool helps users quickly access census data for the nine-county MARC region, by county or by city. Data points available include population, household, housing, workforce and at-risk populations.

## KC RISING

Working to achieve prosperity for all by accelerating community effort for the greatest impact, MARC continued supporting KC Rising in 2024. MARC participated in KC Rising's housing, workforce, industry and federal grant action teams to aid in the development of strategies and metrics for evaluating impact. MARC also provided data and analysis to more clearly communicate the underlying reasons for the region's economic performance relative to benchmark metros, and participated in work to create a KC Regional Economic Playbook outlining major strategies to grow the region's economy.

## ECONOMIC RESEARCH

As part of ongoing efforts to position several critical work areas for the future, MARC launched the Office of Economic Research to lead research, develop internal and external partnerships, and produce products to advance understanding and performance of the regional economy and workforce. The office produced new short-range economic forecasts of the area economy.





*Each August, MARC staff visit cities and counties for #CityHallSelfieDay. In 2024, we celebrated the Parade of Hearts, including this lake-themed heart sculpture in Lake Winnebago, Missouri.*

## EFFECTIVE LOCAL GOVERNMENT

**MARC provides high-quality training and technical assistance services to local governments and develops collaborative efforts and shared services to help cities and counties work more efficiently and effectively.**

### PUBLIC SECTOR WORKFORCE

In 2024, MARC implemented a \$750,000 grant to strengthen the regional workforce pipeline by connecting local government employers with nonprofit job training programs. Additionally, MARC launched a pilot program targeting hard-to-fill jobs to link public sector employers with job training providers. Also in 2024, MARC promoted and expanded KCMetroGovJobs.com, a jobs board for local government careers,

advanced new priorities for the Government-to-University (G2U) initiative and created a G2U research subcommittee focused on awareness of local government work among high school students.

### GOVERNMENT TRAINING INSTITUTE

Meeting the training and organizational development needs of local governments, MARC's Government Training Institute (GTI) provides quality conferences, certificate



*The First Suburbs Coalition, a group that works to address issues facing first suburb communities, gathered at the Memorial Hall ballroom in Kansas City, Kansas.*

programs, seminars and technical workshops at an affordable cost. In 2024, GTI increased focus on delivering trainings targeted to specific audiences, including a leadership training for managers in public works roles and briefing events for local leaders on regional planning and coordination for the FIFA World Cup™ in 2026. GTI also conducted market research to understand the training needs of partners and continued delivery of custom consulting contracts, such as priority-setting facilitation for Lee's Summit, and a data academy for ArtsKC.

### SHARED SERVICES

Helping local governments deliver public services more efficiently and effectively, MARC develops cooperative approaches and shared solutions. In 2024, MARC administered grants to support 988/mobile crisis response partnerships in five Missouri counties and implemented community outreach. MARC also convened law enforcement, fire and EMS professionals to identify ways to implement

programs that divert behavioral health calls to 988. Additionally, MARC offered a year-long supervisor training through GTI for five cities in eastern Jackson County with over 100 supervisors attending one or more courses.

### LOCAL GOVERNMENT PARTNERSHIPS

Through MARC, local governments in the bistate Kansas City region collaborate to identify common objectives, seek cooperative solutions and achieve collective goals through collaborative programs. In addition to offering data and mapping services, cost-effective training and cooperative purchasing solutions, MARC supports the First Suburbs Coalition, which works to address issues facing older suburban communities, and the Core Communities Initiative, which gathers leaders from the largest jurisdictions to discuss shared concerns. MARC also convenes professionals based on role, including planners, managers, communicators and IT professionals, to address emerging issues.





*This neon billboard truck is one of the marketing techniques used to promote the 988 Crisis Line.*

## SAFE & SECURE COMMUNITIES

**MARC's emergency services and public safety programs help strengthen the region's abilities to prepare for, protect against, respond to, recover from and mitigate threats using coordinated plans, effective communications systems, high-quality training and exercises, technology and equipment.**

### EMERGENCY PREPAREDNESS AND COORDINATED RESPONSE

The Regional Homeland Security Coordinating Committee hosted 65 trainings and 12 exercises in 2024 to help emergency services agencies prepare for all threats. The Health Care Coalition addressed a range of incidents and continued implementation of an agreement to enable resource sharing as a safety net among

22 participating agencies. The Metropolitan Emergency Managers Committee led efforts to update a five-county Regional Hazard Mitigation Plan in Missouri and the Mid-America Regional Council Emergency Rescue Committee developed the capacity for regional EMS agencies to offer community paramedic services.



*Each April, MARC hosts the Telecommunicators Appreciation Celebration and Outstanding Performance Awards to honor the important role telecommunicators and 911 calltakers play in keeping our communities safe.*

### FIFA WORLD CUP™ PLANNING

In preparation for the 2026 FIFA World Cup™ in Kansas City, MARC joined the Greater Kansas City Chamber of Commerce and KC 2026 to co-host a special briefing for elected officials. MARC committees will continue to provide ongoing support for regional cooperation of public safety and security efforts, transportation for key event venues and information sharing pertinent to local tourism events.

### PUBLIC HEALTH

Through the Metropolitan Official Health Agencies of the Kansas City Area (MOHAKCA) committee, public health departments work together to promote public health across the region and increase the effectiveness of city and county health agencies. In 2024, MARC supported MOHAKCA's public outreach campaign to share information related to reducing opioid deaths, held discussions

around access to health resources and identified strategies to reach vulnerable populations during widespread emergencies.

### 988 CRISIS RESPONSE

Working to improve crisis response for people with mental health needs, MARC continues to support the 988 Suicide and Crisis Lifeline. MARC convenes the 988 Mobile Crisis Steering Committee, which includes certified community behavioral health centers serving Clay, Jackson, Platte and Ray counties in Missouri and the 988 call center. Since its start, the collaboration has developed 988 mobile crisis response outreach and education materials, developed multiple shared protocols to standardize response across the behavioral health centers, strengthened partnerships with law enforcement, implemented 911 call diversion with the Kansas City, Missouri, Police Department and presented the collaborative's



groundbreaking work at mental health conferences in Kansas City and nationally. In addition, MARC staff began convening mental health crisis staff involved in 988 and mobile crisis from behavioral health centers serving MARC’s nine-county region.

**CO-RESPONDER PROGRAM**

MARC continues to support the work of the Eastern Jackson County, Missouri, Co-Responder Program. The Co-Responder program embeds mental health clinicians from two community behavioral health centers within seven police departments to respond alongside officers to 911 calls that involve mental health, substance use or a related crisis. MARC’s role is convening this collaborative and standardizing data collection to help improve the agencies’ abilities to measure progress. Since October 2023, co-responding mental health clinicians have conducted 2,080 field assessments or mental health screenings, and connected 1,339 individuals to behavioral health services. In more than 95% of calls involving a co-responder, the client avoided arrest or being taken into custody.

**911 TECHNOLOGY UPGRADES**

MARC prepared for Next Generation 911 (NG911), which allows 911 calls to be routed based on location and not cell phone towers. Responding to a request from the Kansas City, Missouri, Police Department, MARC provided an automatic call-back feature for the city’s emergency communications center, along with an auto-attendant feature for use at the city’s discretion.

**DATA ANALYSIS AND MAPPING**

MARC convened meetings with local government staff who use GIS to collaborate on continued data accuracy for addresses as the region works to implement NG911. MARC also coordinated work to update mapping software

and refresh aerial imagery to help dispatchers more easily locate 911 callers. In addition, MARC transitioned the region’s registry of automated external defibrillators (AEDs) to PulsePoint, a mobile app that alerts CPR-trained bystanders to respond to nearby sudden cardiac arrest events and helps users find public AEDs.

**DISPATCH NEEDS ASSESSMENT**

Supporting Jackson County’s decision to evaluate the possibility of regionalizing emergency 911 dispatch services, MARC coordinated a request for proposal process and supported the selected a contractor in conducting a feasibility study. The assessment examined present conditions, compared 911 call centers, analyzed staffing needs and proposed options for agencies in Jackson County, Missouri, to increase their data sharing and interoperability in dispatching 911 calls.

**911 TRAINING**

MARC launched a pilot platform called Mindbase to support 911 call-takers’ mental health and overall wellness. The platform consists of an integrated dashboard that uses data to understand exposure and critical event trauma experienced by 911 professionals as well as an app that offers clinically validated content, wellness training, self-assessment tools, and access to peer teams and culturally competent clinicians. In 2024, MARC 911 conducted online and in-person trainings to 850 dispatchers on topics focusing on wellness, active shooter response, leadership and crisis intervention team skills.

**911 HEROES**

MARC presented 9-year-old Reese Hardison of Miami County, Kansas, with the 911 Hero Award for calling 911 to report a fire at his home. The program recognizes young people who demonstrate knowledge of the proper use of 911 in an emergency.



*The first-ever Age of Celebration block party highlighted resources for healthy aging.*

# THRIVING OLDER ADULTS & COMMUNITIES

**Working to create healthy communities where all residents can thrive, MARC programs help strengthen support systems for the region’s most vulnerable residents, including older adults and disadvantaged populations, and also promote public health through healthy, active lifestyles and nutrition for all residents.**

**EDUCATION AND ENGAGEMENT**

In 2024, about 400 older adults and caregivers attended the region’s first-ever block party highlighting resources for healthy aging and aging in place safely. In partnership with the city of Kansas City, Missouri, and 10 neighborhood associations, MARC’s Aging and Adult Services program hosted the “Age of Celebration” health

and wellness fair for older adults and caregivers of older adults. The event featured 65 resource vendors, 27 workshops on healthy aging, free food, miniature golf, a photo booth and live music. This past year, MARC also hosted the Age Positive conference, bringing together nearly 200 attendees to enhance older adult programming and support. Sixty-seven older





adults and 50 nonprofit organizations participated in MARC’s Give 5 initiative. This social engagement program connects skilled, passionate older adults with meaningful volunteer opportunities.

**NUTRITION**

Helping families access fresh produce at grocery stores and farmers markets in Kansas and Missouri, the Double Up Food Bucks Program in 2024 served nearly 97,230 households and an estimated 210,000 individuals. One hundred sixty-three locations participated in the program, which provides a dollar-for-dollar match for Supplemental Nutrition Assistance Program (SNAP) recipients, up to \$25 a day. The produce prescription program KC Fresh Rx completed its second year, and preliminary analysis showed participants reported lower blood sugar and blood pressure. The program’s goal is to improve the health of Medicaid patients who have or are developing diabetes and/ or hypertension by eating more fresh fruits and vegetables. KC Fresh Rx is offered in partnership with MARC, AdventHealth Medical Clinic, the University of Kansas General Internal Medicine Clinic, the University of Kansas Family Medicine Clinic and the Samuel U. Rodgers Health Center.

**OLDER ADULT SERVICES**

With Meal Infrastructure and Expansion funding from Missouri, MARC acquired and renovated a nutrition repack facility in 2024. Located in North Kansas City, Missouri, the new facility will foster collaborative relationships aiming to reduce food insecurity challenges. In its role as the Area Agency on Aging for the Missouri



*Fourteen students graduated from the region’s first Spanish-language community health worker training.*

portion of the region, MARC contracted with community-based organizations to provide approximately 13,000 meals weekly, opened three new senior centers and distributed six vehicles to senior centers for frozen meal delivery.

**RECOGNITION FOR INNOVATIVE PARTNERSHIP**

MARC participated alongside Missouri’s 10 area agencies on aging to improve the safety of Missourians referred to the state’s Adult Protective Services hotline for abuse or neglect. USAging presented the partnership with the association’s top national innovation award for providing life-saving services to clients and transforming the referral process between emergency hotline calls and available resources.

**COMMUNITY HEALTH WORKERS**

The KC Regional Community Health Worker Collaborative works to integrate community health workers (CHWs) into the health and human services systems, through capacity building, advocacy and sustainability. In

2024, MARC provided career path and leadership skills trainings to CHWs across Kansas and Missouri. Helping to make health care more accessible for all residents, 14 students graduated from the region’s first Spanish-language CHW training. MARC and the Kansas Department of Health and Environment collaborated to translate and offer the CHW core curriculum training using 100% Spanish materials and facilitation. In 2024, the collaborative also released a report, Community Health Worker Sustainability – A Case Study of Chronic Care Management, that uses a real-world example of how health care teams can incorporate CHWs into their operations.

**COMMUNITIES FOR ALL AGES**

In 2024, the Communities for All Ages program recognized the cities of Grain Valley and Liberty, Missouri, and Kansas City, Kansas, and Westwood, Kansas, for their role in supporting older residents. The program recognizes cities that take steps to accommodate residents of all ages, contributing to more vibrant, healthy and prosperous communities. To date, 24 jurisdictions in the Kansas City metro area have been awarded the Communities for All Ages distinction.

**VETERAN-DIRECTED CARE**

Helping veterans prioritize their own health care needs and select their own care providers, MARC manages referrals from the Kansas City VA Medical Center of veterans who wish to continue living independently at home rather than in a skilled nursing facility. In 2024, MARC connected 182 veterans to health care-related services and helped new providers develop their veteran-directed care program. The program allows veterans to hire their own care providers, while MARC provides assessment, care plan development and care management between the veteran and chosen provider.

**CAREGIVER SUPPORT**

Offering a unique respite opportunity to older adults caring for children who live in their home, MARC’s GRANDPass program expanded in 2024, offering more adults ages 55 and over a break from their caregiving duties. The YMCA of Greater Kansas City partners with MARC to offer the program, which gives children a free week of camp at approved sites throughout the region. GRANDPass is open to caregivers in Cass, Clay, Jackson, Platte or Ray counties in Missouri.

**LONG-TERM CARE OMBUDSMAN**

Advocating for the health, safety and rights of individuals who live in long-term care facilities, MARC’s Ombudsman program served more than 10,000 residents in 2024, successfully transitioning 204 residents due to facility closures and assisting 20 residents in obtaining their community settings of choice.

**COMMUNITY CARE HUB**

Bringing together partners to address the health-related social needs of community members through targeted home and community-based services and interventions, the Mid-America Community Support Network (CSN) works to improve health outcomes of older adults while reducing health care costs. In 2024, the CSN received grants from the U.S. Aging Center of Excellence to support innovation and infrastructure improvements, and the state of Missouri to provide support to residents diagnosed with diabetes or pre-diabetes. The network also participated in a Medicaid pilot program to provide health-related social services in rural areas and added two new hospitals to an initiative working to reduce readmission for patients with congestive heart failure.







*MARC staff completed over 230 Classroom Assessment Scoring System assessments to measure quality in infant, toddler and pre-kindergarten classrooms.*

# QUALITY EARLY LEARNING

**MARC provides leadership and coordination to build a robust early learning system with strong families, skilled teachers, quality programs, supportive communities, sustained and sufficient funding, and multi-sector collaboration.**

## PEDIATRIC HEALTH CARE

A regional collaboration between Excelsior Springs School District, Swope Health Services, MARC Head Start and Diversity Telehealth provided nearly 800 pediatric and dental services for children of families seeking accessible and high-quality health care in 2024. Offering primary medical, dental and behavioral care, the KidsCare Clinic of Excelsior Springs also links families to services via telehealth technology, increasing real-time support, decreasing missed appointments and reducing barriers due to lack of transportation. Also in 2024, the clinic formed a partnership with the Platte County, Missouri, Health Department's Women, Infants and Children (WIC) program to provide monthly access to food resources.

## MARC HEAD START FACILITY CELEBRATES FIRST YEAR

MARC provides Head Start services to more than 2,400 children and families in Clay, Jackson and Platte counties. In June 2024, faculty, staff and community members from the Lee's Summit School District celebrated one year of providing care and instruction at the Great Beginnings Early Education Center. A MARC Head Start and Early Head Start facility, the center offers a comfortable, storybook setting, allowing children to take safe risks and build confidence. The center also provides the Parents as Teachers program, early childhood special education and the federal Title I program.

## FORUM EXPLORES WAYS TO IMPROVE EARLY LEARNING SYSTEMS

Nearly 100 parents, teachers and community organizations gathered in 2024 to identify ways to improve the region's early learning and child care system. The forum, Connecting the P.I.E.C.E.S. (Plans to Improve the Early Childhood Education System) KC, sought public feedback on community needs and possible solutions. Michelle Kang, CEO of the National Association for the Education of Young Children provided the keynote address highlighting the growing shortage of providers and limited access to early learning programs. Bistate data collected by Kids Win Missouri and IFF show that the region's early learning programs only have the capacity to serve half of our young children.

## EARLY CARE AND EDUCATION WORKFORCE

Helping early learning professionals achieve their career goals, MARC partnered with the University of Central Missouri to support 11 Head Start teaching staff working toward their bachelor's degree. Twenty-seven teaching staff earned a child development associate degree. Three staff earned a degree in early childhood education or a related degree.

Based on recommendations from the workforce committee made up of directors from the 17 direct service providers in the network, MARC met with teaching staff for a conversation regarding staff retention. Others were invited to complete a survey. Staff also joined two family advocate communities of practice for that same conversation. The ability to attract and retain staff has improved over the last year with 96% of teaching positions filled by permanent staff and all family advocate positions filled.

## TRAINING AND ASSISTANCE

In 2024, MARC continued to partner with the Family Conservancy, Local Investment Commission and Youth Alliance of St. Joseph to administer and coordinate the Preschool, Infant Toddler and Home-Based Collaborative Networks serving 15 counties in Missouri. The initiative provides on-site coaching support, cohort training and technical assistance to improve care and education offered within 204 classrooms among 40 centers and nine family child care programs. In addition, MARC developed quarterly reports on a variety of metrics, including on-site consultation visits.

## QUALITY ENVIRONMENTS

Working to improve the quality of early learning through the lens of teacher-child interactions, MARC staff in 2024 completed over 230 Classroom Assessment Scoring System (CLASS) assessments. The CLASS observational tool measures classroom quality in infant, toddler and pre-kindergarten classrooms. MARC also completed the Early Learning Program Profile quality assessments at 23 participating child care centers and the Family Child Care Profile on five family child care providers. Additionally, MARC completed the creation of an outdoor classroom for Kansas City, Missouri, Public Schools, and updated buildings and playgrounds for YMCA-based sites, as well as enhancing security.

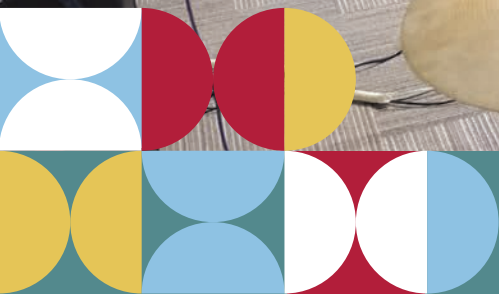
## SCHOOL READINESS

Assessing over 1,500 children in 2024, MARC staff coordinated school readiness and classroom quality assessments and reporting for programs participating in the Kansas City and St. Louis PreK Cooperatives using the Pre-Kindergarten Observation Form. MARC also completed the Desired Results Developmental Profile assessing over 2,600 children enrolled in Mid-America Head Start and KC PreKCooperative.





MARC staff gathered for an end-of-year celebration that featured words of appreciation from David Warm and live music performed by several staff members.



# EXEMPLARY CORE CAPACITIES

MARC provides exemplary core functions necessary to ensure effective operation of all programs, including financial management, human resources, information technology, data management and communications.

## FINANCIAL EXCELLENCE

MARC’s record of financial excellence continued in 2024 with the Government Finance Officers Association Certificate for Distinguished Budget Presentation for the 2024 Budget and Work Plan. MARC’s 2023 audit also received a Certificate of Excellence in Financial Reporting, an honor MARC has achieved for more than 30 years.

## COMMUNICATIONS

MARC launched Compass, a new intranet site, to enhance internal information sharing, learning and culture. Compass features a centralized calendar of internal events, news and updates for staff, plus a resource library. A refreshed Double Up Food Bucks website rolled out in 2024 to help qualified families in Kansas and Missouri access fresh produce.

Staff also continued to expand the use of a contact management database, allowing MARC to more efficiently share information with elected officials, city and county staff, community-based organizations and others. Additionally, MARC distributed an update of the Public Officials Directory, the final print edition before converting to an online directory.

## STAFF ENGAGEMENT

As part of ongoing efforts to create a sense of belonging and a motivated work environment, MARC held employee appreciation events — including an employee appreciation luncheon — and launched an internal staff newsletter. Trainings, health and wellness fairs, and lunch and learn opportunities were also offered to staff throughout the year. MARC improved its onboarding process and implemented a buddy program, which pairs new hires with current staff, to help streamline the learning process and equip employees with the tools and relationships needed to be successful. MARC also held two litter cleanups at the Rosedale Memorial Arch in Kansas City, Kansas, resulting in dozens of bags of trash removed from the park.

## HUMAN RESOURCES

To better support regional efforts, MARC selected a Human Resources Information System to modernize recruitment and



During United Way week, MARC staff form teams and compete in the Battle of the Brains trivia competition. This year, AASked & Answered, made up of staff from Aging and Adult Services, took home the coveted trophy.

onboarding processes, policies, organization structure, employee development, benefit management and compensation. Staff also evaluated and updated the MARC core values through organization-wide participation.

## TECHNICAL CAPACITY

MARC actively develops new data and digital services capabilities. In 2024, this work included the regional forecast process, an update to the regional transportation plan Connected KC 2050 and many others. MARC continues to build regional capacity in developing data automation and delivery methods to share more data and insights with members of the community.

# MARC MANAGEMENT TEAM

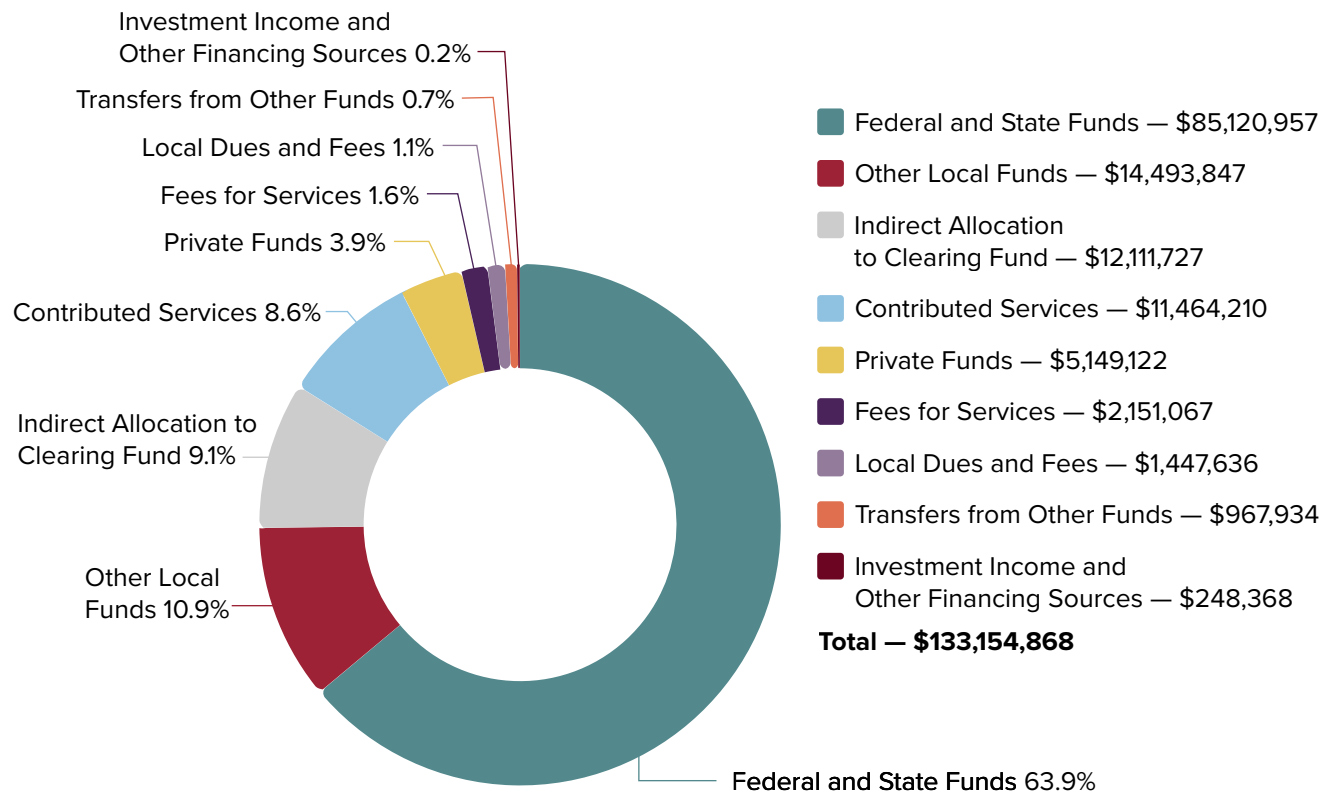
- **David Warm**, Executive Director
- **Carol Gonzales**, Director of Finance and Administration
- **Kristi Bohling-DaMetz**, Director of Aging and Adult Services
- **Amanda Graor**, Director of Data and Digital Services and Chief Innovation Officer
- **Dr. Toni Sturdivant**, Director of Early Learning and Head Start
- **Ashley Z. Hand**, Director of Local Government Services
  - Lauren Palmer, through August 2024
- **Ron Achelpohl**, Director of Transportation and Environment
- **Frank Lenk**, Director of the Office of Economic Research
- **Marlene Nagel**, Director of the Office of Resource Development



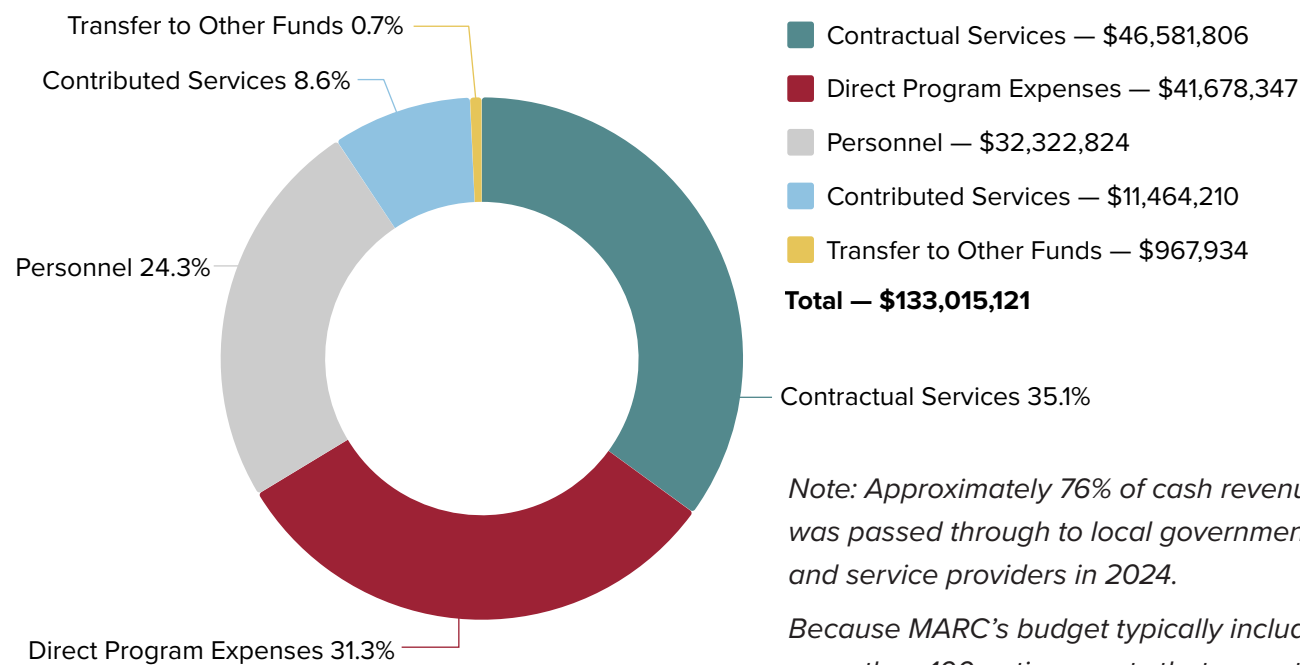


# 2024 BUDGET

## Revenue



## Expenditures



*Note: Approximately 76% of cash revenue was passed through to local governments and service providers in 2024.*

*Because MARC's budget typically includes more than 100 active grants that operate on different schedules, it is not unusual for expenses to exceed revenues, or vice versa, in a given calendar year.*

# 2024 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 Justice
- U.S. Department of Transportation / Federal Transit Administration
- U.S. Department of Veterans Affairs
- U.S. Economic Development Administration
- U.S. Environmental Protection Agency

## NATIONAL ORGANIZATIONS

- Volcker Alliance

## STATE\*

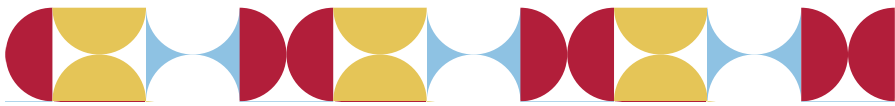
- Kansas Department of Health and Environment
- Kansas Department of Transportation
- Kansas Division of Emergency Management
- Kansas Highway Patrol
- Missouri Department of Elementary and Secondary Education
- Missouri Department of Health and Senior Services
- Missouri Department of Homeland Security
- Missouri Department of Natural Resources
- Missouri Department of Public Safety
- Missouri Department of Social Services
- Missouri Department of Transportation
- Missouri Office of Administration Intergovernmental Relations
- Missouri State Emergency Management Agency

## LOCAL GOVERNMENTS AND AGENCIES\*

- Nine counties and 119 cities in the MARC region
- Kansas City Streetcar Authority
- Kansas City Area Transportation Authority
- Metropolitan Official Health Agencies of the Kansas City Area
- Regional hospitals and emergency services agencies

## FOUNDATIONS AND NONPROFITS

- Advent Health
- American Public Works Association
- Blue Cross Blue Shield of Kansas



- BlueKC
- Burns & McDonnell
- Civic Council of Greater Kansas City
- Community Asset Builders
- Elevance Health Foundation
- Evergy Services Inc
- Ewing Marion Kauffman Foundation
- Fair Food Network
- Flow Energy
- George H. Nettleton Foundation
- Giffords Law Center
- Google Fiber
- Hall Family Foundation
- Health Forward Foundation
- Kansas City Board of Public Utilities
- Kansas Health Foundation
- Kids Win Missouri
- Laerdal Medical Corporation
- Local Initiatives Support Corporation
- Marion and Henry Bloch Family Foundation
- Menorah Heritage Foundation
- Missouri Association of Area Agencies on Aging
- Opportunity Trust
- Panasonic Corporation
- Patterson Family Foundation
- PNC Foundation
- Power Partners
- REACH Healthcare Foundation
- Roger A. and Corinne R. Durkee Fund
- Rose Brooks Center
- School Smart KC
- Shumaker Foundation
- Sosland Foundation
- St. Louis University
- Stanley H. Durwood Foundation
- Sunderland Foundation
- The Family Conservancy
- United 4 Children
- University of Central Missouri
- University of Missouri
- University of Missouri Kansas City
- UMB Bank
- US Engineering Company Holdings
- Washington County Ambulance District
- William T. Kemper Foundation, Commerce Bank, Trustee
- WJ Brace Charitable Trust, Bank of America, Trustee

*\*Includes pass-through federal funds*



# MARC COMMITTEES

## EFFICIENT TRANSPORTATION AND QUALITY PLACES

- Total Transportation Policy Committee and related subcommittees:
  - Aviation Committee
  - Bicycle-Pedestrian Advisory Committee
  - Destination Safe Coalition
  - Goods Movement Committee
  - Highway Committee
  - Regional Transit Coordinating Council
  - Active Transportation Programming Committee
  - Kansas and Missouri Surface Transportation Program Committees
  - Mobility Advisory Committee
- Operation Green Light Steering Committee
- Sustainable Places Policy Committee
- Planners Roundtable
- Technical Forecast Committee

## HEALTHY ENVIRONMENT

- Air Quality Forum and related subcommittees:
  - Air Quality Public Education Committee
  - Conformity Consulting Agencies
- Climate and Environment Council
- Regional Water Quality Public Education Committee
- Solid Waste Management District and related committees:
  - Management Council
  - Grant Review Committee
  - Household Hazardous Waste Task Force

## COMPETITIVE ECONOMY

- Regional Workforce Intelligence Network (RWIN)
- KC Rising Metrics Task Force

## QUALITY EARLY LEARNING

- Partners in Quality
- Head Start Policy Council
- Head Start Advisory Committee
- Head Start Health Advisory Committee

## SAFE AND SECURE COMMUNITIES

- MARC Health Care Coalition (includes committees marked with \*)
- Regional Homeland Security Coordinating Committee and subcommittees:
  - Law Enforcement
  - KC Regional Fusion Center
  - Policy
  - Public Health\*
  - Training and Exercise

- CCTA Task Force
- Functional and Access Needs
- E-RAPIO
- Cybersecurity
- Metropolitan Emergency Managers Committee (MEMC)\*
  - Plans
  - WebEOC
  - Citizen Readiness
  - Badging and Accountability
  - Hazard Mitigation
  - Medical Reserve Corps
- Metropolitan Official Health Agencies of the Kansas City Area (MOHAKCA)
- Mid-America Local Emergency Planning Committee (LEPC)
  - Training
  - Plans
  - Industry
- Mid-America Regional Council Emergency Rescue (MARCER)\*
- Hospitals Committee\*
  - Northern and Southern Health Care Coalitions
- Community Disaster Resiliency Network
- Public Safety Communications Board and related committees:
  - Public Safety Communications Users
  - Regional Interoperability
  - 911 Peer Support Advisory Committee
- Metropolitan Area Regional Radio System Management Council

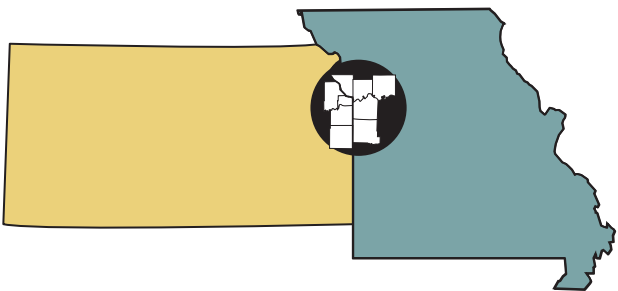
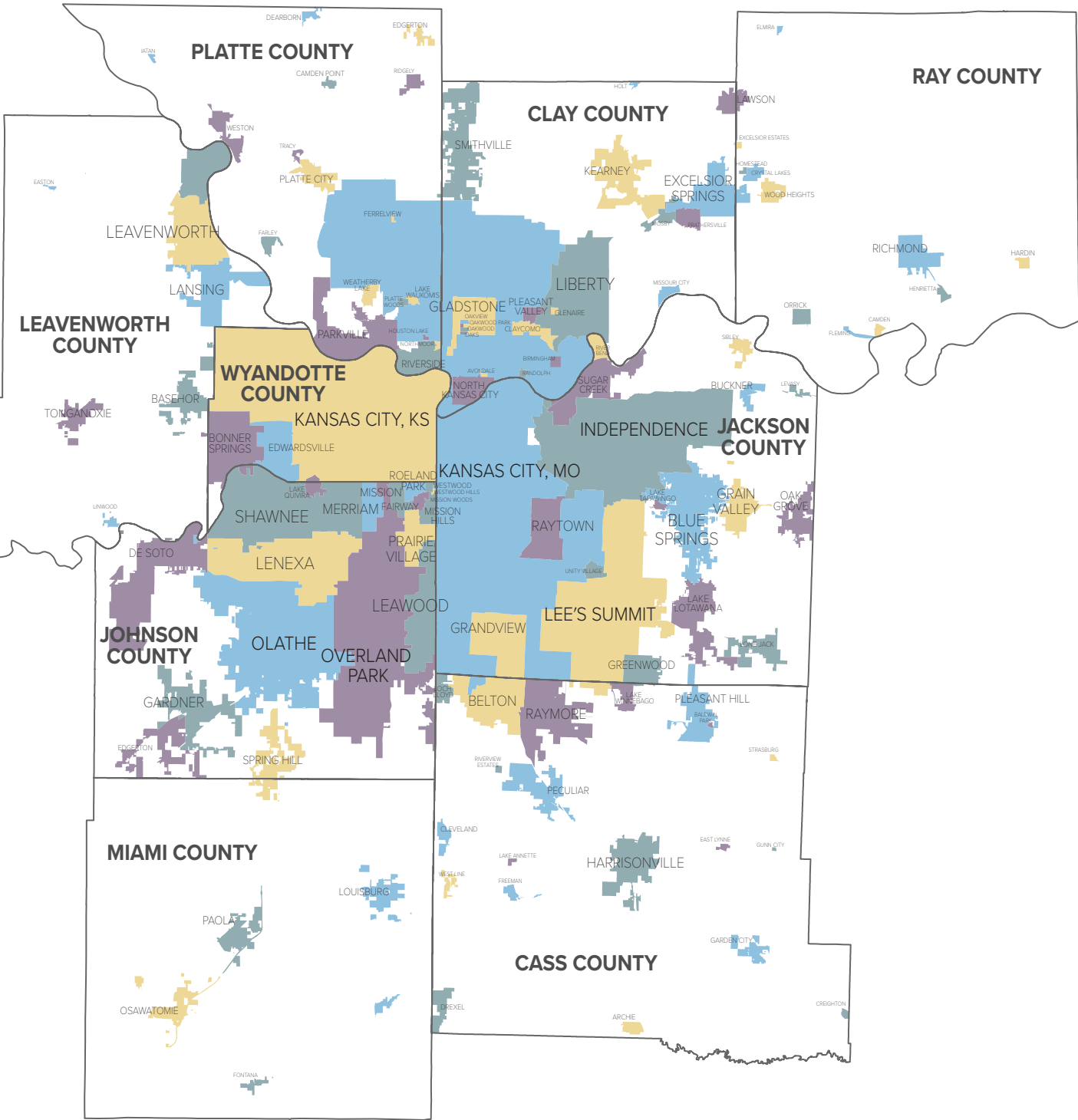
## THRIVING OLDER ADULTS AND COMMUNITIES

- Commission on Aging
- Community Center Administrators
- Silver-Haired Legislature Delegation
- Community Support Network Advisory
- Community Based Organization Coalition
- Communities for All Ages Joint Committee
- Leaders in Aging Network
- Regional Community Health Worker Collaborative

## EFFECTIVE LOCAL GOVERNMENT

- First Suburbs Coalition
- Government-2-University (G2U) Steering Committee
- Greater Kansas City Regional Housing Partnership
- KC Metro GIS
- Managers Roundtable
- Kansas City Regional Purchasing Cooperative

# THE MARC REGION



- 2 states
- 9 counties
- 119 cities
- 4,423 square miles
- 2 million people







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Kansas City, MO, 64105-1659

**[www.marc.org](http://www.marc.org)**

