

A wide-angle photograph of a sunflower field under a dramatic, orange and yellow sunset sky. The sunflowers are in various stages of bloom, with many showing their large, dark centers. The foreground is filled with the green leaves and stems of the plants.

2024

BUDGET & WORK PLAN

MARC
MID-AMERICA REGIONAL COUNCIL



TO: MARC Board of Directors and Budget and Personnel Committee
FROM: David A. Warm, Executive Director
RE: 2024 Budget and Work Plan

On behalf of the entire Mid-America Regional Council (MARC) staff, I am pleased to present this 2024 Budget and Work Plan. It includes an updated picture of MARC's work in 2023 and our plans for 2024. Decisions made in preparation of this document, and in our everyday operations, are based on our core values: Integrity, Innovation, Collaboration, Diversity and Inclusion, Excellence in Performance and Service Leadership. Given the rapidly changing world today, our values provide a strong basis upon which to make decisions.

MARC's fiscal condition is healthy. Our budgeted revenue has increased from \$84,732,438 in 2022 to \$110,847,411 in 2023, and we are projecting a \$133,154,868 budget for 2024. These increases reflect carryover federal recovery and renewal funds, as well as new grant funding and program income. Additionally, contributed services requirements have been reinstated. MARC's stable financial position also reflects important strides in: A. fostering and managing new initiatives and B. supporting and leading key civic partnerships, and it will enable us to focus strategically on: C. strengthening our organizational capacity. Following are highlights in each of these areas:

A. Fostering and Managing New Initiatives

The 2024 Budget and Work Plan includes several new and creatively redesigned programs, projects and studies undertaken with a variety of partners and shared systems. Examples include:

- A 14-county comprehensive update to the **regional freight strategic plan** in response to significant changes in demand and function of this core sector.
- Design, award and management of \$9.4 million of **regional preventative street maintenance** projects in Cass, Clay, Jackson and Platte counties in Missouri.
- A major regional effort to secure **carbon pollution reduction funding** as part of the Bi-Partisan Infrastructure Law.
- A retooling and rebranding our commuter resource application **Way to Go** to provide comprehensive information to commuters and employers about available shared transportation options.
- Research in rapidly evolving technologies, including **artificial intelligence**, in public service and convening discussions with local governments to identify how we can maximize efficiency while still understanding the risks and opportunities provided by emerging technology.
- Awarded funding from the Kansas Department of Transportation (KDOT) and partnered with Kansas State University to provide affordable **drone training** for transportation, first responders and other public agencies.
- Entered a four-year partnership with Evergy for a \$3 million **heat island reduction** program in

northeast Kansas City, Missouri.

- Launched a significant redeployment of **RecycleSpot.org** to help residents recycle more and recycle better.
- Completed **neighborhood resilience assessments** in partnership with community-based organizations, including the Groundwork Northeast Revitalization Group, Central Avenue Betterment Association, Westside Housing Organization and the Heart of the City Neighborhood Association.
- Coordinated regional actions to target **opioid settlement investments**, communications and prevention. Conducted focus groups and developed a campaign plan to educate the public on the dangers and resources related to opioid use with the goal of saving lives.
- Prepared for **911 geospatial routing**, which allows emergency calls to be routed based on location and not cell phone towers.
- Launched a pilot program to **advance photo and video transmission** sent to emergency call centers in Johnson County, Kansas.
- Piloted a volunteer matching **Give 5 program**, connecting skilled, passionate older adults with meaningful volunteer opportunities at nonprofit organizations.
- Partnered with three health clinics to launch the **KC FreshRx produce prescription** program that included creating a universal gift card.
- Awarded **Older Americans Act funding** to acquire a building that will serve as a frozen meal repack facility to create efficiencies and allow the expansion of food service to older adults.
- Provided funds through the **American Rescue Plan Act** to support improvements in three community senior centers and to stand up a **new senior center in Parkville, Missouri**, that will serve residents in the Platte County area.
- Launched the **Child Care Collaborative Network** for Missouri's northwest region with support from the Missouri Department of Elementary and Secondary Education (DESE) and community partners to expand onsite coaching support, training and best practices among child care teachers and home-based child care providers.
- Launched a new family resource application, **Come on Now**, which notifies families of upcoming well-child dates and assists in scheduling and keeping appointments.
- Partnered with the city of Excelsior Springs, Missouri, and Swope Health Services in establishing a **medical facility at the Excelsior Springs Head Start site**.

B. Supporting and Leading Key Civic Partnerships

As the region continues to recover from the isolating impacts of the pandemic, rebuilding relationships and partnerships is a priority for MARC and has never been more important. By integrating systems, braiding funding streams and capitalizing on cross-agency strengths, we are working to maximize the positive impacts to the region. Examples include:

- Managing a major federal grant in partnership with five community mental health centers in Missouri to broaden public awareness of 988, the new suicide and crisis lifeline, and advance equitable **mobile crisis response for 988 calls**.
- Expanding a cross-jurisdictional **mental health co-responder** program through 2026, pairing co-responders with law enforcement on mental health calls in eastern Jackson County.
- Advancing **Regional Housing Partnership** (RHP) efforts, including completing a regional

- community land trust (CLT) business plan and implementing and launching **KCHousingLocator.com** in coordination with the city of Kansas City, Missouri.
- Supporting BioNexus KC in developing the strategy to implement the region's recent designation as an **Inclusive Biologics and Biomanufacturing Tech Hub**.
- Participating in the region's **World Cup 2026** planning activities, with a focus on local government coordination of public safety, transportation and sustainability efforts.
- Partnering with the Kansas City Area Transportation Authority (KCATA) to conduct a study of **transit service to the new KCI terminal** to identify flexible and scalable enhanced services for airport users and workers.
- Coordinating planning for the **Bi-State Sustainable Reinvestment Corridor** in partnership with KCATA and the cities of Independence and Kansas City, Missouri, the Unified Government of Wyandotte County and Kansas City, Kansas and Jackson County, Missouri.

C. Strengthening Organizational Capacity

The 2024 Budget also includes several strategies to strengthen the organizational capacity of MARC as we continue our key role in advancing regional progress. These strategies include boosting our technical capacity, advancing efforts to deliberately seek out opportunities to minimize duplication and maximize impact through integrated systems and strategies, and prioritizing professional development and leadership. In addition, we are realigning staff roles, and working to attract, develop and retain high-caliber staff who bring skills and talents to navigate increasingly complex issues and systems. Highlights include:

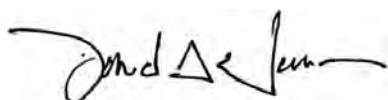
- A total of 178 full-time employees, an increase of 13 or 7.9% over the 2023 budget.
- After 50 years of impactful public service, **Director of Community Development Marlene Nagel** will focus her role on special projects and resource development, with most of her previous operational roles assigned to other departments.
- Funding from philanthropy and reserved funds to contractually supplement **grant exploration** and application preparation for federal funds that support regional and local initiatives.
- Moving our regional **Community Health Worker Collaborative** to the Aging and Adult Services Department to dovetail its expanding network of programs focusing on health-related social needs.
- Strategically focusing MARC's workforce initiatives on supporting federal, state and local governments and community service agencies in attracting, developing and retaining the region's **public service workforce**. Work will address priorities of the Government-2-University (G2U) initiatives, including launching *MetroKCGoveJobs.org*, a jobs aggregator website for public careers.
- Completing an assessment to prioritize **information technology solutions** that will automate work and create efficiencies in administrative and organizational systems, such as human resources, finance, contract management, records management, project management and agenda management.
- Expanding use of the new **GrowthZone** event and contact management system, enabling MARC to be more strategic and impactful in our communications.
- Recreating our **internal intranet**, branding it "Compass," with a priority of organizing and

maintaining organizational knowledge.

- Placing a high priority on budgeting necessary funds to protect the **security of our technology**.
- Continuing intentional emphasis on **diversity, equity and inclusion (DEI)** through organization-wide allyship training, DEI moments at all staff meetings and working to ensure that our programs and services meet the diverse needs of the population.
- Developing a comprehensive **onboarding program** designed to ensure new employees are provided with training, knowledge and resources that will allow them to succeed in their new position and foster employee engagement, job satisfaction and retention.
- Completing a **compensation study** and comprehensive update to all job descriptions to ensure MARC remains competitive in attracting and retaining outstanding staff.
- Modifying our **leave benefits** to better meet the changing needs of the current workforce and to reduce future fiscal liability for MARC. Parental leave will be added at the beginning of 2024, with some modifications to leave accruals and payout provisions.
- In support of our **internal Climate Action Plan**, we're expanding our composting and recycling efforts, which include initiating a composting program for MARC employees, broadening use of our hybrid vehicles, and holding staff-led litter clean up events at the Rosedale Arch.

As we explore new opportunities, the proposed budget retains MARC's long-term commitment to **sound fiscal management** and good stewardship of the funds entrusted to us. The 2024 budget reflects capacity-building strategies while continuing efforts to contain direct and indirect expenses, monitor benefits costs and grow our long-term contingency fund.

On behalf of MARC's management team, I would like to express our sincere appreciation to the staff who worked hard to prepare this 2024 Budget and Workplan, to those who apply for and manage the many grants MARC receives, and to the Board of Directors and the many committee volunteers who play a key role in allocating resources and creating the partnerships that enable MARC to effectively support our region's progress. We look forward to a challenging but rewarding year ahead.



David A. Warm
Executive Director
Mid-America Regional Council

MARC



GOVERNMENT FINANCE OFFICERS
ASSOCIATION

*Distinguished
Budget
Presentation
Award*

PRESENTED TO

**Mid-America Regional Council
Missouri**

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Monell

Executive Director

MARC

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MARC



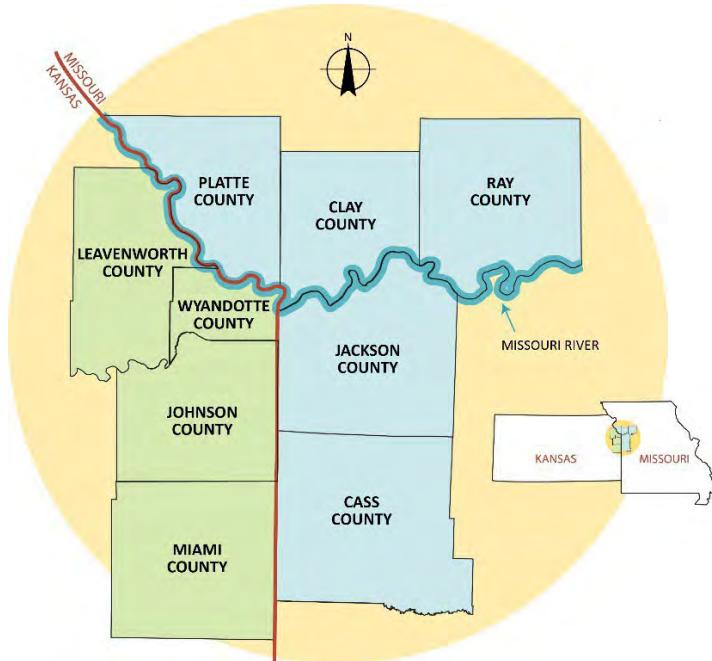
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About MARC

- Background
- Regional Vision
- Board of Directors
- Management Team
- Organizational Charts
- Regional Profile

BACKGROUND

Since 1972, the Mid-America Regional Council (MARC) has served as the nonprofit association of city and county governments and the metropolitan planning organization for the bistate Kansas City region. Governed by a board of local elected officials, MARC provides a forum for the region to work together to advance social, economic and environmental progress. We promote regional cooperation and develop innovative solutions through leadership, planning and action. The MARC region includes nine counties and 119 cities — 4,423 square miles — with an estimated population of 2.1 million.



REGIONAL VISION

“Greater Kansas City is a region of opportunity. Its robust economy, healthy environment and social capacity support the creativity, diversity and resilience of its people, places and communities.”



BOARD OF DIRECTORS

OFFICERS

Chair — Carson Ross, Mayor, Blue Springs, Missouri

1st Vice Chair — Janeé Hanzlick, Commissioner, Johnson County

2nd Vice Chair — Beto Lopez, Mayor Pro Tem, Lee's Summit, Missouri

Treasurer — Damien Boley, Mayor, Smithville, Missouri

Secretary — Holly Grummert, Councilmember, Overland Park, Kansas

MEMBERS

Cass County — Bob Huston, Presiding Commissioner (Alternate: Ryan Johnson, Commissioner); Kristofer Turnbow, Mayor, Raymore

Clay County — Jerry Nolte, Presiding Commissioner; Victor Hurlbert, Auditor; Damien Boley, Mayor, Smithville (Alternate: Randy Pogue, Mayor, Kearney)

Jackson County — Frank White Jr., County Executive (Alternate: Jalen Anderson, County Legislator); DaRon McGee, County Legislator (Alternate: Megan Marshall, County Legislator); Carson Ross, Mayor, Blue Springs (Alternate: Mike McDonough, Mayor, Raytown)

Johnson County, Kansas — Mike Kelly, Commission Chairman (Alternate: Becky Fast, Commissioner); Commissioner Janeé Hanzlick; Mayor Eric Mikkelson, Prairie Village (Alternate: David Dickey, Mayor, Mission Hills); Johnson County municipality alternate: Rick Walker, Mayor, De Soto

Leavenworth County, Kansas — Doug Smith, Commissioner (Alternate: Vernon Fields, Councilmember, Basehor); Jeff Culbertson, Commissioner

Miami County, Kansas — Rob Roberts, Commissioner (Alternate: Tyler Vaughan, Commissioner)

Platte County, Missouri — Scott Fricker, Presiding Commissioner; Commissioner Dagmar Wood

Ray County, Missouri — Billy Gaines, Presiding Commissioner

Unified Government of Wyandotte County/KCK — Tyrone Garner, Mayor/CEO (Alternate: Mike Kane, Commissioner); Wyandotte County municipality alternate: Carolyn Caiharr, Mayor, Edwardsville

City of Independence, Missouri — Rory Rowland, Mayor (Alternate: Bridget McCandless, Councilmember); Dan Hobart, Mayor Pro Tem

City of Kansas City, Missouri — Quinton Lucas, Mayor; Eric Bunch, Councilmember and Missouri Public Transportation Representative

City of Lee's Summit, Missouri — Bill Baird, Mayor (Alternate: Beto Lopez, Mayor Pro Tem)

City of Olathe, Kansas — John Bacon, Mayor (Alternate: Marge Vogt, Councilmember)

City of Overland Park, Kansas — Curt Skoog, Mayor (Alternate: Logan Heley, Councilmember); Holly Grummert, Councilmember

Public Transportation Advisory Members — Frank White III, Kansas City Area Transportation Authority (Alternate: Dick Jarrold, KCATA); Michael Moriarty, Kansas Department of Transportation (Alternate: Leroy Koehn, KDOT); Chris Redline, Missouri Department of Transportation (Alternate: Perry Allen, MoDOT)

MANAGEMENT TEAM

David A. Warm, Executive Director

Ron Achelpohl, Director of Transportation and Environment

Kristi Bohling-DaMetz, Director of Aging and Adult Services

Carol Gonzales, Director of Finance and Administration

Dr. Frank Lenk, Director of Research Services

Marlene Nagel, Director of Community Development

Lauren Palmer, Director of Local Government Services

Dr. Toni Sturdvant, Director of Early Learning and Head Start

ORGANIZATIONAL CHARTS

Mid-America Regional Council Board and Committee Organization Chart

Board of Directors

MARC is formed by a formal agreement among these member governments. Other cities in the Kansas City region are represented through their counties and through joint appointments.

MISSOURI

- Cass County
- Clay County
- Jackson County
- Platte County
- Ray County
- City of Independence
- City of Kansas City
- City of Lee's Summit

KANSAS

- Johnson County
- Leavenworth County
- Miami County
- Unified Government of Wyandotte Co./KCK
- City of Olathe
- City of Overland Park

Committees



EFFICIENT TRANSPORTATION AND QUALITY PLACES

- Total Transportation Policy Committee and related committees:
 - 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



SAFE AND SECURE COMMUNITIES

- MARC Health Care Coalition (includes committees with *)
- Regional Homeland Security Coordinating Committee and related subcommittees:
 - Law Enforcement
 - KC Regional Fusion Center
 - Policy
 - Public Health*
 - Training & Exercise
 - CCTA Task Force
 - Functional and Access Needs
 - E-RAPID
 - Cybersecurity
- Metropolitan Emergency Managers Committee (MEMC)*
 - Plans
 - WebEOC
 - Citizen Readiness
 - Badging & Accountability
 - Hazard Mitigation
 - Medical Reserve Corps
- Metropolitan Official Health Agencies of the Kansas City Area
- 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



EFFECTIVE LOCAL GOVERNMENT

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



THRIVING OLDER ADULTS AND COMMUNITIES

- Commission on Aging and related committees:
 - Community Center Administrators
 - Silver-Haired Legislature Delegation
- Community Support Network Steering Committee
- KC Communities for All Ages Advisory Board
- Leadership in Aging Network
- Regional Community Health Worker Collaborative



EXEMPLARY CORE CAPACITIES

- Regional Association of Public Information Officers



HEALTHY ENVIRONMENT

- Air Quality Forum and related committees:
 - 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



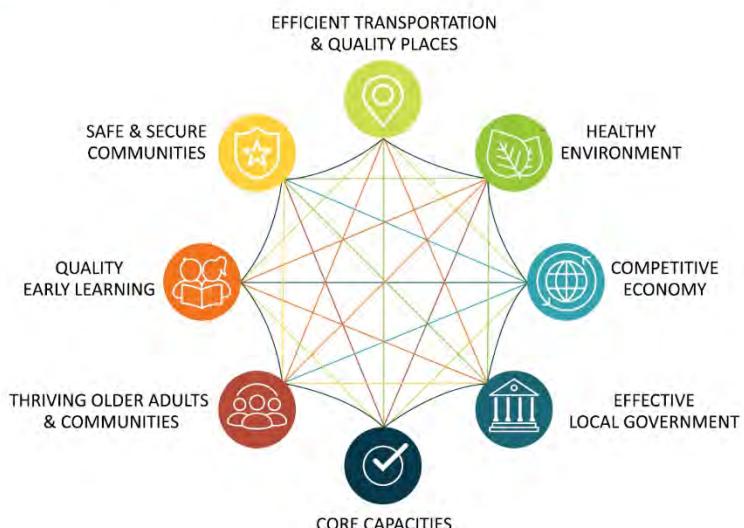
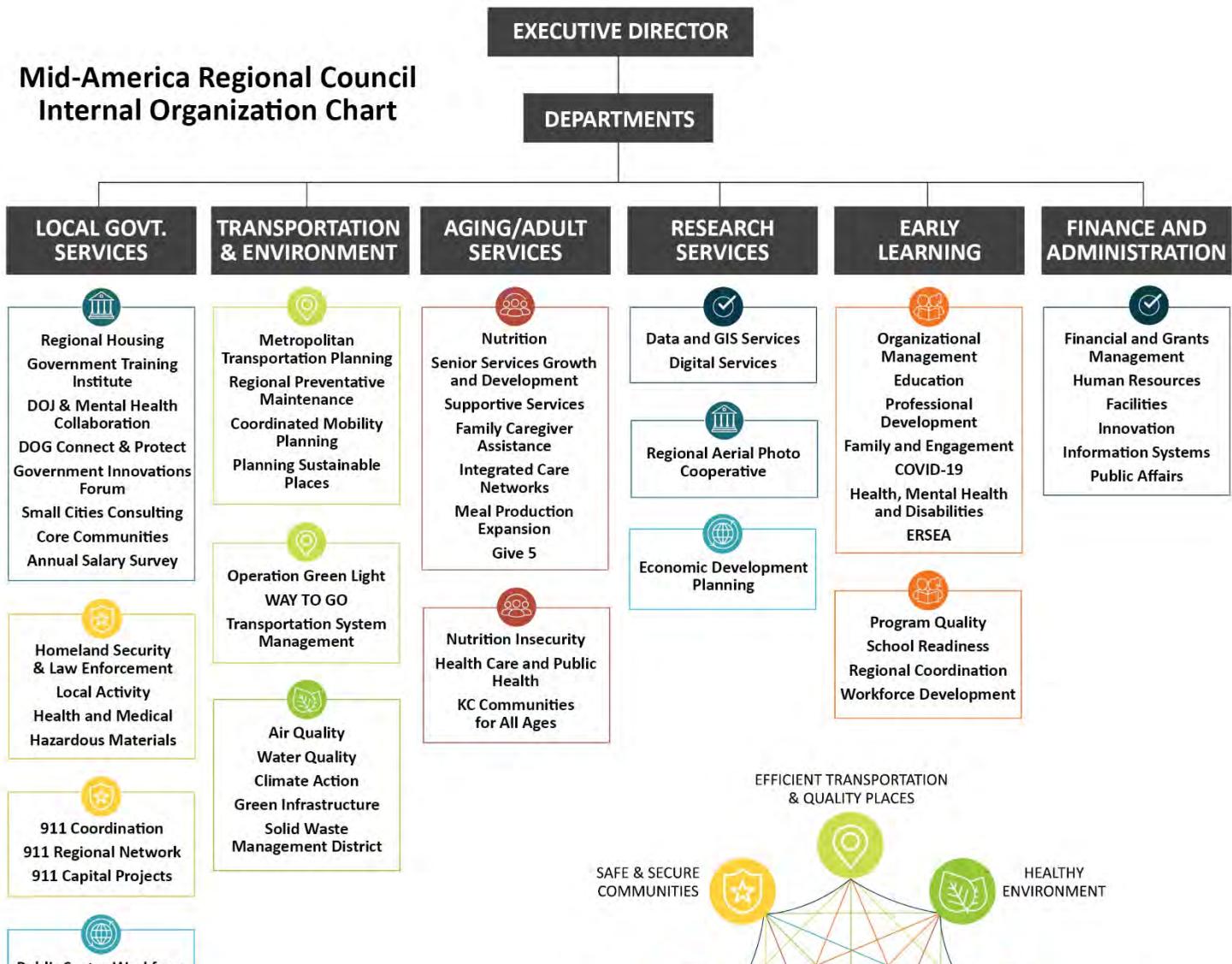
COMPETITIVE ECONOMY

- 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

Mid-America Regional Council Internal Organization Chart



MARC is administratively organized into six departments. Each department director oversees programs that align with the eight policy goals shown in the diagram above, although much of this work is interconnected across departmental and program lines, and the agency's core capacities (research, finance, human resources, information technology and public affairs) support all programs. Work plans and budgets for each policy goal are explored in more detail on pages 13-52.

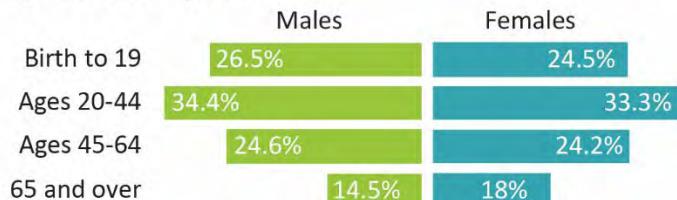
REGIONAL PROFILE



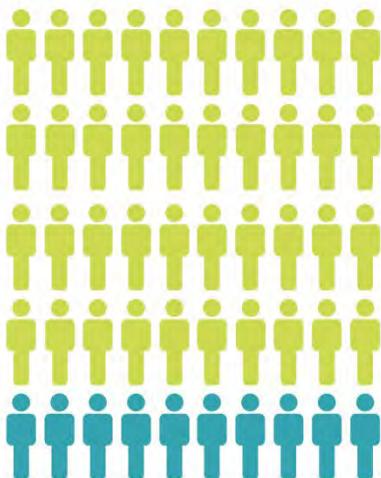
**Population
2,209,152**

**Median age
38.2 years**

Population by sex



Race and Hispanic origin



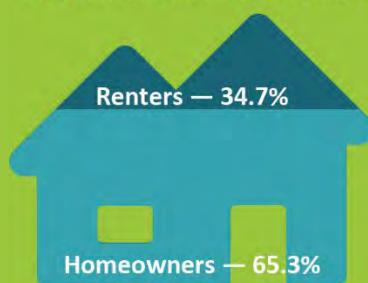
71.9% White
11.7% Black or African American
3.8% Some other race
3.1% Asian
0.5% American Indian and Alaska Native
0.2% Native Hawaiian and other Pacific Islander
8.8% Two or more races

10% Hispanic
90% White Non-Hispanic
People of Hispanic origin may be of any race.

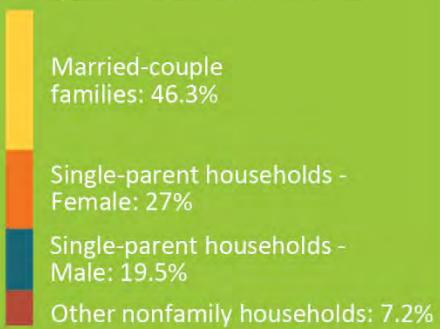
Housing stock

897,185 occupied housing units **62,995** vacant housing units

Owners versus renters



Types of households



**Total school enrollment
522,981**

Nursery school
32,442

Kindergarten
to 12th grade
377,964

College or
graduate school
112,575

Educational attainment

People 25 years and over



- Less than high school diploma — 6.7%
- High school diploma or equivalency — 25%
- Some college, no degree — 20.9%
- Associates degree — 7.8%
- Bachelor's degree — 24.2%
- Graduate or professional degree — 15.4%



Income distribution



Total employment (nonfarm)

1,144,200

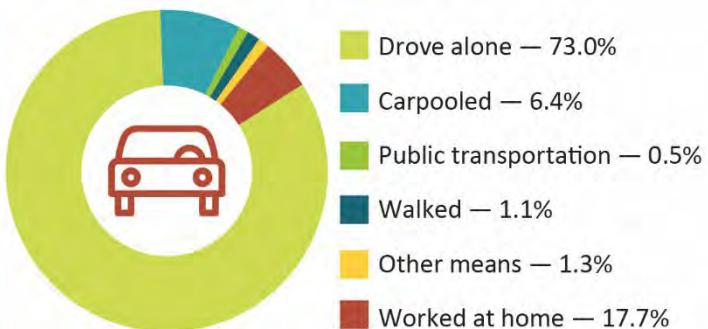
Employment by industry

	Trade, transportation and utilities 224,800
	Professional business services 196,100
	Health services and private education 165,400
	Government 150,200
	Leisure and hospitality 118,400
	Manufacturing 86,400
	Financial 80,700
	Mining, logging and construction 60,400
	Information 16,700
	Other services 45,100

Roadway miles



Commuting to work



Public transit trips



Including RideKC and KC Streetcar

Average weekly trips **241,402**

SOURCES: 2022 American Community Survey 1-Year Data Release, Kansas City, MO-KS Metro Area; U.S. Bureau of Labor Statistics, Kansas City Area Economic Summary, updated Nov. 2, 2023; National Transit Database Annual Agency Profiles.

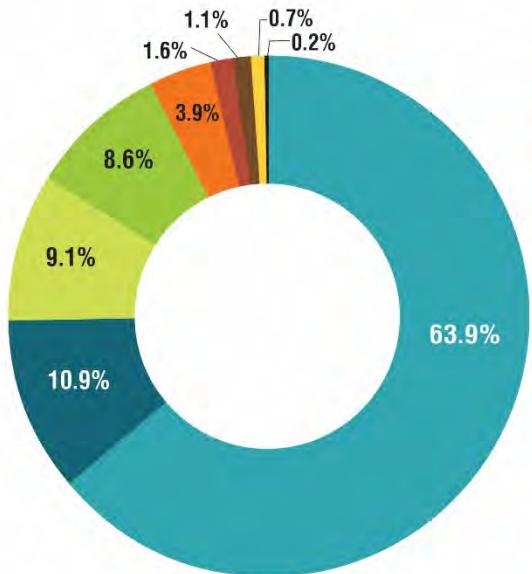
MARC



Budget At-a-Glance

- 2024 Revenues and Expenditures
- Expenditures by Fund
- Expenditures by Policy Goal Area
- Pass-Through Funds
- Long-Term Contingency Fund
- Staffing Trends

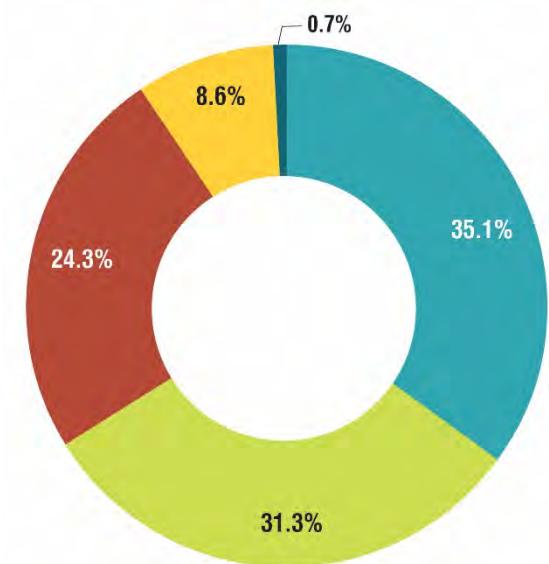
BUDGET AT-A-GLANCE — AGENCYWIDE



2024 REVENUES

- Federal and State Funds — \$85,120,957
- Other Local Funds — \$14,493,847
- Indirect Allocation to Clearing Fund — \$12,111,727
- Contributed Services — \$11,464,210
- Private Funds — \$5,149,122
- Fees for Services — \$2,151,067
- Local Dues and Fees — \$1,447,636
- Transfers from Other Funds — \$967,934
- Investment Income and Other Financing Sources — \$248,368

TOTAL — \$133,154,868



2024 EXPENDITURES

- Contractual Services — \$46,581,806
- Direct Program Expenses — \$41,678,347
- Personnel* — \$32,322,824
- Contributed Services — \$11,464,210
- Transfer to Other Funds — \$967,934

TOTAL — \$133,015,121

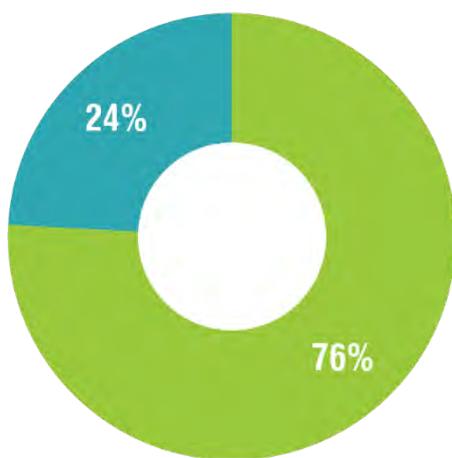
*Personnel includes salaries, indirect, fringe and rent. The Indirect Allocation to the Clearing Fund, shown as a revenue above, offsets indirect expenses included in Personnel. Note: Overall annual revenues and expenses often differ due to fluctuations in fund balances.

EXPENDITURES BY FUND CATEGORY	ACTUAL 2022	APPROVED 2023	REVISED 2023	BUDGETED 2024
General Fund	\$1,386,147	\$1,519,250	\$1,459,481	\$1,692,589
Special Revenue Fund	71,668,033	90,297,484	81,451,725	112,968,760
Enterprise Fund	2,565,309	2,100,944	1,656,787	1,848,601
911 Capital Fund	1,502,399	2,233,097	2,169,967	1,688,984
Indirect and Clearing Fund	11,962,652	13,346,155	13,574,638	14,816,187
Total Expenditures (Cash)	89,084,540	109,496,930	100,312,598	133,015,121
Less Contributed Services	(8,315,320)	(3,803,011)	(6,896,084)	(11,464,210)
NET EXPENDITURES	\$80,769,220	\$105,693,919	\$93,416,514	\$121,550,911

EXPENDITURES BY POLICY GOAL AREA	Approved 2023	Revised 2023	Budgeted 2024
EFFICIENT TRANSPORTATION AND QUALITY PLACES	\$21,836,976	\$8,847,455	\$24,464,159
HEALTHY ENVIRONMENT	4,207,115	4,661,396	6,185,419
COMPETITIVE ECONOMY	255,108	423,880	146,265
EFFECTIVE LOCAL GOVERNMENT	2,672,314	2,154,809	3,513,301
SAFE AND SECURE COMMUNITIES	14,898,321	14,764,729	15,985,914
THRIVING OLDER ADULTS AND COMMUNITIES	17,811,631	19,586,001	24,422,732
QUALITY EARLY LEARNING	36,591,063	38,518,651	45,745,390

PASS-THROUGH FUNDS

Most of MARC's cash revenue is passed through to local governments and service providers.



Pass-Through Funds
MARC Coordination Services

LONG-TERM CONTINGENCY FUND



MARC restricts at least half of the ending balance of unrestricted funds in the General Fund at the end of each year to serve as a general reserve fund for all agency operations.

STAFFING TRENDS (full- and part-time employees)



*Beginning with 2016, staff positions were counted based on total approved positions at the beginning of the year.

MARC



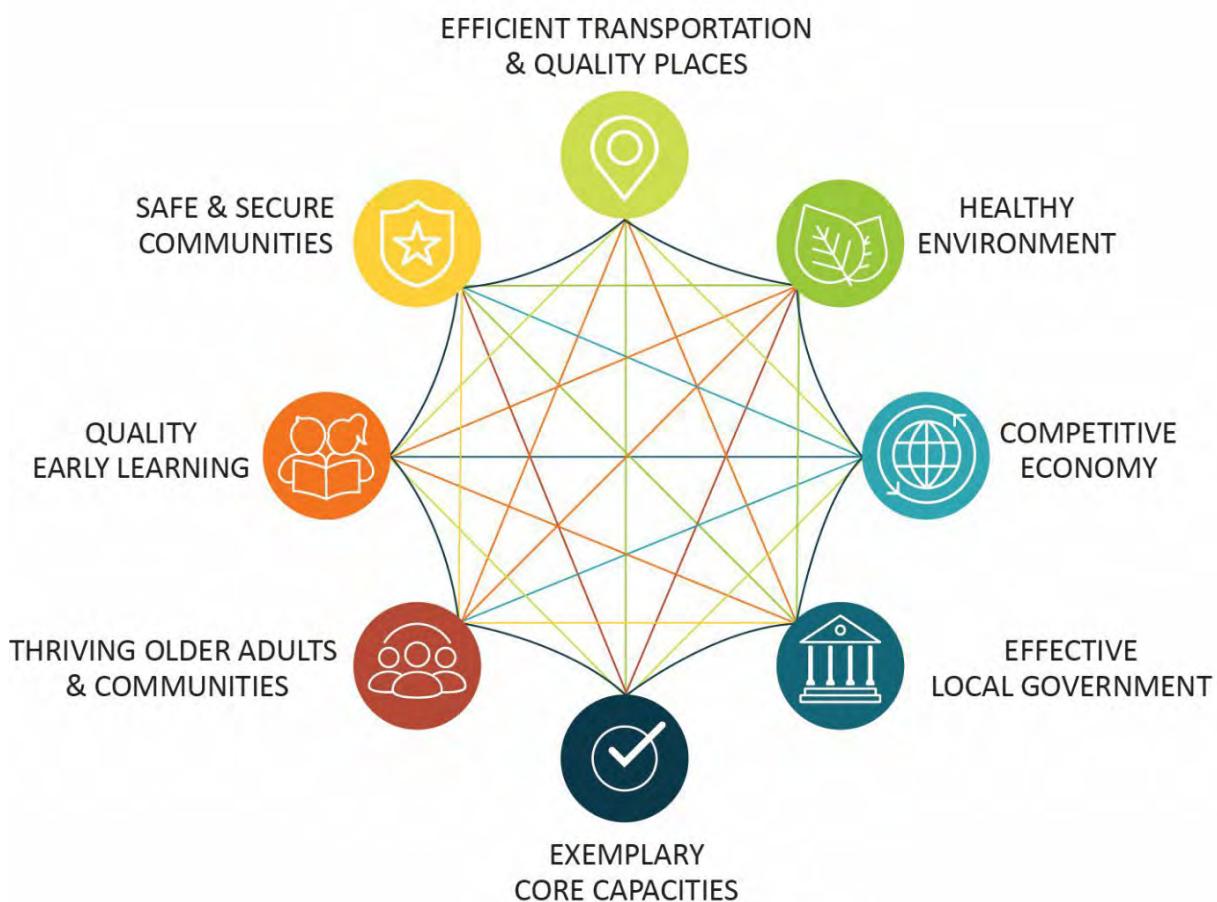
Policy Goals and Work Plan

- Efficient Transportation and Quality Places
- Healthy Environment
- Competitive Economy
- Effective Local Government
- Safe and Secure Communities
- Thriving Older Adults and Communities
- Quality Early Learning
- Exemplary Core Capacities

INTRODUCTION

MARC's work is organized around eight policy goals. Each play an important role in achieving our vision:

"Greater Kansas City is a region of opportunity. Its robust economy, healthy environment and social capacity support the creativity, diversity and resilience of its people, places and communities."



This section is designed to provide a clear picture of how revenues are allocated to achieve our overarching policy goals. The following pages provide a high-level budget overview with total revenues and expenditures for programs assigned to each policy goal area.

Many of the programs and initiatives in each policy goal area are highly interrelated and could easily be listed under multiple goals. For example, the air quality policy and planning program category is included in the healthy environment goal, even though much of its funding comes from federal and state departments of transportation. Programs have been included in logical goal areas based on policy outcomes, rather than by funding source or internal department organization.

With input from our many stakeholders, we continually evaluate our existing programs and initiatives, looking for ways to increase our impact in achieving our regional vision. In addition to programmatic changes, we also continually evaluate internal organizational structure, competencies and practices. Organizational goals for 2024 were modified slightly from 2023, as we continue to be agile and make changes that will enable us to best accomplish our work.

The work outlined for 2024 has been thoughtfully designed to reflect our key priorities of fostering and managing new initiatives, supporting and leading key civic partnerships and strengthening our organizational capacity — ensuring that our work has the most positive impact possible on the region in the face of current challenges: continued political division, inflation, workforce availability, fluid federal and state budgets and a heightened need for attention to racial equity and inclusion.

This work plan narrative is not intended to be a comprehensive list of all of MARC's work. It highlights key accomplishments from 2023, describes priority focus areas for 2024 that are advancing our regional vision and outlines ongoing programs that will require significant investment of time and other resources.

ORGANIZATIONAL VALUES

INTEGRITY

INNOVATION

COLLABORATION

DIVERSITY AND INCLUSION

EXCELLENCE IN PERFORMANCE

SERVICE LEADERSHIP

PERFORMANCE MEASURES

Our policy goals provide a framework around which we organize our work to achieve our regional vision. In order to accomplish this work, we must source and then braid together funding for programs that support our policy goals. Almost without exception, each funding source has specific and required outcomes. Achieving these outcomes requires that we strive for continuous program improvement and provide evidence of progress toward our broader policy goals. As we reviewed the compilation of our plans and programs, we worked to identify activities that:

- Directly impact the achievement of our goals.
- Offer clear and measurable results.
- Offer results that we at MARC have specific responsibility to achieve.

This is the third year of identified performance measures. Some of our programs are biannual so will not show up every year. Several measures were slightly modified because programs shifted or tracking proved complicated. The KC Degrees program actually sunset mid-year. Over time, we will add more measures that meet our criteria, and measure and highlight progress in the work plans for each policy goal area. This annual process will help us evaluate the effectiveness and impact of our programs.

Performance Measures by Policy Goal Area



EFFICIENT TRANSPORTATION AND QUALITY PLACES

Program: Operation Green Light

Measure: Traffic Signal Controller Network Up-Time

2022 Actual: 84%

2023 Target: 85%

2023 Projected: 90%

2024 Target: 91%

Explanation: In order to ensure safety and to maintain the efficiency of the Operation Green Light network, the standards established by the OGL Steering Committee set a measure for the traffic signal controller up-time for the OGL intersections on the MARC TransSuite server.

Program: Planning Sustainable Places (every two year program)

Measure: Percent of funded Surface Transportation Program (STP)/Transportation Alternatives

Program (TAP) projects that implement former MARC Planning Sustainable Places (PSP) program recommendations

2022 Target: 40%

2022 Actual: 38%

2024 Target: 40%

Explanation: Projects that implement PSP program recommendations likely advance a large share of strategies to help meet ConnectedKC 2050 regional goals. Ideally, a high percentage of PSP program recommendations are being implemented across the region with MARC suballocated funds.

Program: Metropolitan Transportation Planning (every two year program)

Measure: Percent of funded Surface Transportation Program (STP)/Transportation Alternatives

Program Funds (TAP) projects which are aligned or highly aligned with regional vision stated in ConnectedKC 2050

2022 Target: 95%

2022 Actual: 98%

2024 Target: 95%

Explanation: MARC strives to provide funding for projects that advance our shared ConnectedKC 2050 regional goals. Ideally, a very high percentage of funding recommendations are in alignment with our Metropolitan Transportation Plan.



HEALTHY ENVIRONMENT

Program:	Water Quality Policy and Planning
Measure:	Percent of transportation projects funded that include green infrastructure components
2022 Target:	75%
2022 Actual:	85%
2024 Target:	75%
Explanation:	Green infrastructure is fundamental to complete streets. It conserves water quality, makes streets more walkable, reduces heat islands, creates habitat, and adds beauty to the community.



COMPETITIVE ECONOMY

Program:	KC Degrees/WYCO Works/Mid-America Head Start Connections
Measure* : Number of clients advised, enrolled in a post-secondary program, and number who completed a credential or training program - the program will focus on serving residents in Wyandotte County and Head Start parents	
2022 Actual:	Outreach: 500 Advised: 247 Employed: 22
2023 Target:	Trained: 200 Advised: 175 Employed: 50
2023 Projected:	Outreach: 300 Advised: 180 Employed: 8
2024:	Program ended July 2023
Explanation:	The KC Degrees program was based on the philosophy that if every person who did not finish college went back and earned a credential or degree, it would create a win-win for families, employers and our region. Earning a certificate, associate, bachelor's or graduate degree can be life-changing for individuals and their families, building pathways to new career options and positioning themselves for new challenges and opportunities.



EFFECTIVE LOCAL GOVERNMENT*

Program:	Government Training Institute
Measure:	Earned revenue from custom training and consulting services
2023 Target:	\$200,000
2023 Projected:	\$201,086
2024 Target:	\$250,000
Explanation: GTI's goal is to provide high quality trainings, event planning and consulting services that directly address local government needs. GTI offers discounted rates for these services to GTI members. GTI is offering more custom trainings and right-sizing its open enrollment program to be more responsive to customer needs. Monitoring earned revenues ensures that GTI is covering its costs while preserving the affordability of its services.	

*new measure for 2023R/2024



SAFE AND SECURE COMMUNITIES

Program: Public Safety Communications: 911 Coordination
Measure: Number of Public Safety Answering Point (PSAP) personnel trained on core competencies
2022 Actual: 160 PSAP personnel per quarter
2023 Target: 200 PSAP personnel per quarter
2023 Projected: 210 PSAP personnel per quarter
2024 Target: 215 PSAP personnel per quarter
Explanation: Through centralized training, 911 Telecommunicators across the region are trained on legal studies, interpersonal perspectives, technical studies and skill development. Developing and maintaining enhanced skills of telecommunicators increases the effectiveness of emergency response in the community and reduces liability.



THRIVING OLDER ADULTS AND COMMUNITIES

Program: Aging and Adult Services: Supportive Services
Measure: Implementation and reach of consumer-directed approach to services
2022 Actual: Added 53 new clients
2023 Target: Add 50 new clients
2023 Projected: Add 125 new clients
2024 Target: Add 360 new clients
Explanation: The goal of MARC's Aging and Adult Services is to ensure access to information, supportive and supplemental services, and resources to empower the region's Older Adults to live and thrive in their communities through the power of choice. The consumer directed approach allows individuals to identify and select their own service providers. Identification of the trajectory of client needs and outcomes is achieved by using valid and reliable instruments and predictive analytics.



QUALITY EARLY LEARNING

Program: Head Start/Early Head Start
Measure: Elevating parent voice through Parent Engagement
2022 Actual: 35 staff, community and parent trained, 310 participants in the Parent Café
2023 Projected: 50 staff, community and parents trained, 350 participants in the Parent Café
2024 Target: 65 staff, community and parents trained, 400 participants in Parent Café
Explanation: Parent engagement is critical to success of the Head Start program.
**new measure for 2023R/2024*

Program: Head Start/Early Head Start
Measure: Implementation of a telehealth, mobile clinics and school-based well-check visits
2022 Actual: 305 well-child visits completed.
2023 Target: 275/300 well-check visits completed
2023 Projected: 225 well-child visits completed
2024 Target: 400 well-child visits
Explanation: Head Start children will have greater access to well-child visits through the use of telehealth, mobile medical clinics, and school-based access, including the clinics located in Excelsior Springs Early Childhood Center and Emmanuel Family & Child Development Center. This will result in an improvement in the children's overall health.

Program: Early Learning
Measure: Percentage of Early Learning programs participating in the Early Learning Program Profile that will implement and achieve at least one quality enhancement goal
2022 Actual: 93%
2023 Target: 80%
2023 Projected: 85%
2024 Target: 87%
Explanation: Implementation of quality enhancement measures will support the growth of teachers and improve the experience of young children enrolled in the program. High quality early learning programs prepare children for kindergarten and beyond by developing both cognitive and social-emotional skills.



CORE COMPETENCIES

Program: Financial and Grants Management
Measure: Percentage of operating costs held in reserves
2022 Actual: 10.4%
2023 Target: 9.61%
2023 Projected: 10.10%
2024 Target: 9.60%
Explanation: MARC's policy is to establish a long-term contingency fund that holds an amount equal to 12% of annual operating costs to protect the agency from risk by having a reserve of funds in place that can be drawn on for specific purposes. The funding available to build this reserve is from the unrestricted ending balance in the General Fund.

EFFICIENT TRANSPORTATION AND QUALITY PLACES



MARC's Role:

Advance regional plans for a safe, balanced and equitable transportation system. Establish priorities, guide investments and support coordinated operations to help achieve our regional vision for our people, places and communities.

2024 Budget in Brief

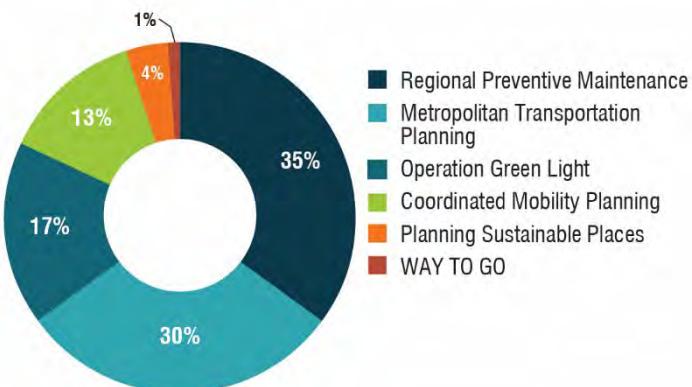
REVENUES

Federal and State Funds	\$20,352,675
Other Local Funds	2,337,755
Transfer from Other Funds	412,284
Contributed Services	931,362
Total Revenues	\$24,034,076

EXPENDITURES

Direct Program Expenses	\$228,645
Contractual Services	17,313,978
Contributed Services	931,362
Transfer to Other Funds	412,284
Personnel*	5,577,890
Total Expenditures	\$24,464,159

2024 Expenditures by Program



*Personnel includes salaries, indirect, fringe and rent.

Key Accomplishments for 2023

Active Transportation — Led an assessment of how the Regional Bikeway Plan is used by partners, which will inform an update of the plan. Updated the Complete Streets Policy and completed technical work for a networks assessment; identified areas to finish in 2024. Launched a media campaign to promote Walk To School Day. Refreshed the Bike Month campaign in May, reaching 7,993 users.

Climate Action — Launched a new process to award carbon reduction funding as part of the Bipartisan Infrastructure Law. Initiated a regional electric vehicle readiness plan.

Equitable Practices — Updated federal 2023-25 Title VI limited English proficiency plans. Updated environmental justice analysis information in the Transportation Improvement Program (TIP). Incorporated Justice 40 analysis into the Carbon Reduction Program.

Freight Planning and Transportation — Initiated an update to the regional freight strategic plan, involving 14 counties. Provided modeling support for a Kansas Department of Transportation (KDOT) corridor study.

Long-Range Planning — Initiated an update to the Connected KC 2050 metropolitan transportation plan (MTP) due for completion by 2025. Assessed policy goals. Updated the needs assessment. Developed land use and transportation network scenarios. Updated financial capacity analysis. Kicked off engagement and outreach activities in all nine counties. Conducted a call for long-range projects. Updated the Missouri unfunded needs list.

Modeling Capacity — To prepare for the Connected KC 2050 update, created a new baseline forecast for the region's growth, population and employment from 2020-2050 using the new UrbanSim model.

MPO Expansion — Added Ray County to the MARC Metropolitan Planning Organization area footprint.

Operation Green Light — Led the bidding and construction process with KDOT and the City of Leawood, KS, to build 2 miles of fiber optics in Leawood, and program and deploy 54 traffic signal controllers for Kansas City, KS, and Mission, KS. Continued efforts to bid Missouri construction projects. Secured a \$734,000 federal SMART grant and state grants for arterial performance measures. Enhanced regional advanced traffic management systems software. Completed 696 traffic signal investigations and retimed 77 signals. Celebrated 15 years of Operation Green Light with partners at a June event.

Performance Management — Set and adopted several targets – including federally required safety, infrastructure condition, system performance and transit asset management targets – as well as public transportation agency safety plan targets. Developed measures related to transit accessibility and electric vehicle adoption. Began work to develop vehicle miles traveled (VMT) per capita targets and a federally required greenhouse gas reduction target. Completed a system performance report as a component of the MTP update. Completed a 2023 performance measures report. Developed and adopted the updated Congestion Management Policy and Toolbox in coordination with MARC transportation committees.

Planning Sustainable Places — Implemented 18 planning studies awarded in 2022, including consultant procurement, administrative support, knowledge sharing and public engagement activities. Celebrated the program's 10-year anniversary – since inception, the program has completed 101 planning studies and, with a total budget of \$10.8 million, resulted in over \$400 million in implementation funding.

Public Participation — Updated the public participation plan. Implemented new tools to deliver information, including video and interactive webpages. Conducted engagement activities in all MPO counties.

Regional Preventative Maintenance Program — Completed design and awarded contracts for projects in Cass, Clay, Jackson and Platte counties in Missouri for work totaling \$9.4 million.

RideShareKC — Completed re-branding to WAY TO GO and finalized strategic planning for program. Built employer programming and services with mobility partners. Expanded use of the Guaranteed Ride Home program and ride-matching services.

Transit Planning — Supported transit studies across the region. Completed a study of transit service to the new airport terminal. Assessed the Smart Moves plan. Prepared for the launch of the Bi-State Sustainable Reinvestment Corridor planning and east-west, high-capacity transit plan. Initiated the first phase of updates to the peer cities transit report. Participated in the Federal Railroad Administration's Amtrak daily long-distance service study to evaluate the restoration of daily long-distance intercity rail passenger service and the potential for new Amtrak long-distance routes.

Transportation Investments — Developed the 2024-28 TIP. Updated the 2024 call for projects selection process. Developed Carbon Reduction Program target allocations and recommended funding allocations. Worked with state and local governments to manage ongoing program fund balances.

Travel Model — Launched an online publication of modeled traffic forecasts. Initiated the model's expansion to five counties in Missouri. Completed travel model calibration to 2019 household travel survey data. Supported the long-range plan and other planning processes, including environmental and freight analyses. Provided ongoing traffic forecast assistance to regional partners and supported modeling needs for various project studies, including providing transportation model runs, network assignments, analysis and reports, and impact assessments for local and regional planning efforts. Completed data requests, which have increased 45% in three years. Supported projects included the K-10 corridor study, I-29/I-35 PEL study, 2023 IKE local project priority analysis and I-70 corridor studies.

Transportation Safety — Supported local initiatives. Updated safety targets and conducted programming for traffic safety education and enforcement projects. Secured a \$400,000 USDOT Safe Streets for All grant to update the Destination Safe transportation safety plan.

Activity Centers — Updated data and shared with partners.

Priority focus areas for 2024

Active Transportation — Update the Regional Bikeway Plan. Finalize a Compete Streets network assessment, expand the network, refresh data and integrate land use.

Centers and Corridors — Explore how to incorporate the Economic Equity Value Atlas (EEVA) into planning efforts for activity centers and corridors.

Climate Action — Involve stakeholders in evaluating climate risks for the region's transportation system. Complete phase one in 2024. Continue electric vehicle readiness plan development.

Connected KC 2050 Update — Evaluate land use and transportation project submittals and scenarios for update to the metropolitan transportation plan. Continue engagement and outreach.

Corridor Planning — Initiate phase one of planning for the Bistate Sustainable Reinvestment Corridor, connecting communities from western Wyandotte County through Kansas City, KS; Kansas City, MO; Sugar Creek, MO, and Independence, MO.

Equitable Practices — Set a new disadvantaged business enterprise (DBE) goal for 2025-2028.

Freight Planning and Transportation — Update the strategic plan in coordination with KC Rising and other partners.

MPO Expansion — Continue integrating Ray County into transportation planning processes, including the TIP, Connected KC 2050 plan and travel models.

Operation Green Light — Contract vendors for the \$734,000 USDOT Smart grant. Oversee construction of a \$550,000 Missouri CMAQ project. Oversee a Carbon Reduction Program project with Mission, KS. Deploy recommendations from the technology plan.

Performance Management — Set and adopt targets, including federally required safety targets and greenhouse gas reduction targets, and those related to jobs accessibility and vehicle-miles-traveled electric vehicle adoption. Complete the 2024 performance measures report. Continue gathering data towards tracking system performance and congestion in the region.

Planning Sustainable Places — Launch and award \$1.44 million in federal funds across both states for 2025 projects and begin procurement. Explore site visit opportunities across the region.

Public Participation — Support engagement around the freight plan, MTP, Regional Bikeway Plan and SmartMoves study. Update the residents' Guide to Transportation Decision Making.

Regional Preventative Maintenance Program — Complete ongoing construction and inspection.

Transit Planning — Update the Smart Moves plan. Support implementation of the Kansas City International Airport Public Transit Services Action Plan. Support regional transit studies, including the Bi-State Sustainable Reinvestment Corridor planning and 31st/29th street work. Complete a peer cities transit report. Initiate an update of the Coordinated Public Transit Human Services Transportation Plan. Continue to support the Amtrak study. Support transit planning efforts related to upcoming FIFA 2026 World Cup.

Transportation Investments — Solicit applications, evaluate submissions with committees and approve funding recommendations for approximately \$100 million in projects across five major programs: CRP, Surface Transportation Block Grant (STBG) program, STBG-Set Aside, CMAQ and 5310.

Travel Model — Provide scenario modeling analysis for MTP plan updates and other transportation planning projects. Launch an online system for regional data requests. Complete the expansion of modeling capabilities to five counties in Missouri. Provide bicycle and pedestrian modeling support.

Transportation Safety — Implement a \$400,000 USDOT Safe Streets for All grant to update the Destination Safe transportation safety plan. Continue to support local initiatives. Update safety targets and conduct programming for traffic safety education and enforcement projects. Conduct a vulnerable road users assessment.

WAY TO GO — Continue promoting the new WAY TO GO website, app and services.

Ongoing activities

Active Transportation — Support public education campaigns for Bike Month and Walk to School Day. Update and distribute the Regional Trails and Bikeway Map.

Equitable Practices — Monitor DBE goals. Continue participation in the Missouri certification committee on DBE activities and goal setting.

Operation Green Light — Work with KC Scout to coordinate regional transportation system operations and traffic incident management activities. Resolve traffic signal malfunctions and manage real-time incidents through close collaboration with 27 partner agencies.

Performance Measures — Collect and analyze data to monitor progress toward regional goals and to fulfill federal reporting expectations.

Public Participation — Lead strategies to involve residents in transportation amendments and TIP updates. Ensure ample opportunities for public engagement in transportation planning.

Transit Planning — Implement WAY TO GO and Smart Moves Plan recommendations with partners.

Transportation Investments — Work with state and local governments to manage ongoing program fund balances. Lead and complete TIP amendments and related modifications.

Travel Model — Respond to requests for data and modeling information from partners and local governments. Convene regional model users work group meetings.

Modeling Capacity — Develop and improve analytical models used to inform policy and analysis.

Transportation Safety — Continue to support the Destination Safe Coalition. Report and analyze data to identify trends that negatively impact safety; develop education and enforcement strategies. Complete safety reports.

Unified Planning Work Program — Complete annual process to promote a unified approach to transportation planning that achieves regional goals and objectives.

Transportation Improvement Program — Maintain the region's inventory of federally funded and significant transportation projects.

Transportation Operations — Work with partners to coordinate transportation incident management among KC Scout, Operation Green Light and local transportation system operations.

WAY TO GO — Support and expand transportation options across the region. Assist area employers, chambers of commerce and economic development agencies to develop new transportation connections to suburban employment centers. Work with mobility partners to assess options and work toward solutions.

Lead Policy Committees

Total Transportation Policy Committee — Co-Chairs Mayor Leonard Jones, Grandview, Missouri, and Commissioner Janeé Hanzlick, Johnson County, Kansas

Sustainable Places Policy Committee — Co-Chairs Mayor Dean Katerndahl, Parkville, Missouri, and Councilmember Logan Heley, Overland Park, Kansas

Staff Contacts

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HEALTHY ENVIRONMENT



MARC's Role:

Develop and implement initiatives that help keep the region's air and water clean, reduce the amount of waste sent to landfills, protect and conserve green infrastructure, advance energy efficiency and renewable energy, and catalyze climate resilience.

2024 Budget in Brief

REVENUES

Federal & State Funds	\$4,306,089
Private Funds	454,028
Other Local Funds	1,075,026
Contributed Services	331,189
Investment Income	19,087

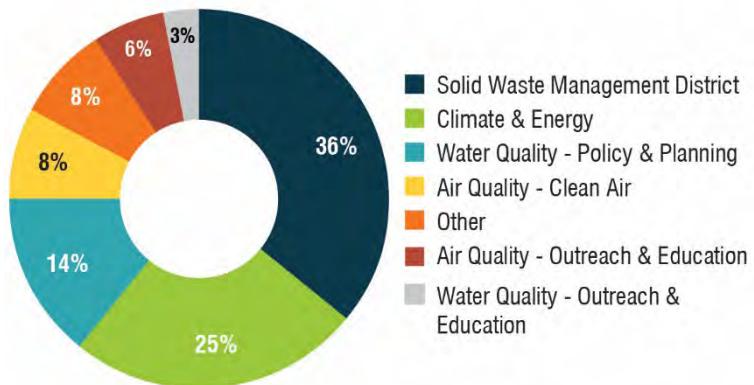
Total Revenues **\$6,185,419**

EXPENDITURES

Direct Program Expenses	\$1,239,615
Contractual Services	3,188,524
Contributed Services	331,189
Personnel*	1,426,091

Total Expenditures **\$6,185,419**

2024 Expenditures by Program



*Personnel includes salaries, indirect, fringe and rent.

Key accomplishments for 2023

Climate Resilience — With partners, translated the Kansas City Regional Climate Action Plan into local and regional projects. Related activities included:

- Securing \$1 million in funding through a federal Climate Pollution Reduction Grant (CPRG).
- Programming \$14 million of CPRG funds, 67.6% of which benefits disadvantaged communities, jointly overseen by the Climate and Environment Council and Total Transportation Policy Committee.
- Hiring three staff members to support climate resilience efforts in the region.
- Applying for three grants to support energy efficiency and solar power projects.
- With Climate Action KC, holding the third annual Regional Climate Action Summit, with more than 400 people in attendance, and hosting two workshops focused on climate action plan prioritization.
- Launching the development of a regional climate communications plan with support from partners and the Kansas City Art Institute.
- Completing a heat island reduction program designed with Evergy.
- Launching a multi-year study to assess the resiliency of the regional transportation system.
- Advancing an electric vehicle readiness plan to develop a regional strategy for these vehicles and infrastructure expansion.
- Monitoring the need for an update to the clean air action plan.

- Weaving climate resilience across MARC initiatives, including food waste reduction, conservation finance, environmental justice, energy efficiency and workforce development.
- Sharing resilient success stories to elevate strong local efforts.

Regional Building Energy Exchange — Through partnership with CAKC, continued regional efforts to decarbonize buildings. Submitted multiple federal grant applications, including the Solar for All Competition, Renew America's Nonprofits (awarded), Buildings UP Prize, and Resilient and Efficient Codes Implementation (awarded). Offered 2021 IECC trainings and education on IRA rebates/tax incentives. Served more than 15 construction firms and 20 diverse small businesses through the Rising Trades Contractor Accelerator.

Air Quality — Supported the regional response to an active ozone season, with 13 alerts in 2023. Issued one particulate matter (PM2.5) alert due to wildfire smoke. Responded to 21 media inquiries about ozone and air pollution. Piloted a small rebate program for electric lawn equipment. Hosted the Missouri Air Quality Commission in the Kansas City region. Updated the bylaws for the Air Quality Forum and launched a process for committee appointments, adding two public health positions.

Green Infrastructure — Worked to incorporate nature-based design into the built environment across the region through various activities, including:

- Launching the first round of contractor and resident trainings.
- Supporting work on the Wendell Phillips Accelerator, including an environmental assessment with the Urban Neighborhood Initiative.
- Developing a National Green Infrastructure Certification Program training.
- Identifying innovative conservation funding techniques to advance large-scale green infrastructure projects in the metro.
- Weaving green infrastructure principles into regional transportation initiatives.
- Continuing implementation of the Little Blue River Watershed Feasibility Study with the U.S. Army Corps of Engineers, focusing on vulnerable communities, flood risk reduction and ecosystem restoration.
- Starting development on an environmental justice grant community toolkit to help partners identify funding, find data and apply for grants.
- Working with neighborhood groups, such as the Groundwork Northeast Revitalization Group, Central Avenue Betterment Association, Westside Housing Organization and the Heart of the City Neighborhood Association, to support local activities and complete a neighborhood resilience assessment.

Water Quality — Worked with partners to keep waterways clean and improve water quality in our region. Activities included:

- Updating the regional stormwater engineering standard to facilitate greater climate resilience, supported by the American Public Works Association, Missouri Department of Natural Resources and Kansas Department of Health and Environment. Secured consulting assistance to guide the process, including extensive community and stakeholder engagement.
- Designing and hosting a stormwater conference to advance professional development and education opportunities for 300 attendees.
- Supporting the Kansas City, MO, Parks and Recreation Department in securing \$5 million in funding for Blue River Watershed restoration work, which will benefit up to 270 riparian acres.
- Expanding the third-annual Plogtober event to seven counties to promote litter cleanup and water quality education in the region.
- Promoting water quality education through the Dewey the Droplet campaign.
- Updating the public education material request system to better serve partners.

- Awarding small grants to six organizations – Deep Roots KC, Groundwork Northeast Revitalization Group, StoneLion Puppets, Little Blue River Watershed Coalition, My Region Wins!, and Heartland Conservation Alliance – through the Water Quality Education Committee.
- Working with Deep Roots KC to develop local native planting and raingarden webinars.

Solid Waste — Worked with partners and governments to divert waste from landfills in our region by:

- Continuing efforts to increase recycling and reduce illegal dumping.
- Upgrading and relaunching RecycleSpot.org to help residents recycle more.
- Updating the Recycle Better flyer to reflect changes in recycling markets.
- Awarding 14 MARC Solid Waste Management District (SWMD) grants totaling \$698,855 to expand residential composting options, equestrian farm composting efforts and initiatives to reduce illegal dumping in northeast Kansas City, MO.
- Launching a study to estimate future landfill capacity in the metro area.
- Being selected to serve as administrator for the MARC Solid Waste Management District for the next five years.
- Supporting a paint recycling bill in the Missouri legislature.
- Working to extend producer responsibility initiatives and pushing for additional materials to consider, such as solar panels and mattresses.
- Supporting an illegal dumping advisory group and distributing an educational flyer.

Brownfields Assessments — Completed assessments for the Righteous Roots Community Gardens and future grocery co-op on Quindaro Boulevard in northeast Kansas City, KS. Continued assessments for two remaining priority sites and two additional sites with six additional projects identified during a summer call for projects.

Food Waste Reduction — Through an EPA Sustainable Materials Management grant, launched an education campaign to reduce food waste, increase access to healthy food and build a sustainable food system in the region. Efforts included the new KCfoodwise.org website, a food waste reduction plan and multi-tiered public education campaign.

Priority Focus Areas for 2024

Climate Resilience — Apply for federal grants to support climate resilience planning and projects in the region. Launch a four-year, \$3 million heat island reduction program in northeast Kansas City, MO, with Evergy. Issue a call for projects for a second round of CPRG funding. Build a regional collaboration to advance environmental justice. Develop performance metrics and an evaluation framework for the Kansas City Regional Climate Action Plan. Launch an update to the greenhouse gas inventory to support the 2025 comprehensive climate action plan. Submit a priority climate action plan to support the CPRG implementation plan. Begin implementation of a regional climate communications plan. Continue a multi-year study on the region's transportation system. Support partners in implementation of an Electric Vehicle Readiness Plan.

Regional Building Energy Exchange — Through partnership with CAKC, launch the East Side Retrofit Accelerator. Offer extensive education on IRA rebates/tax incentives for affordable housing providers. Develop and launch the Rising Trades Contractor Accelerator version 2.0 with alumni support. Work with MARC and other regional partners on a Climate Pollution Reduction Implementation Grant application.

Air Quality – Update the clean air action plan. Expand the number of community monitors in the region. Respond to the new federal particulate matter standard.

Green Infrastructure – Advance environmental justice community grant work. Develop language to include green streets in the Complete Streets Policy. Launch a green infrastructure certification training program with local governments and landscape contractors.

Water Quality – Complete the update of the regional stormwater engineering standards. Continue engagement with the goal of adoption by local governments in 2025. Continue implementation of the Little Blue River Watershed Feasibility Study. Support Plogtober planning and implementation. Offer small grants to organizations supporting water quality efforts in the region. Help plan a national-level conference for watershed protection occurring in the Kansas City region.

Solid Waste – Complete a study to estimate metro landfill capacity. Promote the redesigned RecycleSpot.org website. Distribute the Recycle Better flyer and educate residents about recycling standards. Continue efforts to reduce illegal dumping.

Brownfields Assessments — Continue ongoing assessments and identify new projects in Kansas City, KS, and Jackson County.

Food Waste Reduction – Pursue federal funding to continue to reduce food waste. Maintain and update the KCfoodwise.org website. Create marketing posters with public health departments for local restaurants and grocery stores.

Ongoing Programs and Initiatives

Climate Resilience — Support local community climate action. Align local and regional planning with state-level planning. Convene the Climate and Environment Council to foster collaborative plan implementation and guidance on regional sustainability initiatives. Support the annual Kansas City Regional Climate Action Summit. Continue to integrate environmental priorities into regional plans and programs, including land use, development, housing and hazard mitigation. Integrate sustainability and environmental justice principles across MARC programs.

Climate Communications – Issue the climate action newsletter in partnership with Climate Action KC to share relevant news and event information. Respond to media inquiries related to climate action and resilience efforts.

Regional Building Energy Exchange — Through partnership with CAKC, offer educational workshops and site tours of high-performance building practices and relevant incentives. Educate a broad audience of public and private building owners. Engage with local philanthropy for additional program support.

Air Quality — Implement the region’s clean air action plan, including strategies related to transportation connectivity, technology and public engagement. Link air quality, climate resilience, land use and transportation strategies in integrated ways. Continue public education around air quality issues affecting the region.

Solid Waste – Award grants to support recycling and waste reduction. Work with Solid Waste Management District member communities to host mobile household hazardous waste collection events in five Missouri counties. Maintain and promote RecycleSpot.org.

Grant Programs — Offer grants to community organizations to support solid waste management and water quality programs.

Outreach, Education and Engagement — Conduct annual outreach and education campaigns for air quality, water quality, green infrastructure and recycling. Support workshops, training and conferences through the Academy for Sustainable Communities. Continue MARC’s commitment to equity and inclusion by engaging residents and stakeholders in sustainability and resiliency efforts.

Lead Policy Committees

Air Quality Forum — Co-Chairs Commissioner Angela Markley, Unified Government of Wyandotte County/Kansas City, Kansas, and County Legislator Scott Burnett, Jackson County, Missouri

Air Quality Public Education Committee — Vacant chair

Water Quality Public Education Committee — Co-Chairs Hobie Crane, Platte County, Missouri, Planning and Zoning, and Meghan Woolbright, Mission Hills, Kansas

Solid Waste Management District Council — Chair Alderman Doug Wylie, Parkville, Missouri, and Vice Chair vacant

Climate and Environment Council — Co-Chairs Mayor Mike Kelly, Roeland Park, Kansas, and Mayor Damien Boley, Smithville, Missouri

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COMPETITIVE ECONOMY



MARC's Role:

Work with regional partners to enhance the performance of the metropolitan economy and expand inclusive economic opportunity, focusing on workforce development systems, postsecondary educational attainment, and producing data and analysis for economic recovery efforts.

2024 Budget in Brief

REVENUES

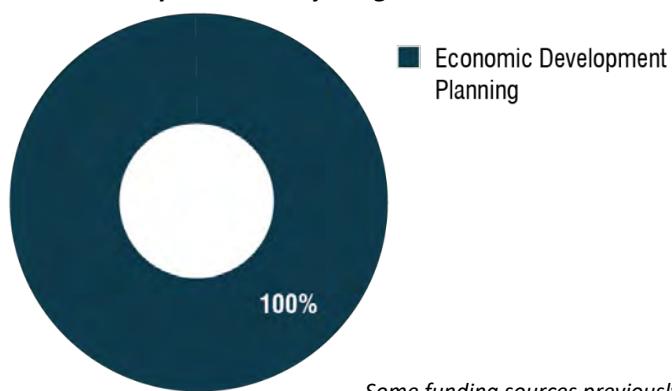
Federal & State Funds	\$69,525
Private Funds	6,740
Contributed Services	70,000
Total Revenues	\$146,265

EXPENDITURES

Contributed Services	\$70,000
Personnel*	76,265
Total Expenditures	\$146,265

*Personnel includes salaries, indirect, fringe and rent.

2024 Expenditures by Program



Some funding sources previously allocated to support Competitive Economy initiatives have been redirected to other policy areas.

Key Accomplishments for 2023

Workforce Development – Procured resources to expand regional economic development planning, data and analysis, and workforce system support. Activities included:

- Assisted adult learners and unemployed individuals through the WyCo Works program.
- Supported three organizations in providing training and technical assistance to small businesses in Wyandotte County, KS, reaching over 500 businesses. Partnered with the UMKC Innovation Center to provide training and technical assistance to small businesses, particularly those working to expand operations and employment.
- Convened two stakeholder groups, GradForce KC and the Regional Workforce Intelligence Network (RWIN), quarterly.
- Hosted the annual Greater Kansas City Workforce and Education Summit.
- Offered the Head Start Connections program to connect Head Start parents to career development resources.
- Began work on a Talent-to-Industry Exchange report focused on the transportation sector.
- Increased focus on public sector workforce development.

Economic Equity Value Atlas (EEVA) – Updated EEVA to use the latest data and census boundaries while also automating much of the update process to increase the speed of future updates. Worked with local governments, economic development organizations, foundations and other interested groups concerning how EEVA can be of value to them. Began development of a business plan to provide long-term capacity to maintain and improve the tool. Integrated EEVA technology into the regional transportation planning process.

Economic Resiliency – Helped the region achieve federal designation as a biologics Tech Hub aiming to build the KC BioHub. Continued to incorporate economic resiliency into long-range planning, including climate and transportation planning. Prepared regional economic forecasts.

Census Data — Analyzed additional census data regarding population diversity. Tracked trends in income, poverty, educational attainment and housing costs. Distributed county profiles and shared regional data.

KC Rising — Supported development of a data dashboard for KC Rising's Pillars of Progress. Explored how KC Rising can use EEVA to better understand inclusive prosperity challenges. Developed metrics for the annual Horizon meeting. Supported KC Rising's transition to action teams; participated on housing, workforce, industry and federal grant action teams.

Digital Equity — Completed two reports and shared with community members. Assisted state agencies by hosting meetings to collect input on broadband and digital equity plans.

Workforce Data Hub — Expanded and redesigned MARC's economic and workforce data to provide data and analysis of workforce trends at regional, county and census tract scales.

Key Areas of Focus for 2024

Workforce Development – Transition focus to public sector workforce development. Develop and distribute a Talent-to-Industry Exchange report on the transportation sector.

EEVA – As new data is published, update the existing tool. At the same time, begin working with local governments on the development of EEVA version 2.0 to more effectively provide data that helps them create inclusive places. The potential to customize the tool to the goals, geography and preferred metrics of each place will be evaluated.

Economic Resiliency – Support the region's efforts to successfully apply for up to \$75 million to advance KC BioHub from Tech Hub designation to implementation. Implement a \$4.7 million federal grant to assist nonprofit organizations in identifying and completing needed energy conservation upgrades at their facilities.

KC Rising — Continue participation on action teams to aid in the development of strategies and metrics for evaluating their impact. Continue to improve the data dashboard to more clearly communicate the underlying reasons for the region's economic performance relative to benchmark metros. Continue to help update both pillar metrics and Horizon Goal metrics.

Workforce Data and Analytics – Continue to gather and provide data through the Workforce Data Hub. Improve the quality of the data visualizations and automate their display so the data always remains current. Begin preparing deeper analytics regarding workforce issues, especially those that relate to improving the region's economic competitiveness.

Ongoing Programs and Initiatives

Economic Development — Use the updated Comprehensive Economic Development Strategy (CEDS) Plan to support economic development strategies focusing on equity, economic and climate resiliency, and best practices for infrastructure and energy conservation.

Regional Workforce Intelligence Network (RWIN) — Convene economic and workforce development stakeholders to share data, promising strategies and examples of regional and local best practices. Support RWIN's efforts to identify specific CEDS goals and strategies for priority attention and ensure workforce development efforts build the talent needed to meet labor market needs.

Economic Forecasts — Complete annual regional economic forecasts created for the Greater Kansas City Chamber of Commerce with projections of employment growth and gross domestic product for the region compared to the U.S.

Economic and Demographic Data — Maintain and share the latest published data on the state of the region's population and employment from public sources such as the Census Bureau, the Bureau of Labor Statistics and the Bureau of Economic Analysis and private sources such as LightCast.

Lead Policy Committees

Regional Workforce Intelligence Network — Co-Chairs Lara Vermillion, Blue Springs Chamber of Commerce, and Keely Schneider, Workforce Partnership

KC Rising Data and Analytics Resource Team — Co-Chairs Ahmed Abdelmoity, Children's Mercy Hospital, and Steven Howland, Federal Reserve Bank of Kansas City

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EFFECTIVE LOCAL GOVERNMENT



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.

2024 Budget in Brief

REVENUES

Federal and State Funds	\$420,590
Private Funds	1,798,200
Local Dues and Fees	367,919
Other Local Funds	61,200
Contributed Services	299,768
Fees for Services	629,366
Transfer from Other Funds	19,500

Total Revenues \$3,596,543

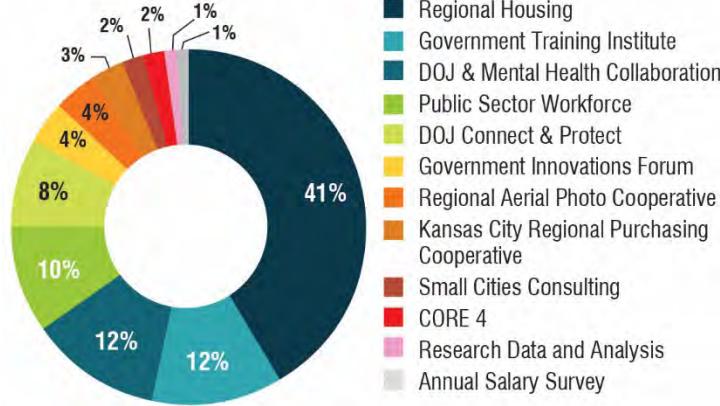
EXPENDITURES

Direct Program Expenses	\$519,834
Contractual Services	1,390,875
Contributed Services	299,768
Personnel*	1,302,824

Total Expenditures \$3,513,301

*Personnel includes salaries, indirect, fringe and rent.

2024 Expenditures by Program



Key Accomplishments for 2023

Shared Services — Strengthened and expanded shared services offerings to the region, including:

- Administering a \$3 million federal grant to advance equitable mobile crisis response for 988 calls in partnership with five community mental health centers in Missouri.
- Developing an education campaign to direct residents to the new 988 suicide and crisis lifeline.
- Securing funding to continue a cross-jurisdictional mental health co-responder program through 2026, which pairs co-responders with law enforcement on mental health calls in Eastern Jackson County.
- Planning for a partnership with mental health agencies to connect people experiencing homelessness to services.
- Facilitating five sessions of the Managers Roundtable, focusing on topics such as transportation funding and shared services.
- Completing the annual regional salary survey.
- Renewing shared services with the Institute for Building Technology and Safety (IBTS), which provides a regional approach to building inspection and planning services for local governments. IBTS has served dozens of local communities since the inception of the agreement and has 17 active clients in six counties within the MARC region and two counties outside the region.

- Holding the region's fifth Public Service Career Expo at Bartle Hall in Kansas City, MO. More than 3,000 middle and high school students from across the region attended the expo to learn about career opportunities in local government.

Outreach — Built and enhanced relationships regionwide with jurisdictions and organizations by visiting all 119 cities and nine counties in the region as part of the annual #CityHallSelfie Day social media campaign, which celebrates local government. Providing a new training opportunity for elected officials to develop effective leadership strategies for polarized political environments.

Housing — Advanced Regional Housing Partnership (RHP) efforts, including:

- Completing a regional community land trust (CLT) business plan and starting implementation.
- Reviewing local comprehensive plans and supplemental housing plans to identify regional alignment and implementation opportunities.
- Producing data stories, blog posts and dashboards to define the affordable housing issues facing the region.
- Launching KCHousingLocator.com in coordination with the City of Kansas City, MO.
- Starting work on the Regional Housing Trust Fund Business Plan.
- Coordinating an application for first-ever HUD Pathways to Removing Obstacles (PRO) Housing competitive grant opportunity.
- Convening the RHP Strategy Committee.
- Establishing RHP branding and an editorial calendar to highlight RHP work and partners.
- Completing a developer needs assessment.
- Launching KCRHP.org with SourceLink to connect the affordable housing development community.

Government-to-University Initiative — Supported the pipeline from higher education to the public sector. Published and distributed the Talent Connections Toolkit to improve relationships between government employers and college career services. Launched KCMetroGovJobs.com, a jobs aggregator website for regional local and state government careers. Hosted a G2U Regional Coalition Summit at the KU Edwards Campus. Expanded enrollment in the Regional Data Academy.

Government Training Institute (GTI) — Developed and held trainings for planning commissioners and other appointed advisory officials. Expanded use of the new GrowthZone event and contact management system. Increased catalog of on-demand professional development trainings through GTI's online learning management system. Provided administrative and logistic support for special events, including the Kansas City Urban Stormwater Conference and the Heartland Conference on Health Equity. Increased delivery of custom consulting contracts, such as tailored supervisory training sessions with cities in Jackson County and priority-setting facilitation for Lee's Summit, MO.

Aerial Imagery — Managed contract for 2022 imagery capture and subsequent distribution to regional participants. Issued RFP and selected vendor for 2024 flight.

Small Cities Program — Provided administrative, planning and information resources to six cities: Camden Point, Baldwin Park, Excelsior Springs, Harrisonville and Henrietta, Wood Heights in Missouri.

Priority Focus Areas for 2024

Shared Services — Continue to provide shared services for regional partners, including:

- Administering a grant to support 988/mobile crisis response partnerships and services in the region and implementing an education plan to deliver information about 988 and mobile crisis response to the public. Convene law enforcement, fire and EMS to identify ways to implement programs that divert behavioral health calls to 988.

- Supporting the mental health co-responder program in Eastern Jackson County.
- Assisting regional and sub-regional efforts to support people experiencing homelessness.
- Convening the Managers Roundtable and First Suburbs Coalition.
- Completing the annual regional salary survey.
- Identifying opportunities for local governments to find cost savings through cooperative purchasing.

Outreach – Increase MARC staff representation at state of the city and state of the county presentations.

Housing – Continue to support RHP efforts and initiatives, including:

- Establishing regional goals with the RHP Strategy Committee.
- Building out leadership and engagement strategies around established goals.
- Fully implementing the CLT Business Plan.
- Establishing a Regional Housing Trust Fund.
- Continuing promotion and functionality of KCHousingLocator.com.
- Completing a homeownership ecosystem analysis.
- Working on pilot projects established in the developer needs assessment.

Workforce Development – Continue supporting the public sector workforce pipeline by implementing a two-year, \$750,000 grant to connect local government employers with nonprofit jobs training programs. Establish and advance new priorities for G2U.

GTI – Refine and implement strategies to position GTI to best meet the training and organization development needs of public organizations in the region. Increase focus on delivering targeted trainings to specific audiences.

Small Cities Program – Support projects to provide administrative, planning and information resources to Wood Heights, Mosby, Excelsior Springs, Ray County and Richmond in Missouri.

Aerial Imagery – Contract with vendor on flight. Deliver imagery.

Ongoing Programs and Initiatives

Shared Services — Administer cooperative agreements with partners for regional shared services related to IT, grant services, compensation services and building development services.

Outreach — Strengthen relationships with MARC Board members, jurisdiction staff and community organizations.

Housing – Continue to produce quality data analysis and tools to explore regional housing issues; maintain and promote online tools, such as KCHousingLocator.com; and highlight RHP's work through newsletters and online articles.

Managers Roundtable — Convene regular meetings of city and county managers. Engage members to plan relevant presentations on important topics. Implement recommendations from best practice research to increase manager engagement in regional policy matters.

First Suburbs Coalition — Address issues unique to first suburb communities and share information to strengthen partnerships.

Sub-Regional Partnerships — Grow and support self-organized partnerships to pilot regional collaborative strategies, including an eastern Jackson County partnership among the cities of Blue Springs, Independence, Grandview, Lee's Summit and Raytown, and the CORE Communities.

Small Cities Program — Provide grant administration services and technical assistance to small cities, including water and sewer projects, flood buyouts and other programs when requested. Expand capacity to support small cities by cross-training staff and offering new services.

GIS — Through direct services provided by MARC, expand GIS service support to small cities, helping local governments build internal capacity and coordination with other municipalities.

Legislative Priorities — Advocate for legislative issues important to the region in state legislatures and in Congress. Support legislative platforms brought forward by local governments and planning committees and approved by the MARC Board of Directors.

Bi-State Commission — Provide administrative services for the Bi-State Commission, including publishing an annual report of remaining funds and expenditures.

Data Management — Expand MARC's internal and external ability to collect, store, share, access and use data effectively.

Lead Committees

First Suburbs Coalition — Co-Chair Alderman Theresa Garza, Raytown, Missouri, and vacant Kansas co-chair

Government-to-University Steering Committee — Co-Chairs Deputy City Manager Susan Sherman, City of Olathe, KS, and Senior Director of Community Engagement and Business Development, Carolyn McKnight, University of Kansas

Regional Housing Partnership Strategy Committee — Co-Chairs Mayor Pro Tem Ryana Parks-Shaw, Kansas City, Missouri, and Commissioner Janeé Hanzlick, Johnson County, Kansas

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SAFE AND SECURE COMMUNITIES



MARC's Role:

Manage ongoing operation, maintenance and state-of-the-art enhancement of the regional 911 system, and coordination of the region's interoperable communications system. Help strengthen the region's emergency services and homeland security capabilities to prevent, protect, prepare, respond and recover with coordinated plans and high-quality training, exercises, technology and specialized equipment.

2024 Budget in Brief

REVENUES

Federal & State Funds	\$3,921,042
Private Funds	140,000
Local Dues and Fees	454,455
Other Local Funds	11,014,266
Transfer from Other Funds	411,947
Contributed Services	59,842

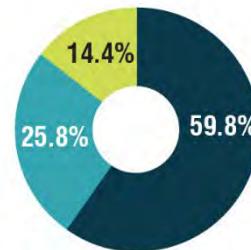
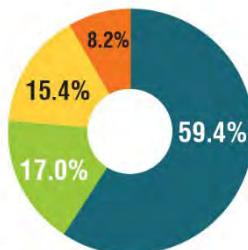
Total Revenues **\$16,001,552**

EXPENDITURES

Direct Program Expenses	\$6,359,986
Contractual Services	5,063,199
Contributed Services	59,842
Transfer to Other Funds	411,947
Personnel*	4,090,940

Total Expenditures **\$15,985,914**

2024 Expenditures by Program



Emergency Services

- Homeland Security & Law Enforcement
- Local Activity
- Health & Medical
- Hazardous Materials

Public Safety Communications

- 911 Coordination
- 911 Regional Network
- 911 Capital Projects

*Personnel includes salaries, indirect, fringe and rent.

Key Accomplishments for 2023

Regional Homeland Security Coordinating Committee — Supported the RHSCC in its critical role of overseeing regional emergency preparedness and homeland security grant funding, as well as the following activities:

- Conducted a multi-year strategic planning process and updated the region's approach to focus on enhancing a culture of preparedness, evaluating and continuously improving capabilities, securing and administering financial resources, and gathering and sharing information.
- Developed and delivered nearly 100 local exercises and trainings to help regional agencies prevent, protect, mitigate, respond and recover from all threats.
- Developed and piloted a “planning special events” workshop for jurisdictions in the region and shared materials with partners.
- Coordinated police, fire and EMS support from neighboring jurisdictions to protect public safety at the NFL Draft and Super Bowl parade.
- Offered web-based trainings related to suspicious activity, protective action and “how to help” for special event organizers and volunteers.

- Implemented a regional resource-sharing agreement as a tool to assist jurisdictions in quickly seeking assistance from each other, including across state lines. The agreement also can be used to deploy resources for emergency planning exercises.
- Expanded the use of the web-based “hostile event integrated response team training” for law enforcement, fire and EMS.
- Supported the RHSCC Cybersecurity Committee in designing and conducting a tabletop exercise. Continued to promote the value of the NCSR assessment and evaluating results.

Metropolitan Emergency Managers Committee — Planned and prepared for regional housing needs after a disaster. Continued to engage partners in identifying support for vulnerable communities experiencing an emergency.

Health Care Response Planning — Developed a radiation surge annex for the Health Care Coalition (HCC) Response Plan. Strengthened HCC response capabilities by formalizing the roles of duty officers.

Public Health — Coordinated regional actions related to opioid settlement investments, communications and prevention. Conducted focus groups and developed a campaign plan to educate the public on the dangers and resources related to opioid use with the goal of saving lives. Monitored public health laws to support appropriate public health authority in response to typical outbreaks as well as unexpected threats to the health and safety of those who live in the region. Coordinated with public health communicators to distribute a joint statement about vaccination.

COVID-19 Response — Continued activities and actions to reduce the impact of COVID-19 in the region. Addressed priority items from the Regional COVID-19 After-Action Report, including providing education to elected officials and government staff on the purpose and benefits of the MAC-G structure. Maintained the Regional Kansas City COVID-19 Data Hub until the end of the federal emergency declaration in spring 2023. Convened public health officials to identify strategies to reduce the spread of COVID-19 and promote vaccination opportunities. Worked with public health communicators to issue a regional public health news release about the impact of the end of the federal emergency declaration.

EMS Prehospital Care — Continued legislative monitoring and advocacy efforts through the Mid-America Regional Council Emergency Rescue (MARCER) Committee. Supported paramedic work across the region by utilizing local EMS and Community Health Workers to provide services outside of hospitals. Changed processes to better support EMS students, providing hardship scholarships for education and materials. Enhanced paramedic recruitment.

Hazardous Materials — Assessed results from a capabilities assessment. Updated the regional hazardous materials plan for both states. Increased engagement with the HCC’s specialty planning committee. Increased hazmat teams’ monitoring capabilities.

Next Generation 911 (NG911) — Completed the upgrade of a router from legacy equipment to NG 911-compatible equipment.

Data Analytics — Evaluated data analytics for the Regional 911 System to support public safety answering point (PSAP) decision making.

911 Mapping — Completed implementation of GeoComm Maps across the region.

Peer Support — Received a national award of service excellence from the 911 Training Institute for the region’s 911 peer support program.

Dispatch Needs Assessment — Leading a study in partnership with agencies in Jackson County, Missouri, to evaluate the possibility of a regional approach to dispatch services or other solutions to workforce needs.

Outreach — Held an in-person Telecommunicators Appreciation Celebration event in spring. Hosted a summer event at the Kansas City Royals to celebrate dispatchers.

Interoperable Communications — Held four regional trainings sponsored by Cybersecurity & Infrastructure Security Agency (CISA), expedited due to the NFL Draft and in preparation for the World Cup. The offerings were for communications unit leader, communications technician, incident communications manager and incident tactical dispatch.

Priority Focus Areas for 2024

RHSCC — Continue efforts to support the region through:

- Designing and conducting annual exercises and conducting after-action reviews.
- Wide promotion and adoption of the Resource Sharing Agreement.
- Developing a strategy for a RHSCC succession plan; ensuring triggers for the establishment and composition of a Multi-Agency Coordination Group are known and agreed to by the RHSCC.
- Conducting environmental scans related to combating violent extremism and supporting election security measures.
- Designing and hosting a one-day regional elections security workshop.
- Expanding access to regional plans through the Regional Plans dashboard.
- Reviewing and updating the region's Threat Hazard Identification Risk Assessment, Regional Resource Annex and mass fatality plan.
- Completing bi-annual inventory of regional resources; share results through the Salamander System.
- Advancing efforts to implement the regional cybersecurity strategic framework through training and shared service opportunities that support local governments.

MEMC — Lead efforts to review and update the Missouri five-county Regional Hazard Mitigation Plan. Develop the Regional Coordination Guide's ESF-14 to align with FEMA. Review and coordinate with the Community Disaster Resiliency Network, Medical Reserve Corp and Community Organizations Active in Disaster. Establish plans that ensure pathways for bi-directional communications; develop strategies to improve the region's ability to create a common operating picture.

Health Care Response Planning — Develop a chemical surge response annex for the HCC Response Plan. Work with the EMResource Control Centers to strengthen communications with dispatch centers and prioritize succession planning. Continue to mature and socialize the RHCC duty officer's role in emergency response. Work with MARC GIS staff, hospitals and EMS to complete mapping of hospitals based on capabilities, physical drive times and EMS transfer patterns to update current plans.

COVID-19 After-Action — Continue to address priority items from the Regional COVID-19 After-Action Report to prepare for future incidents. Monitor COVID-19 and other respiratory virus conditions and impacts in the region.

Public Health — Continue to work with public health departments to distribute messages and information related to reducing opioid deaths in the region. Monitor legislation related to public health. Strengthen regional public health discussions around health equity and planning for vulnerable populations.

EMS Prehospital Care — Through MARCER, develop the capacity of regional EMS agencies to offer community paramedic services to support residents. Continue to explore options and best practices for information sharing between pre-hospital and hospital partners.

Hazardous Materials – Conduct an inclusive review and planning process to update the regional hazardous materials plan. Receive Tier II reports and update the online map of locations and contact information. Conduct a hazardous materials exercise. Plan and offer hazardous materials training to emergency responders. Work with the Heart of America Fire Chief Association’s fire marshals group to identify facilities that are eligible for the Tier II program.

NG911 — Prepare for geospatial routing, which allows 911 calls to be routed based on location and not cell phone tower. Launch a pilot program to advance photo and video transmission in Johnson County, Kansas.

911 Cybersecurity — Install a disaster recovery system to automate system backups and allow for on- and off-site storage of backup.

911 Training — Launch a pilot to offer mental health resiliency resources for call-takers and dispatchers at six PSAPs through Mindbase software.

Software Upgrades — Provide data analytics, such as staffing models based on call volumes, to PSAPs for decision making. Coordinate with Missouri MARC county efforts to update mapping and use aerial resources as part of State of Missouri 911 Service Board GIS projects. Implement an auto-attendant feature for Kansas City, Missouri.

Dispatch Needs Assessment — Conclude the Jackson County Regional Communications study work in early spring. Share findings with regional leadership in an effort to resolve staffing challenges.

Outreach — Host the annual Telecommunicators Appreciation Celebration event in spring plus a summer event to celebrate dispatchers.

Interoperable Communications — With the support of CISA, offer the communications unit leader, incident communications manager and incident tactical dispatch trainings.

Ongoing Programs and Initiatives

Public Health — Support the Metropolitan Official Health Agencies of the Kansas City Area (MOHAKCA), which coordinates local public health agency efforts to improve community health.

RHSCC — Plan and conduct training and exercises for first responders, hospital staff, dispatchers and professionals from other disciplines. Increase training cadre for ICS level courses. Conduct a regional training and exercise needs assessment annual IPPW integrated planning and preparedness workshop to develop regional training and exercise plan

MEMC — Convene local emergency managers and partners. Partner with community agencies to increase their disaster preparedness, empower them to help clients become prepared and connect agencies with local emergency managers. Provide oversight to PrepareMetroKC.org.

Health Care Response Planning — Support regional health care response to ongoing and emerging threats. Use eIICS/EMResource for information sharing and situational awareness. Update the preparedness and response plans as well as other plans based on lessons learned from both exercises and real-world events. Support the HCC, execute communications drills and maintain the HCC duty officer system. Continue information sharing and strengthening relationships across the regional health care system. Continue work across the region and both states to share best practices.

EMS — Support MARCER’s efforts to advocate for effective transport of time-critical diagnosis patients to trauma-designated hospitals and communications coordination. Continue to implement cooperative purchasing, resulting in cost savings. Offer scholarships to EMS students. Update the Community Plan for Diversion on an annual and as-needed basis.

Hazardous Materials — Convene public and private agencies to share information, build relationships and maintain plans. Update the regional plan for hazardous material response. Maintain a regional inventory of chemicals stored at Tier II facilities and add Tier II locations to maps available to 911 dispatchers.

System and Equipment Upgrades — Continue replacement of approximately 60 PSAP workstations annually across the region.

911 Cybersecurity — Prioritize cybersecurity initiatives to identify and mitigate threats.

Microwave Equipment Upgrades — Continue replacement of point-to-point connections across the region.

911 Training — Offer courses to ensure state-level minimum training guidelines are met. Partner with the State of Missouri 911 Service Board to take advantage of savings for Virtual Academy licenses. Offer mental health resilience training for regional dispatchers. Train roving peer support members for command-level and dispatcher teams. Continue sharing weekly training tips with dispatchers and supervisors.

Records Analysis — Review and assess 911 landline phone records to reduce costs and improve accuracy. Audit cell phone towers annually. Continue enhancements of regional 911 system data and mapping updates and records analysis.

911 Mapping — Use 911 mapping tools to ensure location accuracy for dispatchers in the region.

State Support — Support NG911 initiatives in both Kansas and Missouri.

Maintenance Program — Continue in-house maintenance of the Regional 911 System and equipment.

Peer Support — Continued to recruit and train volunteers for the peer support program, which provides 24/7 support by phone or text. Provide additional support through scheduled debriefings.

Outreach — Coordinate 911 educational events promoting proper use of 911 to children. Provide materials for school presentations and other public safety events.

Interoperable Communications — Work with partner agencies on sustainment plans to continue operations for the Metropolitan Area Regional Radio System (MARRS).

Lead Policy Committees

Regional Homeland Security Coordinating Committee — Co-Chairs Joe Conner, Johnson County, Kansas, and Donna Lake, Lee's Summit, Missouri

Public Safety Communications Board — Co-Chairs Deputy Chief Eric Houston, Overland Park Police Department, and Sheriff Mark Owen, Platte County

Mid-America Regional Council Emergency Rescue — Chair Jeff Boss, Johnson County Med-Act, and Vice-Chair David York, Lee's Summit Fire Department

Metropolitan Emergency Managers Committee — Chair Randy Pommerville, Emergency Manager, Lenexa, Kansas, and Vice Chair Justin Crane, Cass County, Missouri, Emergency Management

Hazardous Materials Emergency Preparedness Alliance (KS Local Emergency Planning Committee/MO Local Emergency Planning District) — MO LEPD Chair Scott Munk, Bayer Crop Science, and KC LEPC Scott Casey, Overland Park Fire Department

Hospital Committee/Health Care Coalition — Co-Chairs Carolyn Wells, Liberty Hospital, and Andy Marshall, University of Kansas Medical System HCC Chair Steve Hoeger, University Health

MARRS Management Council — Co-Chairs Worth Hunsinger, Johnson County, Kansas, and Major Greg Williams, Kansas City, Missouri, Police Department

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THRIVING OLDER ADULTS AND COMMUNITIES



MARC's Role:

Empower our region's vulnerable residents, including older adults and underserved communities, by ensuring equitable access to opportunities and resources that support independence, healthy living and active lifestyles for all residents.

2024 Budget in Brief

REVENUES

Federal & State Funds	\$19,104,387
Private Funds	2,084,235
Local Dues and Fees	83,055
Other Local Funds	5,600
Transfer from Other Funds	94,203
Fees for Services	1,464,151
Contributed Services	1,702,227

Total Revenues \$24,537,858

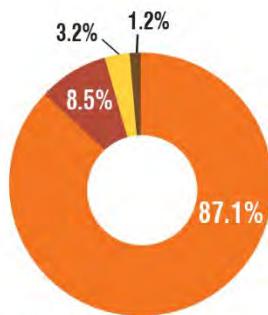
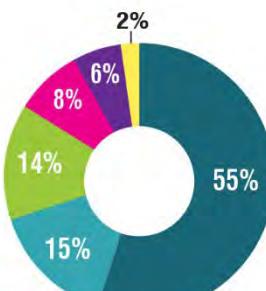
EXPENDITURES

Direct Program Expenses	\$13,061,578
Contractual Services	5,744,132
Transfer to Other Funds	94,203
Contributed Services	1,702,227
Personnel*	3,820,592

Total Expenditures \$24,422,732

*Personnel includes salaries, indirect, fringe and rent.

2024 Expenditures by Program



Aging and Adult Services

- Nutrition
- Senior Services Growth & Development Fund
- Supportive Services
- Family Caregiver Assistance
- Integrated Care Networks
- Meal Production Expansion

Healthy Communities

- Nutrition Insecurity
- Health Care & Public Health
- KC Communities for All Ages
- COVID-19

Key Accomplishments in 2023

Education and Engagement — Strengthened outreach and education efforts through:

- Hosted the Age Positive Conference in collaboration with partner agencies with more than 150 attendees.
- Piloting the volunteer-matching Give 5 program, with 24 participants in 2023.
- Providing support to agencies to explore the Jackson County Seniors Count coalition, which is building awareness and providing data to understand older adults' needs and service gaps.
- Developing a strategy to encourage vulnerable populations to get vaccinated; hosted 25 vaccine events.
- Holding monthly Leadership in Aging Network meetings and an annual legislative breakfast to focus on issues that affect older adults.
- Celebrating the 50th anniversary of the Silver-Haired Legislature. Regularly convened the committee to gather feedback from the community on senior-related legislative issues. Hosted a conference in Jefferson City, Missouri.

Nutrition Incentives — Double Up Food Bucks offered healthy food incentives to SNAP recipients in 122 communities at more than 165 locations in Kansas and Missouri.

KC Communities for All Ages — Completed a promotional video and communications to communities across the region. Recognized four new communities for becoming more age friendly and provided support to those

completing the Communities for All Ages program. Held three workshops. Worked to promote the Universal Design Idea Book and worked with three cities to develop projects unique to their communities. Convened an age-friendly community learning collaborative to share learning and expand impact.

KC FreshRx – Partnered with three health clinics to launch a produce prescription program in the Kansas City area; first cohort of 23 patients received nutrition education and financial incentives to purchase fresh fruits and vegetables at 25 Ball's food stores. Created a universal gift card for produce purchases.

Veteran-Directed Care Program — Connected 152 veterans to services from VA Medical Center. Average census was 72 persons. Held webinars for three hospitals with ALS programs to educate staff about benefits of the program.

Older Adult Nutrition – Received funding and contract to pursue purchase of a frozen meal repack facility; developed criteria and began exploration. Purchased six vans and outfitted them for meal delivery by older adult community center partners. Opened a new senior center in Parkville, MO, to serve residents in the Platte County area.

HMIS — Continued to serve Johnson County, KS, agencies using HMIS.

Home Repair and Modification Program — Expanded program reach across the region and assisted 238 older adults with home modifications. Entered into agreements with two additional partner organizations to assist with repairs and modifications, which will expand capacity and increase service availability in underserved areas.

Community Health Workers — Educated, trained and advocated for CHWs. Offered technical assistance to agencies on how to use the CHW toolkit and bill payers for CHWs as part of the health care team.

Integrated Care — Advanced data and interoperability standards in aging services focusing on implementing and testing data standards developed in 2022. Participated in the national learning collaborative for community care hubs under the Administration for Community Living to scale up services and impact. Advanced integration of tools and workflows to improve the effectiveness of incoming and outgoing referrals. Implemented a referral solution into workflows across programs. Participated in the ACL Quality Assurance Focus Group. Expanded by two additional hospitals the services provided by the Health Care Institute for Information and Quality. Participated in and presented at two national conferences and a national webinar on community care hubs.

Consumer-Directed, In-Home Services — Expanded program to reach more eligible people.

DEI — Increased visibility and engagement in communities that would benefit from additional services and programs. Initiated chronic disease self-management courses in urban core community centers. Onboarded community-based organizations that have strong visibility, engagement and trust in underserved communities.

Priority Areas of Focus for 2024

Education and Engagement — Continue education and engagement activities, including:

- Expanding the Give 5 program from one to three cohorts to engage 75 participants, with special emphasis on building participation from rural areas.
- Planning and hosting a health resource fair for older adults that will highlight a variety of services; partner with neighborhood associations and other agencies.
- Holding monthly Leadership and Aging Network meetings and an annual legislative event to focus on legislative issues that affect seniors.
- Convening the Silver-Haired Legislature committee regularly to gather feedback and plan activities.
- Hosting a Master Plan on Aging Town Hall with the Missouri Department of Health and Senior Services.

Nutrition Incentives – Continue expansion to new DUFB locations within existing budget. Seek match funding and apply for new USDA grant.

KC Communities for All Ages — Prepare and submit grants for Community for All Ages program support. Update materials to promote the program. Create a tool kit with online resources to assist cities.

KC FreshRx – Hold a second cohort of more than 60 participants.

Veteran-Directed Care Program – Partner with Oklahoma City to help them develop their Veteran-Directed Care Program.

Older Adult Nutrition – Renovate and open a frozen meal repack facility. Support three senior center enhancements with ARPA funding, including a major renovation of the Guadalupe Center senior facility.

Integrated Care – Add another hospital; services provided by the Health Care Institute for Information and Quality.

Ongoing Programs and Initiatives

KC Communities for All Ages — Support local government planning activities. Provide technical support.

Nutrition Incentives – Continue to work with federal, state and local funders and partners on sustaining this program.

Veteran-Directed Care Program — Connect veterans to services from VA Medical Center and identify strategies to reach more veterans with specific medical conditions. Advocate for, and locally implement, support for veterans to address the needed level of care.

Older Adult Nutrition — Continue providing hot and frozen home-delivered meals to older adults and individuals with disabilities. Work to enhance service quality and expand participation at congregate meal sites.

Home Repair and Modification Program — Support older adults in staying in their homes.

Community Health Workers — Support efforts to expand training for CHWs, increase the number of agencies employing CHWs and use of the sustainability toolkit to establish reimbursement mechanisms.

Integrated Care — Secure and manage contracts with health care payers, hospitals and health care providers. Initiate services.

Caregiving — Build capacity to provide programming and support for family caregivers, including skills-based training tools and a caregiver training program. Explore ways to reorganize how caregivers are compensated and expand use of consumer-driven models. Offer the Aging Mastery Program for Caregivers to provide tools and resources to support caregivers.

Supportive Services — Coordinate nutrition, transportation, in-home care, legal, case management and other services for older adults and expand the volunteer ombudsman program.

Evidence-Based Programming — Advance comprehensive, evidence-based programs throughout older adult service systems, leveraging existing contractual network of community-based providers.

Service Quality — Ensure clear, accurate monitoring of all services and activities to enhance quality.

Leadership in Aging Network — Support legislative advocacy efforts led by the Leadership in Aging Network through briefings and trainings for nonprofits. Collaborate with other statewide groups.

Data Management — Work to improve the region's technical capacity to collect, manage and share data to better understand health issues and assess the impact of community health initiatives. Ensure HIPAA-compliant communications with multiple stakeholders and health referral platforms that connect patients to non-medical supports.

Lead Policy Committees

Commission on Aging — Chair Debra Gwin, Platte County Senior Fund

Community Health Worker Collaborative — Co-Chairs Dr. Manuel Solano, Samuel U. Rodgers Health Center, and Treva Smith, KC CARE Health Center

Staff Contacts

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Marlene Nagel, Director of Community Development, mnagel@marc.org, 816-701-8218

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QUALITY EARLY LEARNING



MARC's Role:

Provide 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.

2024 Budget in Brief

REVENUES

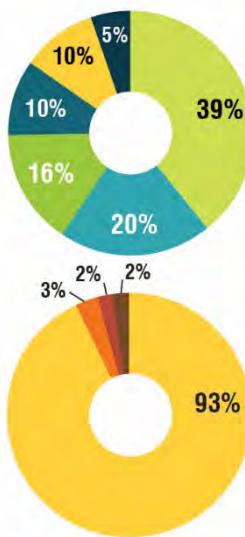
Federal & State Funds	\$36,946,649
Private Funds	665,919
Transfer from Other Funds	30,000
Fees for Services	33,000
Contributed Services	8,069,822
Total Revenues	\$45,745,390

EXPENDITURES

Direct Program Expenses	\$18,922,269
Contractual Services	13,507,357
Contributed Services	8,069,822
Personnel*	5,245,942
Total Expenditures	\$45,745,390

*Personnel includes salaries, indirect, fringe and rent.

2024 Expenditures by Program



Head Start/Early Head Start

- Organizational Management
- Education
- Professional Development
- Family and Community Engagement
- Health, Mental Health & Disabilities
- ERSEA

Early Learning

- Program Quality
- School Readiness
- Regional Coordination
- Workforce Development

Key Accomplishments for 2023

Educare — Launched new Child Care Collaborative Networks to replace Educare program. Provided onsite coaching support, intensive cohort trainings and best practice trainings to support home-based child care providers, infant/toddler and preschool teachers. Supported expanded geographic footprint of Andrew, Atchison, Bates, Buchanan, Cass, Clay, Clinton, DeKalb, Gentry, Holt, Jackson, Nodaway, Platte, Vernon and Worth counties in Missouri. Partnered with The Family Conservancy, the Local Investment Commission, Youth Alliance of St. Joseph, and the University of Missouri. Prepared to develop and distribute quarterly reports on a variety of metrics, including on-site consultation visits.

Facility Improvements — Supported the creation of outdoor classrooms as additional space for providers in Kansas City, MO; the Center School District; and Raytown, MO. Funded playground equipment for several Head Start sites.

Parent Café Partnership — Received a grant through the State of Missouri for Community Cafés, with support of community agencies, to promote the model of peer-to-peer learning and support.

School Readiness — Expanded implementation of the Pre-Kindergarten Observation Form (PKOF) to 1,097 children enrolled in 44 child care programs. Supported the use of the Desired Results Developmental Profile (DRDP) to assess 443 children in eight child care programs and completed 27 pre- and post-Classroom Assessment Scoring System (CLASS) quality assessments to measure quality and outcomes and provide quality improvement supports for community-based programs partnering with charter K-12

schools. Provided school readiness and classroom quality reports to the Kansas City and St. Louise Prek Cooperatives in the spring and fall.

Mobile Medical Unit/Telehealth — Continued a partnership with Swope Health Services to increase family access to pediatric primary care services. Expanded dental mobile unit for community-based providers in Jackson and Clay counties. Secured federal, private and corporate support of \$300,000 to construct a medical facility at the Excelsior Springs Head Start site, which opened in September.

Central Intake — Supported 17 direct-service providers in holding in-person Head Start eligibility interviews, with options for virtual meetings.

Program Profiles — Implemented the Early Learning Program Profile in 28 centers and the Family Child Care Profile in 23 family home programs in partnership with Wyandotte County's Start Young program and programs that have received Kauffman Quality Enhancement grants. The program profiles include assessments, baseline indicators and quality improvement funds to support program goal attainment.

Head Start Quality Improvements — Advanced additional supports for teachers, parents and children around mental health services and behavior management, along with wellness plans for families and staff.

Community Leaders — Served as a community leader for the Northwest Region in Missouri including Andrew, Atchison, Bates, Buchanan, Cass, Clay, Clinton, DeKalb, Gentry, Holt, Jackson, Nodaway, Platte, Vernon and Worth counties in Missouri. Partnered with Promise 1000 and the Youth Alliance of St. Joseph to coordinate the community leader efforts. Duties included fostering relationships among all early childhood partners in the region and supporting early care and education and outreach activities.

Workforce — Refined and replicated MARC Head Start's workforce skill-up program for parents and caregivers with young children. In partnership with the University of Central Missouri, implemented a four-credential stackable program to advance nine classroom teachers toward their bachelor's degree; included an associate degree option. Provided retention pay to Early Start and Head Start staff at direct-service providers in an effort to retain child care professionals.

Collaborative Leadership — Launched efforts to advance a concrete, shared regional vision and strategies to frame and prioritize strategies that are clear and actionable.

Health Technology — Supported the creation and implementation of the Come on Now app, which notifies families of upcoming well-child dates and assists in scheduling and keeping appointments.

Food Equality Initiative — Continued a partnership with the Food Equality Initiative to provide food support for children with food allergies, including encouraging and educating families on a new electronic food ordering and delivery service.

Quality Improvement — Supported the quality of early learning care and education available for families with young children through:

- Coordinated measures for continued quality improvement using the Classroom Assessment Scoring System (CLASS) a classroom quality assessment. Completed over 270 CLASS assessments to inform coaching and quality improvements for participating classrooms .
- Completed ELPP quality assessments on 29 participating early learning programs using CLASS assessments and a self report form assessing structural quality. Provided \$13,000 in quality improvement students to child care programs participating in the ELPP.

Communications — Shared MARC Head Start and early learning news and information through marchheadstart.org and its blog. Developed and launched a media campaign to recruit for Head Start programs. Shared content on MARC social media channels to reach specific audiences.

Parenting Curriculum — Supported Head Start centers as they identified and implemented research-based curricula to help parents improve parenting and life skills.

Parent Engagement — Engaged with Head Start parents through:

- The MARC Head Start Connections program, which supported 12 parents in skill development to advance their careers. Also leveraged Startland News' marketing education program in partnership with MARC's workforce efforts.
- The Impact Missouri partnership, which provided 150 parents with resources, connections to advocates and individual supports, including housing, transportation and employment.

Community Initiatives — Received funds from the regional Parade of Hearts effort to support quality environments in early learning.

Key Areas of Focus for 2024

Child Care Preschool, Infant Toddler and Homebased Collaborative Networks — Continue to partner with The Family Conservancy, the Local Investment Commission, Youth Alliance of St. Joseph and the University of Missouri to administer and coordinate the Preschool, Infant Toddler and Home Based Collaborative Networks for the Northwest Region.

Community Cafés — Continue Community Cafés for families in the community.

School Readiness — Continue use of and support school readiness and classroom quality assessments and reporting for programs participating in the Kansas City and St. Louise Prek Cooperatives using the PKOF, DRDP and CLASS assessments instruments.

Mobile Medical Unit/Telehealth — Work to secure sustainable support to provide services for families and kids. Explore new clinic locations with partners.

Head Start Quality Improvements — Secure funding for a mental health coordinator to serve tier 1 and 2 programs.

Community Leaders — Continue to work with community stakeholders to improve the early learning system in the region.

Joyful, Engaged Learning Through Projects — Advance play-based, project-based approach to joyful, engaged learning and inform others who are invested in children's early education. Offer three-day Young Investigators training to educators and coaches at least twice per year and provide follow-up coaching. Offer annual Project Approach KC Exhibit in May. Create a Project Approach KC Page on the MARC Head Start website and begin to share exemplary projects from around the MARC Head Start network. Contribute to NAEYC Project Approach Interest Forum.

Collaborative Leadership — Collaborate with a diverse group of stakeholders to identify community assets and gaps in the regional early learning system and create shared goals and a shared work plan with regular progress monitoring.

Health Technology — Sustain the Come on Now application and support its use; expand use of the app to other Head Start sites.

Quality Improvement — Continue to conduct quality assessments using the CLASS, ELPP and FCCP to gather information on current classroom and program quality measures, and support coaching/technical assistance and efforts to improve the overall quality of participating programs in the region. Implement the FCCP on up to five family home providers participating in the Wyandotte County's Start Young program.

Parent Engagement — Plan and implement parent activities that are designed by families for families. Continue the Impact Missouri partnership.

Community Initiatives — Develop a plan to distribute funds from the Parade of Hearts effort.

Ongoing Programs and Initiatives

Program Profiles — Implement a program profile similar to the Early Learning Program Profile for family child care providers, with assessments, baseline indicators, quality improvement goals, technical assistance and professional development opportunities. Continue implementation of the Family Child Care program profile.

Workforce — Develop and promote entry points to grow and sustain the early education workforce in the region.

Communications — Effectively share information and resources about MARC Head Start and early learning with various audiences in the region.

Parent Curriculum – Support center-based curricula to empower Head Start parents to improve parenting and life skills.

Lead Policy Committees

Partners in Quality — Co-Chairs Deidre Anderson, United Inner City Services, and Paula Neth, The Family Conservancy

Mid-America Head Start Advisory Board — MARC Board of Directors

Mid-America Head Start Advisory Committee — Chair Susan Knittle

Mid-America Head Start Policy Council — Chair Kalina Smalls

Staff Contacts

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EXEMPLARY CORE CAPACITIES



MARC's Role:

Develop and maintain the agency's capacity to support internal and external partners through shared services, effective use of data, technology, financial services and innovative approaches to regional problem solving. Provide core functions necessary to ensure effective operation of all programs, including financial management, human resources, information technology, data management and communications.

2023 Budget in Brief

Revenues and expenses for MARC's core capacities are not reported in a separate budget; instead, costs for core services provided to internal staff and external partners are captured as direct expenses paid by specific programs summarized on the previous pages or through the agency's indirect cost allocation.

Key Accomplishments for 2023

Financial Reporting — Received the Government Finance Officers Association (GFOA) Certificate for Distinguished Budget Presentation for the 2023 Budget and Work Plan and 2022 Annual Comprehensive Financial Report.

Process Improvements — Implemented an electronic payment system for vendors and staff. Offered a centralized invoice entry option.

System Updates — Explored and selected technology platforms to rebuild MARC's intranet. Conducted testing related to the Windows 11 upgrade. Upgraded to cloud version of Prophix financial software. Installed a new server to expand internal capacity for virtual servers and upgraded system software. Moved to an enterprise version of ArcGIS. Added Active Directory monitoring software to enhance cybersecurity. Restructured internal electronic folders and corresponding access rights. Provided cold cloud storage option to staff. Moved to Intune for end-point device management.

Cybersecurity — Executed policy changes to comply with Center for Internet Security and National Institute for Standards and Technology security standards. Created surveys for vendor cybersecurity assessment.

Digital Communications — Improved content delivery on marc.org, with a focus on effectively sharing data and maps. Launched RecycleSpot, KC Food Wise and WAY TO GO websites. Audited and updated intranet content and transitioned site to new platform. Fine-tuned GrowthZone communications features by enhancing the quality of data, building and offering trainings for staff, and developing policies.

Diversity, Equity and Inclusion — Conducted online all-staff training. Encouraged a DEI focus within MARC staff teams. Implemented a "buddy" program as part of new employee onboarding. Offered DEI moments each month and opportunities for conversations and activities. Through the community partnerships workgroup, focused on DEI trainings, equitable representation on committees and inclusive engagement practices.

Facility Management — Finalized remodel and expansion of MARC offices. Upgraded audio visual equipment in conference rooms.

Public Officials Directory — Connected the GrowthZone database to Public Officials Directory data. Explored a digital version of the directory. Shared print copies with partners.

Human Resources — Completed job description and compensation plan updates. Implemented a comprehensive onboarding program. Implemented a candidate assessment tool and supported diverse interview teams. Updated leave programs to provide competitive, flexible leave use and paid parental leave.

Technical Capacity — Strengthened MARC's ability to support internal and external efforts through technology and tools by:

- Continuing progress toward increasing strategic decision-making, as well as standardizing project management and internal processes.
- Pursuing data collaborations and resources.
- Educating and empowering staff to use existing and new tools.
- Exploring a comprehensive document management platform for the organization.
- Developing and distributing a data visualization guide to promote standardization and educate staff on best practices.
- Selecting a technology consultant to assess organizational administrative platforms and develop a 3- to 5-year plan for acquisition.
- Implementing the Data Forward Plan.

Internal Climate Action Plan — Expanded facility composting and recycling options for staff and guests, including installing new containers and signage. Initiated a composting program for MARC employees. Implemented a green meeting initiative to reduce waste at internal and off-site MARC meetings. Emailed green tips to staff twice a month. Held quarterly lunch 'n learns for staff on a variety of environmental topics, along with trainings to use hybrid fleet cars. Identified options to incentive green travel. Held two staff-led litter cleanup events at the Rosedale Arch in Kansas City, KS. Investigated solar panel options for parking garage.

Records Management — Completed a pilot record scanning project and initiated a records retention schedule.

Priority Focus Areas for 2024

Financial Reporting — Create a template and begin providing financial reporting to the MARC Budget and Personnel Committee.

Process Improvements — Evaluate accounting and human resources processes as part of the technical assessment. Implement doable process changes prior to new platform implementation.

System Updates — Upgrade computer equipment to Windows 11 and all servers to newer versions. Improve accounting processes.

Digital Communications — Roll out, promote and expand content on Compass, MARC's new intranet. Increase internal use of the GrowthZone database through trainings. Initiate a redesign of the AirQKC.org website. Assess use and effectiveness of social media platforms and accounts.

Internal Climate Action Plan — Implement a green catering policy for all internal meetings. Complete a greenhouse gas emissions inventory.

DEI — Improve Minority Business Enterprise processes and collect data. Offer an all-staff, in-person training. Continue work on community partnerships. Implement a mentorship and professional development program from an equity lens.

Public Officials Directory — Update data. Distribute a print version. Continue exploration of a digital directory.

Human Resources – Implement a Human Resources Information System to facilitate modernization of MARC’s recruiting and onboarding processes, policies, organizational structure, employee development, benefit management and compensation. Enhance professional development and ongoing staff training opportunities, including financial, leadership and equity training.

Technical Capacity – Launch an inventory of internal tools and applications; develop a strategy to manage and update.

Records Management – Finalize a records management policy. Identify records past their retention policy and authorized destruction date. Develop file management guidance for staff.

Ongoing Programs and Initiatives

Cybersecurity — Manage cybersecurity risks. Provide cybersecurity training for staff.

Digital Communications — Maintain and update marc.org and satellite sites.

Facility Management — Maintain MARC’s conference center, training facilities and workspaces.

Human Resources – Update and report on the affirmative action policy.

Technical Capacity — Build internal capacity to collect, analyze and manage increasingly complex and detailed data from a variety of published and non-published sources. Create tools to distribute and visualize data. Improve existing tools. Build regional partnerships to share data with and among community organizations. Develop data-sharing agreements that lead to improved outcomes.

Research and Analysis — Provide data, maps, statistical analyses and data dashboards and visualizations as needed to support MARC programs and initiatives.

Grant Management — Administer more than 100 unique funding streams, documenting expenses and reporting to funding agencies as required.

Internal Climate Action Plan – Provide information and engagement opportunities to staff, including regular email tips, trainings, lunch ‘n learns and litter cleanup opportunities.

Data Management — Expand regional capacity to collect and store high-quality data; serve as a hub for data access and look for economies of scale. Help local governments and other partners make better use of data to solve problems.

Public Outreach and Engagement — Support public outreach campaigns for MARC programs and initiatives of regional importance. Ensure ample opportunity for resident input in regional decision making.

Strategic Communications — Identify effective delivery methods to share key messages with relevant audiences through digital communications, media and community outreach. Inform and engage MARC staff on relevant issues.

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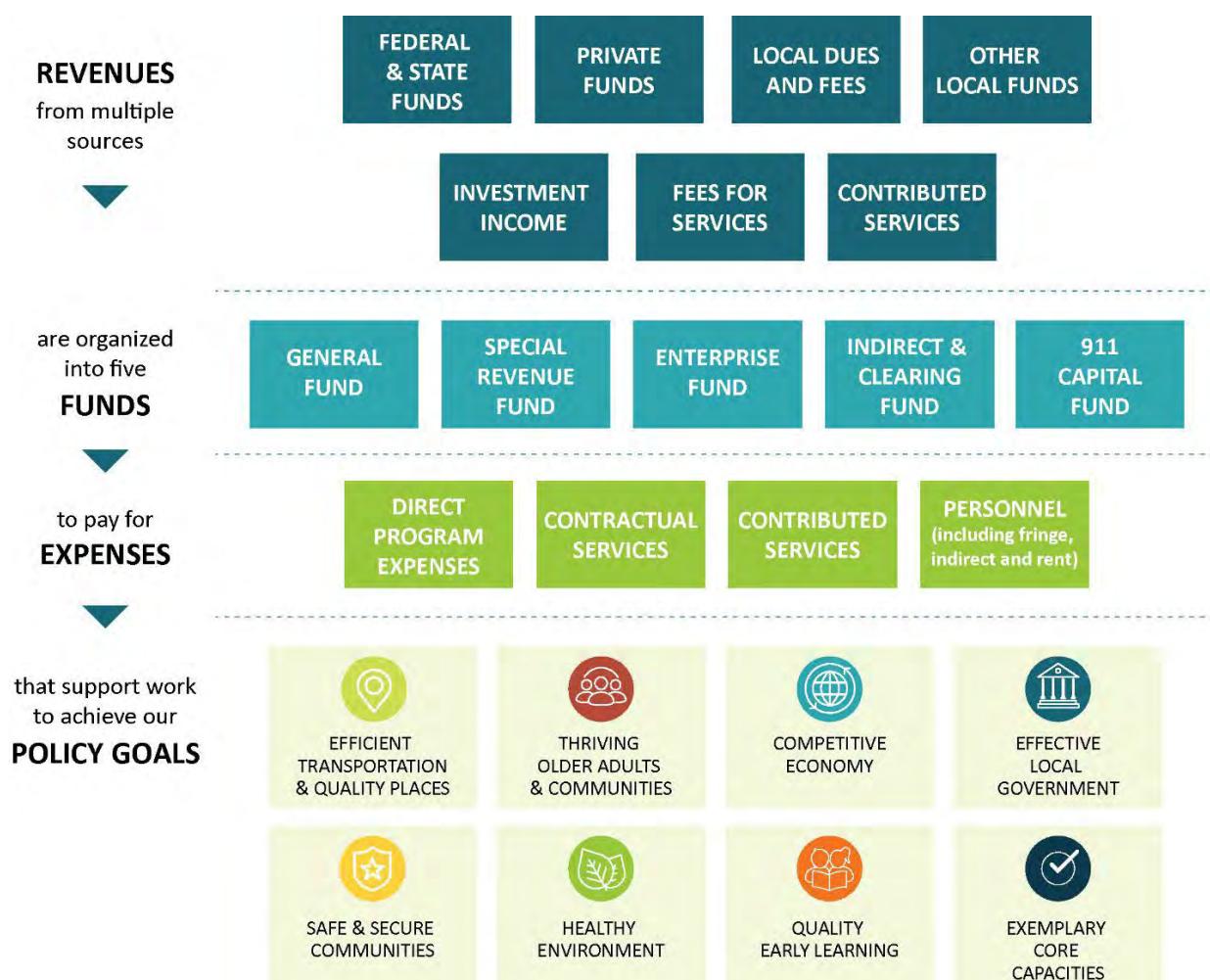


Budget Highlights

- Budget Structure
- Revenue Highlights
- Expenditure Highlights
- Indirect Costs
- Long-Term Contingency

BUDGET STRUCTURE

MARC's budget is complex and includes several types of revenue sources and expenditures, that while tracked within funds, are also tracked by individual grants, and projects within grants. Most revenues come from federal, state and private grants. Local government dues and fees make up a smaller, but significant, part of the budget. Contributed services are also tracked — the value of cash, personnel time, goods and services that are used as in-kind match for grant funds — as both a revenue and an expense. Per federal guidelines, MARC uses an indirect cost allocation method to charge indirect and fringe benefit costs to grants and programs as hours are worked. Money is also set aside in a long-term contingency fund each year. The following pages provide a high-level overview of these critical budget elements, along with notable changes in 2023 and for 2024.



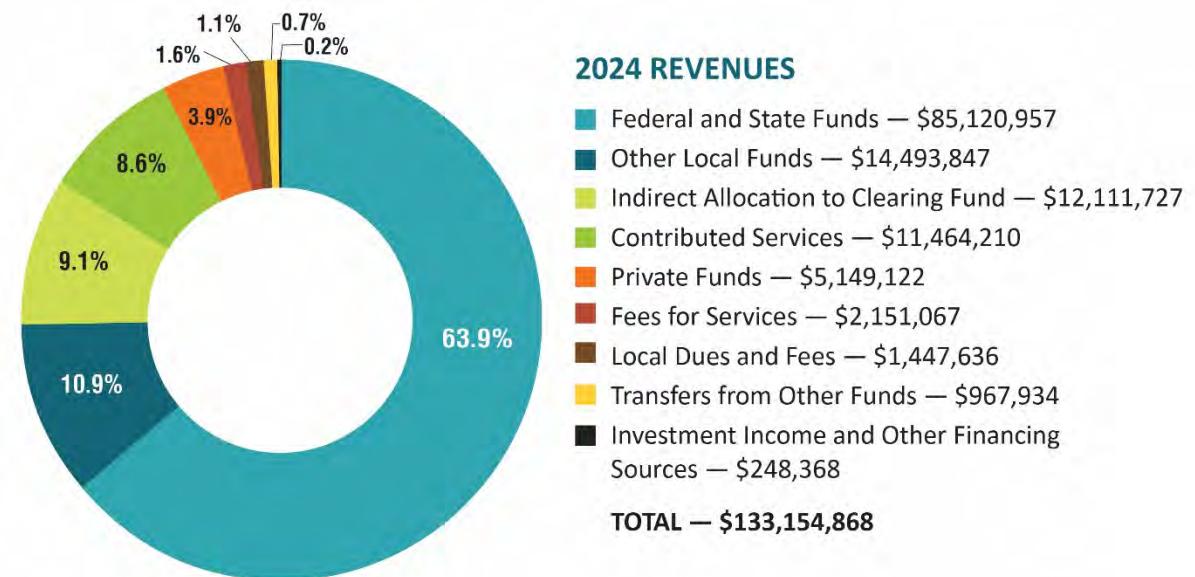
REVENUE HIGHLIGHTS

MARC receives funds through federal, state and philanthropic grants, local government dues and voluntary contributions, program income, fees for services, and investment income. Almost all of MARC's revenues are categorical in nature and must be spent for the purposes for which they were given.

Like other councils of government, MARC has been formally designated to have an official role in certain federal and state programs, but MARC has a much broader agenda than many of its counterparts. MARC serves as the official Metropolitan Planning Organization for the Kansas City region, which encompasses specific roles and tasks related to transportation planning and air quality. Other official roles include serving as the Area Agency on Aging for five counties, the Head Start/Early Head Start grantee for three counties, the administrator for Solid Waste Management District for five counties and the Local Emergency Planning Committee for nine counties. Through an interlocal agreement, MARC administers the regional 911 system for 11 counties. MARC also administers federal and state homeland security grants awarded to the Kansas City region. MARC is the designated Economic Development District for the region's nine counties.

In recent years, MARC has received substantial financial support from the region's strong network of philanthropic foundations to fund (or supplement federal funding for) a wide range of initiatives to meet community needs, including programs that address an aging population, public health and nutrition, housing, homelessness, public workforce and more. Philanthropic funds are also used to test innovative new models and support new approaches to collaborative regional and community problem solving; and many times they are a valuable match for federal funds.

The 2024 Budget includes several large one-time federal grants, increases to current grants and the reinstatement of full contributed services requirements which increased revenue by \$ 22,307,457 from the 2023 Budget.



Note: The Indirect Allocation to the Clearing Fund, shown as a revenue above, offsets indirect expenses included in Personnel in the expense chart on page 65.

■ Notable Changes in 2023 and 2024

As indicated by the Work Plans outlined in the Policy Goal areas, our overarching goals remain the same. Some programs, such as Older Americans Act and Transportation planning support ongoing work and have had consistent funding streams over many years. However, many of MARC's programs and projects are shorter term by nature. These types of grants support studies and projects that develop recommendations to address current and future concerns. Some include immediate and short-term projects that tackle urgent issues, such as the COVID-19 pandemic; and some are stand-alone projects that fit as part of a longer-range plan. The Revised 2023 Budget and the 2024 Budget reflect the following new and ending programs.

New Grants and Programs in 2023 and 2024

Efficient Transportation and Quality Places

Federal Highway Administration - Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Regional Overlay Project, \$9,393,333

This funding is intended to address coronavirus disease 2019 (COVID-19) impacts related to transportation programs. A portion of the funding appropriated by the CRRSAA was suballocated to urbanized areas with a population over 200,000 in the same manner as the Surface Transportation Block Grant program funds. The Missouri STP Priorities committee identified preventive maintenance activities on local roadways to address deferred maintenance needs for area cities and counties for the remaining funds. Those projects will be completed in 2024.

U.S. Department of Transportation - Bistate Sustainable Reinvestment Corridor Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant, \$5,600,000

This planning initiative will identify opportunities, approaches and funding to demonstrate how sustainable communities might be developed in and around one or more high-capacity, zero-emission transit corridors within the study area. This program will support the region's Climate Action Plan, Metropolitan Transportation Plan and the regional transit vision of improved access to housing, health care, employment and education, and may be replicated in other corridors nationally and in the Kansas City region. Very preliminary work began on this project in 2023, and a full program of work will begin to be implemented in 2024. This award has a local government match of \$1,400,000.

Regional Advanced Transportation System Management Software, \$1,203,000

A capital outlay of STBG, CMAQ and local funds are projected in 2024-2025 to update the advanced traffic management system software used to manage and monitor traffic signal operations for the OGL program.

U.S. Department of Transportation - Strengthening Mobility and Revolutionizing Transportation (SMART) Grant, \$734,653

An Operation Green Light award will evaluate data for traffic signal retiming to improve the flow of traffic in the Greater Kansas City region. This work will deploy and evaluate arterial signal performance measures products and select a preferred product that meets regional needs.

Traffic Signal Advancements in Missouri, \$728,000

A capital outlay of CMAQ and local funds are projected in 2024 to install advanced traffic signal controllers and closed-circuit cameras in key regional locations. This work will modernize the intersections to allow for more efficient operation for all users including pedestrians and transit.

Kansas Department of Transportation Crowd-Source Probe Vehicle Arterial Performance Measure System (Innovative Technology Program), \$172,500

An Operation Green Light award that will deploy arterial performance systems that will identify performance issues that will lead to improved signal operations in the Kansas Metro area.

Carbon Reduction Program, \$157,904

This project will provide for enhancement of eight traffic signals on Johnson Drive in Mission Kansas lead by the Operation Green Light program. The enhancements will build network communications and upgrade traffic signal controllers to allow for real-time operations and signal coordination that will increase operations efficiency and reduce emissions.

Missouri Department of Transportation Innovative Technology Program, \$100,000

An Operation Green Light award that will deploy arterial performance systems that will identify performance issues that will lead to improved signal operations in the Missouri Metro area.

Healthy Environment

U.S. Department of Energy – Energy Conservation for Non-Profit Organizations Serving Disadvantaged Communities, \$4,734,755

MARC was awarded this funding to support area non-profit organizations that own their own buildings to make energy conservation improvements in an effort to reduce their operating expenses and enable more of their resources to be used to support disadvantaged communities. This award requires a \$1,465,000 match from participating non-profit organizations and area foundations.

Climate Pollution Reduction Program, 2023 – 2026, \$1,000,000

Through meaningful engagement with low income and disadvantaged communities, funding under the Inflation Reduction Act will develop or update existing regional climate mitigation plans to address greenhouse gas emissions and reduction measures through the metropolitan area.

Evergy Pilot Heat Island Reduction Program, \$100,000

This funding will provide resources to develop an Urban Heat Island (UHI) Reduction Program for the Missouri Public Services Commission. This project includes Evergy's MEEIA Cycle 4 filing. Moving forward the UHI program will be refined for implementation.

EPA MDNR Water Quality Management Planning FY 2023-25 - 604b, \$50,000

The Missouri Department of Natural Resources is providing funds to supplement local government fees paying for the update to the APWA 5600 Stormwater Standards criteria for the Kansas City region. Project deliverables will include a new Stormwater Standards criteria manual for use by local governments, private development firms, and contractors to meet stormwater permit requirements.

Effective Local Government

Public Sector Workforce Development – Marion and Henry Bloch Family Foundation, \$750,000

To advance key elements of the regional public service workforce development program to strengthen the region's public institutions that are bolstered by a highly trained and effective workforce and to create more opportunities for economic prosperity for disadvantaged workers.

Safe and Secure Communities

Missouri Office of Homeland Security, Urban Area Strategic Initiative (UASI), \$1,563,066

The UASI grant will assist high-threat, high-density urban area efforts to build, sustain, and deliver the capabilities necessary to prevent, prepare for, protect against, and respond to acts of terrorism. This investment includes several projects designed to enhance protection and response by conducting outreach, training and special events.

U.S. Department of Justice, Connect and Protect: Law Enforcement Behavioral Health Response Program, \$550,000

This is an extension of the DOJ Eastern Jackson County Co-Responder program to sustain initiatives for the mental health co-responder partnership, expand the program to additional police departments and to improve program data collection and analysis.

Thriving Older Adults and Communities

Missouri Department of Health and Senior Services American Rescue Program Act (ARPA), \$4,026,563

This funding is in addition to the regular allocation of state and federal funds to provide services under the Older American Act. These funds must be expended by September 2024.

Missouri Department of Health and Senior Services, Meal Production Capacity and Infrastructure Expansion, \$2,900,731

Aging and Adult Services has received funding to purchase a building that will enable MARC to expand production, distribution, storage, and fulfillment of home delivered meals to clients' homes. Staff members are currently in the preliminary planning stages and reviewing potential sites where metro area operations could be located. This funding also includes upgrades to refrigeration and meal component cooling needed at six partner centers strategically located in MARC's planning and service area.

Missouri Department of Health and Senior Services, Senior Services Growth and Development Fund (SSGDP), \$2,571,960

The Senior Services Growth and Development Program (SSGDP) was established in 2019 to provide funding for enhanced services through Missouri's Area Agencies on Aging (AAA). Funds have now been appropriated and are contracted through the Missouri Department of Health and Senior Services (DHSS). Fifty percent of these funds are designated for the development and expansion of the senior multipurpose center programs and facilities. The other fifty percent shall be used for any activities and programs that enhance services for older adults in MARC's planning and service area. These funds must be expended by June 2024.

KC Regional Community Health Worker Collaborative, \$690,000

Kansas Department of Health and Environment and Health Forward Foundation made new grant awards for the KC Regional Community Health Worker Collaborative through fall 2024. The funds will be used to support professional development training and career development, advocacy to grow the profession and number of those employed, and sustainability by encouraging the use of new Medicare and Medicaid insurance billing codes for reimbursement of CHW services as a part of a health care team.

Quality Early Learning

Administration for Children and Families, Head Start and Early Head Start \$32,172,048

MARC reapplied for a five year cycle of Head Start and Early Head Start funding. During this process, the Early Head Start Expansion grant was consolidated with the overall Head Start grant. This consolidation will provide efficiencies in contract oversight and fiscal administration. The annual amount of this grant is \$32,172,048 and provides for direct childcare services through 17 partners in Clay, Jackson and Platte counties, serving over 2300 children and families. MARC Head Start staff provide monitoring, training and technical assistance and program support.

Missouri Department of Elementary and Secondary Education, Office of Childhood, Home Based, Infant Toddler and Preschool Collaborative Networks, \$2,961,656

The Childcare Collaborative Network will provide onsite coaching support, intensive cohort trainings, and best practice trainings to support home based/family child care providers, infant/toddler teachers and preschool teachers throughout Missouri's Northwest region.

Core Capacities

Software Assessment and Acquisition Plan, \$80,000

MARC will engage a consultant to evaluate increased efficiencies and automation of a variety of administrative and organization tasks, such as human resources, finance, contract management, records management, project management and agenda management. This project will develop a strategic approach for acquisition of new software platforms to ensure compatibility across new and existing systems.

Ending Grants and Projects

Healthy Environment

Food Waste Grant, \$175,000

The Environmental Protection Agency provided funds to support the development of a food waste reduction plan for metro Kansas City, along with an accompanying website and resource materials. Subsequent implementation efforts are central to regional solid waste, climate resilience and food security initiatives. This grant ends in 2024.

Conservation Finance/Wetland Program Development, \$170,000

The Environmental Protection Agency provided funds to support the development of a conservation finance feasibility study. The study evaluated new financial tools to expand the scope and impact of regional green infrastructure initiatives, and supported project development.

Competitive Economy

EDA CARES Workforce Development, \$1,230,031

MARC worked with a number of community partners, including the University of Missouri-Kansas City, to secure a competitive EDA CARES grant focused on addressing workforce development and small business support with a focus on Wyandotte County. The grant was awarded in early 2021 and concluded August 2023.

Digital Connectivity Regional Investment Strategy, \$420,000

With funding provided by the Greater Kansas City Community Foundation and Civic Council of Greater Kansas City, MARC worked with KC Rising and the Federal Reserve Bank of Kansas City to identify broadband infrastructure needs and a plan to address digital equity for households by assisting with enrollment in the federal Affordable Connectivity Program (ACP), obtaining computer devices and participating in digital training. The planning work has been shared with the states of MO and KS and community organizations to inform statewide plans and use of federal broadband and digital equity funding.

Thriving Older Adults and Communities

Homeless Management Information System (HMIS)

MARC has supported the Johnson County, Kansas, Continuum of Care with the Homelessness Management Information System Lead Agency since 2017. During 2023, MARC assisted the Continuum to transition to a new Statewide Coalition and their HMIS system database. The transition

work was completed by October 2023, and MARC concluded its support for this work. The HMIS work was supported through a HUD CoC and Johnson County ARPA grant in 2023.

Quality Learning

Educare Expansion, \$150,000

Resources from Kauffman Foundation extended the Missouri Educare program until state funds were available to provide resources, training opportunities and technical assistance to child care providers. The Educare program has sunset.

Core Capacities

MARC Office Remodel, \$1,115,000

MARC successfully completed a remodel of current office space including additional offices, enhanced conference room technology and a new staff lounge.

Potential Projects Not Included in the Budget

Environmental Protection Agency and Kansas Department of Health and Environment Watershed Restoration and Protection Strategy (WRAPS)

The Kansas Department of Health and Environment is providing funds through the Watershed Restoration and Protection Strategy program to support the update to the APWA 5600 Stormwater Standards criteria for the Kansas City region. Project deliverables will include a new Stormwater Standards criteria manual for use by local governments, private development firms, and contractors to meet stormwater permit requirements.

Missouri State Emergency Management Agency

Resources will support the Missouri Local Emergency Planning District with their hazardous materials preparedness activities.

■ Revenue Outlook

MARC received a number of multi-year public and private grants in 2022 and 2023 to support the region's recovery from the pandemic. Some of the grants will continue into 2024, and new opportunities through federal legislation like the Infrastructure Investment and Jobs Act to seek climate action, emissions reduction, energy conservation and renewables, and transportation and other infrastructure innovation. Public and private resources could provide new opportunities to address continued needs in policy goal areas of affordable housing, workforce and economic development, food insecurity and childcare access.

MARC continues to monitor the impacts of the complex state of national and global affairs and a volatile economy. Even with continued inflation, potential government shutdowns and downgrading of federal credit ratings, grant opportunities continue to be available to address critical community issues such as early learning, climate change and mental illness. MARC is uniquely positioned to provide data and technical assistance to ensure that government and philanthropic resources are maximized in our region. Following are observations related to policy goal area funding trends and opportunities.

Efficient Transportation and Quality Places

Support for transportation and infrastructure planning is primarily funded through federal and state sources. Over half of the funding from the IIJA/BIL is being allocated through the U.S. Department of Transportation which has increased funding for transportation planning and projects over the next five

years. CRSSA funding awarded in 2022 will be fully expended by the end of 2024. A trend of climate and equity focused transportation grant opportunities.

The revenue outlook for both Missouri and Kansas transportation dollars is stable and will continue to provide opportunity for impactful planning and projects for the region. MARC and its regional partners continue to monitor recent inflationary trends which may affect buying power for these revenues.

Healthy Environment

The IIJA includes funding for a variety of transportation-related climate resiliency initiatives including a new Carbon Reduction Program, new Promoting Resilient Operations for Transformative, Efficient and Cost-Saving Transportation program and increased Congestion Mitigation Air Quality program. Climate resiliency continues to gain support from philanthropic, utility and private sector funders and smaller programming support and partnerships may be available through those sources. Federal funding to support energy conservation and renewables and climate action will offer opportunities for funding in 2024 through several federal agencies. MARC's recent \$1 million EPA grant for Carbon Emissions Reduction may provide a foundation for a larger implementation grant. The DOE announcement of MARC's award for the Renew America's Nonprofits Energy Conservation program demonstrates the potential to help community partners achieve important energy conservation objectives.

Competitive Economy

MARC is expected to continue to receive the annual EDA planning grant of \$70,000 for its role as the Economic Development District for the Kansas City region. As a partner in the Biosciences Tech Hub grant award, MARC will have a strategic role in helping with data and analysis to grow this important industry sector. MARC will continue to work with community partners to pursue public and private funds to support the region's economic development.

Effective Local Government

The Government Training Institute is engaging in a strategic planning process which may result in different service models and revenue sources. These fee for service models are a way to diversify our funding base to enhance fiscal sustainability. MARC is leveraging support from philanthropy to identify shared services opportunities through the Regional Housing Partnership and has also been awarded private funding to improve public sector talent development and recruitment.

Safe and Secure Communities

The 911 system is supported by local governments and the revenues they collect through landline and cell phone fees and sales taxes. At this time, most of the counties have dedicated revenues while some rely on general funds to cover their costs. In November 2023, Clay County voters approved shifting their phone fee from landlines to cell phones which will provide increased stability to their revenue stream.

MARC administers numerous grants that support regional emergency response and recovery efforts for hazardous materials, emergency management, and homeland security coordination and planning. Local emergency services dues are a small but vital funding source to ensure local match for state/federal grants and flexible funding for new initiatives. MARC has been awarded two sequential grants to support mental health services and has worked with partners in Jackson County to implement a shared service model. This group will continue to pursue funding opportunities to maximize this work.

Thriving Older Adults and Communities

Stable Older Americans Act (OAA) funding through the State of Missouri supports a variety of social health services and integrated care programming. Federal funding for all Titles of the OAA is likely to experience stability in the near term, albeit increases have not kept pace with growth

in the older adult demographic. New service models that integrate community services with health care are in place and new partnerships are expected in the future and continue to experience strong demand. Those models are optimizing an infrastructure of health-related social needs support services throughout the community and region.

American Rescue Plan Act funds have been instrumental in investing in updated and expanded services for older adults and community senior centers. These are investments that will have impact for years to come. The Senior Growth and Development Program was created in 2019 to enhance services for older adults through Missouri's Area Agencies on Aging. Funding for this program is now being appropriated.

The Double Up Heartland Collaborative is beginning its final year of implementing the Double Up Food Bucks program supported by two USDA Gus Schumacher Nutrition Incentive Program grants. Regional foundations have provided the required match for one of these grants. MARC and partners will be seeking additional grant funding to continue the program after 2024.

Quality Early Learning

Funding for Head Start has continued to be strong, and it will continue as MARC was awarded another 5-year grant cycle. Funding from the state of Missouri for Early Head Start remained steady and continues to be granted based upon strong program performance. MARC has been successful in obtaining Federal and State support through competitive grant processes, with focus on improving the quality of care. Funding for building workforce continues to be a challenge. As the economic impact of decreased early learning and child care organizations becomes apparent, funding models that draw in business and governments will continue to be explored.

■ Contributed Services

Many public and private grants require matching funding from other sources. In some cases, in-kind contributions, such as personnel time or other resources devoted to a project, count as match. The budget includes these amounts under Contributed Services, which are reflected as revenue and expenditures in accordance with standard accounting practices and the guidance of the individual grants. The amounts recorded are the estimated fair value of goods or services as of the date of receipt.

Contributed services also include non-cash amounts contributed to MARC programs — primarily Aging and Adult Services, Early Learning and Transportation and Environment — by partner agencies. During the COVID-19 pandemic, some federal agencies allowed waivers for in-kind. This reduced contributed services significantly over the last three years. The 2024 Budget is returning to pre-Covid 19 amounts for contributed services. The 2023 approved budget contained \$3,803,012 of contributed services and the Revised 2023 Budget includes \$6,896,084. The 2024 Budget includes \$11,464,210 of contributed services.

2024 BUDGETED CONTRIBUTED SERVICES BY POLICY GOAL	Total Revenue	Contributed Services	Percent of Total
Efficient Transportation and Quality Places	\$24,034,076	\$931,362	3.9%
Healthy Environment	6,185,419	331,189	5.4%
Competitive Economy	146,265	70,000	47.9%
Effective Local Governments	3,596,543	299,768	8.3%
Safe and Secure Communities	16,001,552	59,842	0.4%
Thriving Older Adults and Communities	24,537,858	1,702,227	6.9%
Quality Early Learning	45,745,390	8,069,822	17.6%

■ Local Dues and Fees

Local governments support MARC's work in several ways, most notably through collaborative committees and boards that support regional planning and decision-making. Cities and counties also contribute financially through dues, fees and voluntary contributions. Per capita membership dues are paid by MARC's incorporating members (nine counties and six largest cities) and voluntary per capita contributions are requested from all other cities in the region. These funds make up a small percent of MARC's annual revenue (\$1,447,636 or 1.1% in 2024), but they have a significant impact on programs of importance to the region. For example, local government dues are the primary source of cash match required to leverage certain public and private grants. Other membership fees included in this category are used to support specific programs and initiatives.

LOCAL DUES AND FEES	Actual	Budgeted	Revised	Budgeted
	2022	2023	2023	2024
Local Government Member Dues	\$431,001	\$439,629	\$439,629	\$448,430
Local Government Voluntary Dues	80,309	81,715	81,427	83,055
State Aid to Regional Planning Councils (MO)	59,752	10,670	10,670	10,670
Aging Local Match	79,830	81,427	81,715	83,107
Emergency Services Contribution	399,825	448,335	439,820	454,455
Transportation Project Fees (biannual)	15,000	1,378,839	1,345,306	-
Government Innovation Forum Contribution	170,137	192,968	189,337	193,115
Government Training Institute Membership Fee	83,242	92,632	84,000	174,804
TOTAL	\$1,319,096	\$2,726,215	\$2,671,904	\$1,447,636

Note: 2024 Local Government dues reflect a 2% increase which was approved by the Board of Directors in January 2023.

Other Local Funds

The total of Other Local Funds is \$14,493,847 in 2024. This category includes funds other than dues or fees for service that MARC receives from cities, counties and other agencies in the region. This category includes contributions to the Regional 911 System paid by counties and selected Aging and Adult Services programs for the metro area. It also includes city contributions to the household hazardous waste program, the water quality education program and Operation Green Light. All the funds in this category are designated for specific programs.

Investment Income

Funds not required for immediate use are invested according to MARC's investment policy, typically in U.S. government securities and collateralized bank notes. Investment income is allocated, as required, to a childcare scholarship fund held in trust by MARC and to the Solid Waste Management District, with the remaining amount allocated to the General Fund as unrestricted funds. Per policy, half of the ending unrestricted fund balance is transferred into the Long-Term Contingency Fund each year.

In 2023, an average of \$4.32 million was invested at any given time. Earnings from investments are projected to be \$125,000 in 2023 and \$90,000 in 2024. Two investments were called and reinvested in 2023. In 2024, one investment is scheduled to mature.

EXPENDITURE HIGHLIGHTS

Expenditure categories vary by program, but generally include personnel costs (including salaries, fringe benefits, indirect and rent), direct program expenses, contractual services and contributed services. Overall expenditures (cash and non-cash) for 2024 are projected to increase to \$133,015,121 from \$109,496,930 in the 2023 approved budget. The \$23.5 million increase is attributable to carry over work supporting several large federal recovery grants, as well as a number of new and expanded programs supported by philanthropic grants. Other expenditure changes for 2024 include the full reinstatement of contributed services for large grants, and an increase in personnel costs, which is directly related to an increase in the number of positions to manage the expansion of current programs, salary increases and anticipated increases in health insurance benefit costs.



2024 EXPENDITURES

- Contractual Services — \$46,581,806
- Direct Program Expenses — \$41,678,347
- Personnel* — \$32,322,824
- Contributed Services — \$11,464,210
- Transfer to Other Funds — \$967,934

TOTAL — \$133,015,121

*Personnel includes salaries, indirect, fringe and rent. The Indirect Allocation to the Clearing Fund, shown as a revenue above, offsets indirect expenses included in Personnel. Note: Overall annual revenues and expenses often differ due to fluctuations in fund balances.

Staffing

With the fluidity of grant work, sometimes additional program staff is quickly needed to support a new grant or address an urgent need. Consequently, there are times positions are created and added during a budget year. Similarly, sometimes positions are included in the budget, but the work does not ramp up as quickly as anticipated, so they are not filled. Sometimes positions are hired related to a specific grant or program and the position is not funded beyond that time. As vacancies occur, positions are reevaluated and may be modified to better meet program needs. The 2023 budget included 165 full-time and 14 part-time employees. The 2024 Budget funds 178 full-time and 13 part-time positions. All positions included in the budget are fully funded with known grants or program revenue. Due to the uncertain nature of grant funding, MARC is very conservative about creating new full-time positions and makes it a priority to reallocate current staff to meet changing needs, and to hire people with skills and talents that will maximize the impact of our work.



*Beginning with 2016, staff positions were counted based on total approved positions at the beginning of the year.

New Positions and Staffing Changes	2022		2023		2024	
	Full Time Employees	Part Time and Interns	Full Time Employees	Part Time and Interns	Full Time Employees	Part Time and Interns
Executive Director's Office	2	-	2	-	2	1
Finance and Administration	31	3	32	3	32	3
Aging/Adult Services	22	-	24	2	28	2
Community Development	3	2	2	3	-	-
Local Government Services	29	2	30	2	35	3
Early Learning	33	-	34	-	38	-
Research Services	13	-	13	-	13	-
Transportation & Environment	27	4	28	4	30	4
	160	11	165	14	178	13
TOTAL	171		179		191	

During the budget process, **new positions and staffing changes** are reconciled for annual numbers. The following includes information about new positions that were added during 2023 (represented in the 2023R Budget) and new positions included in the 2024 budget:

- **Accountant** – an additional accountant was hired in 2023 to provide coverage for a maternity leave and succession planning purposes.
- Prior budgets included a cybersecurity specialist. When that position became vacant, workloads and responsibilities were reevaluated, and an entry level, customer services and laptop support position was created, an **IT Systems Specialist**. This reallocation of responsibilities will provide more professional development opportunities for current staff and help meet the increasing demand for technology support and service in the organization.
- Increased demands for facility and conference center support, in addition to reallocation of other work, resulted in developing a **Conference Center Coordinator** position that will be housed in Finance and Administration and will serve as a central point of responsibility for facility issues.
- Increased demand for ombudsman work in Aging and Adult Services prompted the addition of an **Aging Ombudsman** to take that to a team of three positions.
- With the organizational changes related to Community Development department, the **Community Health Project Manager** was moved into Aging and Adult Services where the CHW work will dovetail with their expanding network of programs focusing on health-related social needs.
- **Public Workforce Manager** – this new position in Local Government Services will lead work to attract, develop and retain our public service workforce.
- A new **911 Communications Specialist** position in the Technical Services group was recommended by the PSCB to provide needed additional support and expertise to assist with a back log of current technical projects and help maintain the growing infrastructure associated with delivering Next Generation 911 services to the MARC region.

- A new **Program Assistant** position is included in the Local Government Services budget. This position will provide a variety of administrative support for the shared services and workforce development programs, and secondary support to the housing program.
- A **Data Developer/Analyst** position has been included in Local Government Services to collect, analyze, and report data for different programs and projects.
- Expanding work in the Housing program will be supported by a **Housing Analyst** position. This position will manage projects and research of the Regional Housing Partnership and work across MARC departments on items related to housing.
- Previously contracted out, two new **Education Coordinator Coach** positions were added in Head Start to create role stability. These positions provide onsite training and coaching support to teachers and teachers assistants who are doing the day-to-day work with children in the classroom.
- A **Fiscal Coordinator** position was added in Early Learning to provide departmentwide fiscal support and contract management.
- Three **Early Learning Coordinators** – infant/toddler, home-based and pre-K - were added in Early Learning to meet the requirements of the Childcare Collaborative Network for Missouri's Northwest region. One of these positions was filled by an internal transfer when the Wyandotte County workforce program sunset.
- More children are entering early learning environments needing mental health services. This year's Quality Improvement Head Start grant provided funding for a **Mental Health Coordinator** position.
- Efforts to expand our research, data and technical capacity has resulted in some organizational restructuring and reallocation of responsibilities. The position of **Research Manager** was created and filled in 2023.
- With the availability of new resources available to support climate planning, two new **Environmental Planner** positions were added in Transportation and Environment. These positions will augment planning and programming work around climate including leading on grant writing, coordinating carbon reduction programs and researching and drafting related studies.

Salaries and Benefits

Funds have been budgeted for a total salary increase pool of approximately 4% of salaries. Employee fringe benefits are funded through the Indirect Cost Allocation, and for 2024 the value of employer-provided benefits (not including leave time) is approximately 41 percent of total salaries. Because leave time is not charged to grants, costs related to leave are included in the fringe benefit cost allocation rate.

Fringe benefits are a significant part of the compensation package that MARC uses to attract and retain high quality employees and it is especially critical to offer competitive benefits in this time of almost full employment. It is MARC's goal to provide a benefits package that is as competitive and economical as possible, while at the same time remaining conscious of our fringe benefits rate and the impact that higher rates have on grants and funders. Benefits are continuously evaluated and from time to time make changes to the program. In 2024, changes to the leave program will include the addition of parental leave. Other modifications were made to leave policies to keep this addition cost neutral.

Health insurance continues to be a high-cost benefit for MARC and its employees. A 7% increase has been included in the budget in anticipation of premium increases for the 2023-2024 plan year. MARC contracts with a benefits consulting firm that will assist in doing a soft assessment of the market in early 2024. The schedule on page 68 shows total costs for salaries and traditional (non-leave) benefits.

SALARIES AND BENEFITS	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Total Salaries (indirect and direct)	\$10,352,716	\$11,791,088	\$11,263,319	\$12,838,864
Total Benefits	3,584,856	4,093,527	3,829,757	4,376,774
Percentage	34.6%	34.7%	34.0%	34.1%

■ Capital Outlay

Due to the nature of our work, MARC does not acquire or own a significant amount of capital. However, the Regional 911 System makes substantial investments in equipment and software each year.

911 Capital Outlay

The Public Safety Communications Board approves a capital improvement plan each year to ensure that the Regional 911 System is maintained at levels that will maximize use of new technologies and mitigate potential malfunctions due to equipment failures. These funds are included in the MARC budget to provide a complete picture of the revenues and expenditures of the 911 program. The budget reflects ongoing replacement of servers for the host 911 system, along with lifecycle replacements of microwave networks with point-to-point links used to transmit 911 calls, and software support renewals. Large, planned projects for 2024 include:

Workstation Replacement Project — Based on the four-year life cycle of the equipment, the replacement schedule calls for replacing approximately 60 of the 240 workstations each year. In 2024, 61 workstations will be replaced at an estimated of \$425,000.

VESTA 9-1-1 Router 2 upgrade — Work will begin in 2023 to transition to router 2, the phased implementation be the final step in becoming fully NextGen capable in the region. Upon completion, 911 calls will route based on location of the caller opposed to tower location. The estimated cost is \$1,745,664.

An estimated \$2,169,967 will be spent in the 2023 revised budget. Planned expenditures in 2024 are \$1,688,984.

■ Targeted Agencywide Expenditures

Organizational goals in 2024 include strengthening our organizational capacity. This includes strategies of placing continued strong emphasis on boosting our technical capacity, advancing our efforts to deliberately seek out opportunities to minimize duplication and maximize impact through integrated systems and strategies, and prioritizing professional development and leadership.

Because MARC has limited discretionary revenue streams, it is challenging to identify funds to intentionally move organization-wide and support function projects forward. The primary source for those projects is Indirect funding, but it also has restrictions on uses that need to be closely monitored. Surpluses (and deficiencies) do roll from year to year, providing some flexibility. The following projects have been identified as organization-wide priorities and funding has been allocated for them in the 2023 Revised and 2024 Budget in the General and Indirect Fund.

Improving Technical Capacity

Beginning in late 2023, a consultant was engaged to conduct an assessment that will determine and prioritize IT solutions that will automate work and create efficiencies in administrative and organizational systems, such as human resources, finance, contract management, records management,

project management, agenda management. Based on the 3-5 year plan that comes out of this work, commencement of an acquisition process for updated software systems will begin. \$80,000 is budgeted in the 2024 budget for the assessment in Indirect, and through other funding sources such as ARPA or private funding.

Integrated Systems and Strategies

Late in 2023, a new Intranet was launched. The goal of this platform is to make organizational information and knowledge easily accessible. The content will continue to evolve and grow in 2024. Annual costs for this product are \$16,200.

Professional Development and Leadership

The 2024 General Fund budget includes \$12,000 for continuation of leadership “advance” sessions. These will be reformatted to have a broader reach across the organization.

In the General Fund, \$12,000 of funding is identified for management and leadership training. Costs for that type of training are many times not an allowable cost for grants. MARC has identified several key public sector leadership programs and encourage staff to participate.

The 2024 budget includes \$24,500 in the Indirect budget specifically for organization-wide allyship training and to further other DEI goals.

INDIRECT COSTS

Most of MARC staff work to achieve specific outcomes and deliverables for one or more grants. A smaller number work to provide core support functions (such as accounting, human resources, public affairs and IT) for all agency operations. Federal Uniform Guidelines allow the use of an Indirect Cost Allocation formula to charge some of these support function costs to grants. In addition to core support staff, some agency non-personnel expenses are included in the indirect cost category.

Each year, MARC negotiates rates for indirect and fringe with the U.S. Department of Health and Human Services (HHS), our cognizant federal agency. Direct salaries are charged indirect costs according to these rates, with the resulting amounts transferred to the Indirect and Clearing Fund. Indirect salaries for core support staff and some non-personnel expenses (e.g., conference center space rent, audit, insurance, vehicles for staff use) are charged to this fund. Fringe benefit costs are calculated similarly.

INDIRECT COST RATES	2020	2021	2022	2023	2024*
Negotiated Indirect Rates	31.6%	30.7%	32.0%	30.3%	33.8%

*For 2024, the indirect rate is pending approval with HHS. The 2024 Budget is based on the provisional rate provided to MARC in 2022.

LONG-TERM CONTINGENCY

Although MARC has a long history of financial stability, it is prudent to protect the agency from risk by having a reserve of funds in place that can be drawn on for specific purposes. It is the policy of the MARC Board of Directors to establish a long-term contingency fund that holds an amount equal to 12% of annual direct salaries, fringe benefits, indirect costs and rent, excluding pass-through programs. The policy states that this reserve is to be funded by restricting at least one-half of the ending unrestricted component of the General Fund balance at the end of each fiscal year. This reserve is intended to provide financial support if needed by the agency for:

- **Cash Flow** — Almost all of MARC's grants are on a reimbursement basis.
- **New Opportunities** — Reserve funds allow MARC to take advantage of opportunities for new programs and services and respond to requests for assistance as they arise. Matching funds or staff resources and support may be required for new grants obtained.
- **Safety Net** — MARC is vulnerable to changes in federal and state legislation that may affect grant programs, cutbacks in state matching funds, delays in grant awards, and other potential funding challenges.
- **Equipment and Facility Related Purchases** — The general fund allows MARC to make facility and equipment purchases, such as the telephone system and office furniture that is depreciated over periods of three to seven years. If needed, the long-term contingency fund could be used for some of those expenses.

This fund is accounted for separately but resides within the General Fund. Each year, the amount that should be designated for contingency is recalculated. The Board approved using funding from the General Fund to supplement costs of the office remodel project, reducing the amount available for carryover at the end of 2022 and 2023 to allocate to the Long-Term Contingency account.

Over time, the long-term contingency fund balance has increased but continues to fall short of the 12% target. Trends over time and projections are shown on page 86.

MARC



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Funds

- Fund Structure
- General Fund
- Special Revenue Fund
- Enterprise Fund
- Indirect and Clearing Fund
- 911 Capital Fund

FUND STRUCTURE

MARC's financial accounting system includes five budgeted funds, each with different purpose:

- The General Fund includes contributions from local governments, additional state income, investment income, and other charges for services and events.
- The Special Revenue Fund is used to manage grants awarded and shared services contributions paid for designated purposes.
- The Enterprise Fund includes activities and programs where MARC charges a fee for services.
- The Indirect and Clearing Fund is used to account for the indirect cost and fringe benefit pools. This fund is also used to track short-term in-and-out transactions that result in a zero balance.
- The 911 Capital Fund is used to plan and track large-cost projects for the Regional 911 System.

REVENUES BY FUND	ACTUAL 2022	APPROVED 2023	REVISED 2023	BUDGETED 2024
GENERAL FUND	\$1,294,133	\$2,632,871	\$2,696,911	\$1,333,550
SPECIAL REVENUE FUND	71,666,705	90,297,482	81,451,724	112,968,760
ENTERPRISE FUND	3,013,117	2,506,737	1,911,462	2,058,117
INDIRECT AND CLEARING FUND	11,460,282	13,267,222	12,935,280	15,132,327
911 CAPITAL FUND	1,092,150	2,143,097	2,143,097	1,662,114

EXPENDITURES BY FUND	ACTUAL 2022	APPROVED 2023	REVISED 2023	BUDGETED 2024
GENERAL FUND	\$1,386,147	\$1,519,250	\$1,459,481	\$1,692,589
SPECIAL REVENUE FUND	71,668,033	90,297,484	81,451,725	112,968,760
ENTERPRISE FUND	2,565,309	2,100,944	1,656,787	1,848,601
INDIRECT AND CLEARING FUND	11,962,652	13,346,155	13,574,638	14,816,187
911 CAPITAL FUND	1,502,399	2,233,097	2,169,967	1,688,984

Each of these funds is explained in more detail on the following pages.

GENERAL FUND

General fund revenue includes contributions from local governments and other agencies, additional income from general state support, investment income and other charges for services and events. The general fund is used to provide a match for federal and state grants and is the primary source of funding for general administrative activities that are not supported by federal, state or private resources. MARC uses the modified accrual basis of accounting, which means revenues are recognized when they become measurable and available, and expenditures are recognized when the related fund liability is incurred.

GENERAL FUND REVENUE AND EXPENDITURES BUDGET

GF-1: ALL PROGRAMS	ACTUAL 2022	BUDGETED 2023	REVISED 2023	BUDGETED 2024
REVENUE				
Local Government Dues	\$650,892	\$613,441	\$613,441	\$625,264
Emergency Services Contributions	399,825	448,335	439,820	454,455
Transportation Project Fees	15,000	1,378,839	1,345,306	-
Fees for Services	27,345	-	38,842	24,550
Investment Income	72,706	69,000	125,000	90,000
Miscellaneous Income	3,225	-	227	-
Other Financing Sources	125,140	123,256	134,275	139,281
TOTAL REVENUES	\$1,294,133	\$2,632,871	\$2,696,911	\$1,333,550
EXPENDITURES				
Automobile	\$5,465	\$6,032	\$6,032	\$6,032
Capital Outlay/Equipment	20,499	100,000	100,000	-
Contractual Services	190,668	81,750	99,700	199,175
Fringe Benefits Allocated	58,694	76,582	62,555	69,503
Indirect Costs Allocated	83,295	103,277	82,022	97,061
Meetings/Travel	102,731	128,200	126,073	134,450
Memberships/Periodicals	25,451	29,520	23,900	33,700
Other	14,575	6,500	10,696	24,224
Postage	-	1,800	20	1,800
Printing/Reproduction	727	1,700	730	1,700
Rent/Utilities/Maintenance	6,444	7,719	6,342	6,000
Salaries	120,029	155,339	121,701	131,633
Supplies	14,027	2,600	5,336	7,100
Training	15,873	17,550	17,550	28,000
Transfer to Other Funds	727,669	800,681	796,824	952,211
TOTAL EXPENDITURES	\$1,386,147	\$1,519,250	\$1,459,481	\$1,692,589
Excess (Deficiency) of Revenue Over Expenditures	(92,014)	1,113,621	1,237,430	(359,039)
FUND BALANCE, Beginning of Year	4,648,913	4,556,899	4,556,899	5,794,329
Fund Balance Transfer	-	-	-	-
FUND BALANCE, End of Year	\$4,556,899	\$5,670,520	\$5,794,329	\$5,435,290

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-2: RESTRICTED FUNDS, Actual 2022	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
REVENUES					
Local Government Dues	\$-	\$-	\$-	\$-	\$79,830
Emergency Services Contributions	-	-	-	399,825	-
Transportation Project Fees	-	-	15,000	-	-
Fees for Services	-	-	150	-	-
Investment Income	-	-	-	-	-
Miscellaneous Income	-	-	288	-	-
Other Financing Sources	-	25,793	-	-	-
TOTAL REVENUES	\$-	\$25,793	\$15,438	\$399,825	\$79,830
EXPENDITURES					
Local Activity	\$-	\$-	\$12,791	\$-	\$-
Capital Outlay	-	20,499	-	-	-
Transfer to Other Funds	-	-	105,495	449,377	123,488
TOTAL EXPENDITURES	\$-	\$20,499	\$118,286	\$449,377	\$123,488
Excess (Deficiency) of Revenues Over Expenditures	-	5,294	(102,848)	(49,552)	(43,658)
FUND BALANCE, Beginning of Year	\$1,717,091	\$(59,930)	\$394,177	\$1,201,947	\$121,374
SUBTOTAL	1,717,091	(54,636)	291,329	1,152,395	77,715
Transfers Between Components of General Fund	42,979	-	50,391	10,000	-
Fund Balance Transfer	-	-	-	-	-
FUND BALANCE, End of Year	\$1,760,070	\$(54,636)	\$341,720	\$1,162,395	\$77,715

Note: Restricted funds, shown in the table above, are restricted for use solely for specific purposes for the designated program as approved by the Board of Directors. Unrestricted funds (next page) can be used for any purpose but are generally identified for support of administrative costs, research and development purposes for new programming or start up support for initiatives that have not yet secured a funding source.

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-3: UNRESTRICTED AND OTHER, ACTUAL 2022	Unrestricted	Vacation & Sick Leave Reserve	Total General Fund
REVENUES			
Local Government Dues	\$571,062	\$-	\$650,892
Emergency Services Contributions	-	-	399,825
Transportation Project Fees	-	-	15,000
Fees for Services	27,195	-	27,345
Investment Income	72,706	-	72,706
Miscellaneous Income	2,937	-	3,225
Other Financing Sources	-	99,347	125,140
TOTAL REVENUES	\$673,900	\$99,347	\$1,294,133
EXPENDITURES			
Local Activity	\$625,189	\$-	\$637,979
Capital Outlay	-	-	20,499
Transfer to Other Funds	49,308	-	727,669
TOTAL EXPENDITURES	\$674,497	\$-	\$1,386,147
Excess (Deficiency) of Revenues Over Expenditures	(597)	99,347	(92,014)
FUND BALANCE, Beginning of Year	142,034	1,132,220	4,648,912
SUBTOTAL	141,437	1,231,567	4,556,899
Transfers Between Components of General Fund	(103,370)	-	-
FUND BALANCE, End of Year	\$38,066	\$1,231,567	\$4,556,899

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-4: RESTRICTED FUNDS, BUDGETED 2023	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
REVENUES					
Local Government Dues	\$-	\$-	\$-	\$-	\$81,427
Emergency Services Contributions	-	-	-	448,335	-
Transportation Project Fees	-	-	1,378,839	-	-
Fees for Services	-	-	-	-	-
Investment Income	-	-	-	-	-
Miscellaneous Income	-	-	-	-	-
Other Financing Sources	-	38,256	-	-	-
TOTAL REVENUES	-	\$38,256	\$1,378,839	\$448,335	\$81,427
EXPENDITURES					
Local Activity	\$-	\$-	\$11,800	\$-	\$-
Capital Outlay	-	100,000	-	-	-
Transfer to Other Funds	-	-	251,070	494,774	337
TOTAL EXPENDITURES	-	\$100,000	\$262,870	\$494,774	\$337
Excess (Deficiency) of Revenues Over Expenditures	-	(61,744)	1,115,969	(46,439)	81,090
FUND BALANCE, Beginning of Year	1,760,070	(54,636)	341,720	1,162,395	77,715
SUBTOTAL	1,760,070	(116,380)	1,457,689	1,115,956	158,805
Transfers Between Components of General Fund	59,613	-	52,134	10,000	-
FUND BALANCE, End of Year	\$1,819,683	\$(116,380)	\$1,509,823	\$1,125,956	\$158,805

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-5: UNRESTRICTED AND OTHER, BUDGETED 2023	Unrestricted	Vacation & Sick Leave Reserve	Total General Fund
REVENUES			
Local Government Dues	\$532,014	-	\$613,441
Emergency Services Contributions	-	-	448,335
Transportation Project Fees	-	-	1,378,839
Fees for Services	-	-	-
Investment Income	69,000	-	69,000
Miscellaneous Income	-	-	-
Other Financing Sources	-	85,000	123,256
TOTAL REVENUES	\$601,014	\$85,000	\$2,632,871
EXPENDITURES			
Local Activity	\$606,769	\$-	\$618,569
Capital Outlay	-	-	100,000
Transfer to Other Funds	54,500	-	800,681
TOTAL EXPENDITURES	\$661,269	-	\$1,519,250
Excess (Deficiency) of Revenues Over Expenditures	(60,255)	85,000	1,113,621
FUND BALANCE, Beginning of Year	38,066	1,231,567	4,556,899
SUBTOTAL	(22,189)	1,316,567	5,670,520
Transfers Between Components of General Fund	(121,747)	-	-
FUND BALANCE, End of Year	\$(143,936)	\$1,316,567	\$5,670,520

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-6: RESTRICTED FUNDS, Revised 2023	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
REVENUES					
Local Government Dues	\$-	\$-	\$-	\$-	\$81,427
Emergency Services Contributions	-	-	-	439,820	-
Transportation Project Fees	-	-	1,345,306	-	-
Fees for Services	-	-	9,378	-	-
Investment Income	-	-	-	-	-
Miscellaneous Income	-	-	-	-	-
Other Financing Sources	-	54,275	-	-	-
TOTAL REVENUES	\$-	\$54,275	\$1,354,685	\$439,820	\$81,427
EXPENDITURES					
Local Activity	\$-	\$-	\$8,546	\$-	\$-
Capital Outlay	-	100,000	-	-	-
Transfer to Other Funds	-	-	261,724	415,033	65,116
TOTAL EXPENDITURES	\$-	\$100,000	\$270,270	\$415,033	\$65,116
Excess (Deficiency) of Revenues Over Expenditures	-	(45,725)	1,084,415	24,787	16,311
FUND BALANCE, Beginning of Year	1,760,070	(54,636)	341,720	1,162,395	77,715
SUBTOTAL	1,760,070	(100,361)	1,426,135	1,187,182	94,026
Transfers Between Components of General Fund	80,662	-	52,134	10,000	-
FUND BALANCE, End of Year	\$1,840,732	\$(100,361)	\$1,478,269	\$1,197,182	\$94,026

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-7: UNRESTRICTED AND OTHER, REVISED 2023	Unrestricted	Vacation & Sick Leave Reserve	Total General Fund
REVENUES			
Local Government Dues	\$532,014	\$-	\$613,441
Emergency Services Contributions	-	-	439,820
Transportation Project Fees	-	-	1,345,306
Fees for Services	29,464	-	38,842
Investment Income	125,000	-	125,000
Miscellaneous Income	227	-	227
Other Financing Sources	-	80,000	134,275
TOTAL REVENUES	\$686,704	\$80,000	\$2,696,911
EXPENDITURES			
Local Activity	\$554,112	\$-	\$562,657
Capital Outlay	-	-	100,000
Transfer to Other Funds	54,951	-	796,824
TOTAL EXPENDITURES	\$609,063	\$-	\$1,459,481
Excess (Deficiency) of Revenues Over Expenditures	77,642	80,000	1,237,430
FUND BALANCE, Beginning of Year	38,066	1,231,567	4,556,899
SUBTOTAL	115,708	1,311,567	5,794,327
Transfers Between Components of General Fund	(142,796)	-	-
FUND BALANCE, End of Year	\$(27,088)	\$1,311,567	\$5,794,329

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-8: RESTRICTED FUNDS, BUDGETED 2024	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
REVENUES					
Local Government Dues	\$-	\$-	\$-	\$-	\$83,055
Emergency Services Contributions	-	-	-	454,455	-
Transportation Project Fees	-	-	-	-	-
Fees for Services	-	-	-	-	-
Investment Income	-	-	-	-	-
Miscellaneous Income					
Other Financing Sources	-	54,281	-	-	-
TOTAL REVENUES	\$-	\$54,281	\$-	\$454,455	\$83,055
EXPENDITURES					
Local Activity	\$-	\$-	\$17,800	\$-	\$-
Capital Outlay	-	-	-	-	-
Transfer to Other Funds	-	-	412,284	411,947	94,203
TOTAL EXPENDITURES	\$-	\$-	\$430,084	\$411,947	\$94,203
Excess (Deficiency) of Revenues Over Expenditures	-	54,281	(430,084)	42,508	(11,148)
FUND BALANCE, Beginning of Year	\$1,840,732	\$(100,361)	\$1,478,269	\$1,197,182	\$94,026
SUBTOTAL	1,840,732	(46,080)	1,048,185	1,239,690	82,878
Transfers Between Components of General Fund	74,281	-	53,149	10,000	-
FUND BALANCE, End of Year	\$1,915,013	\$(46,080)	\$1,101,334	\$1,249,690	\$82,878

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-9: UNRESTRICTED AND OTHER, BUDGETED 2024	Unrestricted	Vacation & Sick Leave Reserve	Total General Fund
REVENUES			
Local Government Dues	\$542,209	\$-	\$625,264
Emergency Services Contributions	-	-	454,455
Transportation Project Fees	-	-	-
Fees for Services	24,550	-	24,550
Investment Income	90,000	-	90,000
Miscellaneous Income	-	-	-
Other Financing Sources	-	85,000	139,281
TOTAL REVENUES	\$656,759	\$85,000	\$1,333,550
EXPENDITURES			
Local Activity	\$722,578	\$-	\$740,378
Capital Outlay	-	-	-
Transfer to Other Funds	33,777	-	952,211
TOTAL EXPENDITURES	\$756,355	\$-	\$1,692,589
Excess (Deficiency) of Revenues Over Expenditures	(99,596)	85,000	(359,039)
FUND BALANCE, Beginning of Year	(27,088)	1,311,567	5,794,329
SUBTOTAL	(126,684)	1,396,567	5,435,290
Transfers Between Components of General Fund	(137,430)	-	-
FUND BALANCE, End of Year	\$(264,114)	\$1,396,567	\$5,435,290

Special Purpose Accounts

Within the General Fund, six special purpose accounts are set up as grants to track and maintain their financials individually: (1) Transportation Planning Reserve, (2) Capital Outlay, (3) Emergency Services Contributions, (4) Aging, (5) Long-Term Contingency, and (6) Vacation and Sick Leave.

• Transportation Planning Reserve

The transportation planning reserve fund is generated to meet the requirement for non-federal cash match. The fund receives 10% of annual local government dues, along with fees assessed to local governments when federal funds are programmed for transportation projects in their communities. Funds are generally programmed every two years, which leads to significant fluctuations in the reserve balance from year to year. In 2023, MARC billed project fees of \$1,345,306, a result of a significant increase in programmed funds due to the Bipartisan Infrastructure Law.

TRANSPORTATION FUNDS AVAILABLE FOR PROGRAMMING FY 2023-24

Surface Transportation Program Funds	\$95,500,000
Congestion Mitigation Air Quality Funds	14,297,866
Transportation Alternatives Set-Aside Funds	25,250,000
FTA Section 5310 Funds	1,336,000
Planning Sustainable Places	1,500,000
TOTAL FUNDS PROGRAMMED IN 2022	\$137,883,866
2023 TRANSPORTATION PLANNING RESERVE	
Beginning Balance	\$341,720
Local Government Dues	52,134
Project Fees	1,345,306
Local Match and Direct Costs	(260,891)
2023 RESERVE BALANCE	\$1,478,269
2024 TRANSPORTATION PLANNING RESERVE	
Beginning Balance	\$1,478,269
Local Government Dues	53,149
Local Match and Direct Costs	(430,084)
2024 RESERVE BALANCE	\$1,101,334

• Capital Outlay and Equipment

Agencywide expenditures for leasehold improvements, equipment and technology with a useful life of greater than one year are paid with funds from this account and depreciated over time. Depreciation is then charged to the appropriate fund. MARC defines a capital expenditure as a purchase over \$5,000. In the 2024 Budget, \$54,281 in revenue represents depreciation and there are no capital purchases budgeted.

• Emergency Services

The Emergency Services fund was established for voluntary contributions to support critical regional emergency planning, communications and training systems that are developed through the RHSCC. These funds, contributed by local governments, hospitals and other public health and fire/EMS district agencies, are used primarily as match for grants in the Special Revenue Fund and for other expenses not funded by grants. Ending fund balances are retained to sustain operations in 2024 and beyond, in the event state and federal programs end or decline.

EMERGENCY SERVICES FUNDS

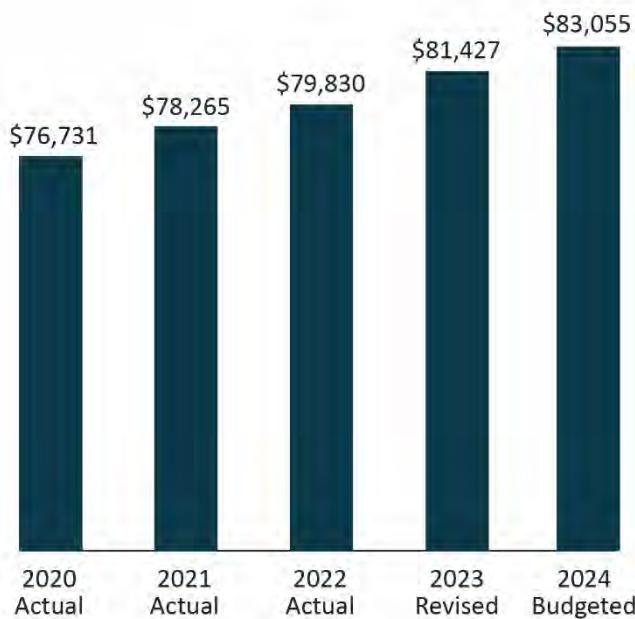
	Actual 2020	Actual 2021	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
General	\$264,934	\$289,741	\$281,705	\$305,810	\$302,644	\$311,930
MARCER	93,685	129,655	110,620	134,825	129,475	134,825
MOHAKCA	4,400	4,600	4,600	4,800	4,800	4,800
MERS	2,900	2,900	2,900	2,900	2,900	2,900
LT Care Facility	-	(1,000)	-	-	-	-
TOTAL	\$365,919	\$425,896	\$399,825	\$448,335	\$439,820	\$454,455

This account also holds funds for several longstanding emergency services and public health programs, including the Mid-America Regional Council Emergency Rescue Committee (MARCER), the Metropolitan Official Health Agencies of the Kansas City Area (MOHAKCA), and the Metropolitan Emergency Radio System (MERS). These funds are collected through membership dues and expended at the direction of these committees.

- **Aging**

As part of MARC's Area Agency on Aging (AAA), the five counties on the Missouri side of the region and the cities of Independence and Kansas City, Missouri, pay an annual match (calculated per capita). These funds are used to provide match for AAA programming, and expended for services that benefit older adults in the five-county region.

AGING LOCAL MATCH COMPARISON, 2020-2024



The Long-Term Contingency Fund (LTC) is intended to serve as a general reserve fund for all agency operations. The MARC Board of Directors established the fund and set a goal that it should hold an amount equal to 12% of the sum of total annual direct salaries, fringe benefits, indirect costs and rent, excluding pass-through programs (base amount). The policy states that this reserve is to be funded by restricting at least one-half of the excess revenues over expenditures in the General at the end of each fiscal year and transferring them into the LTC.

This fund resides within the General Fund which is tracked internally based on fund balance categorization. Over time, the LTC fund balance has increased steadily to a balance of \$1,760,070 on Dec. 31, 2022, representing 85% of the 2022 target of \$2,071,514. In 2023, the Board approved using up to 10% of the LTC balance (approximately \$167,000) toward the office remodel project which reduced the projected end-of-year fund in the revised 2023 Budget. The remodel expenditure, combined with the increase in base amount salary and benefits are the major drivers in the decrease in projected actual percentage achieved in the 2023 Revised and 2024 Budgets, respectively. MARC's management team is committed to prudent fiscal management of the General Fund and expects the actual percentage achieved figure to positively rebound after 2024. The projected LTC balance in the Revised 2023 and 2024 Budgets is \$1,840,732 and \$1,915,013, respectively, which equates to respective increases of 4.5% and 8.3% from the actual 2022 reserve.

LONG-TERM CONTINGENCY FUND

	Actual 2021	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Base Amount	\$16,284,220	\$17,262,615	\$19,418,813	\$19,374,470	\$21,869,315
12% Goal	1,954,106	2,071,514	2,330,258	2,324,936	2,624,318
Long Term Contingency Fund Balance, End of year	1,717,091	1,760,070	1,819,683	1,840,732	1,915,013
Actual percentage	10.5%	10.2%	9.4%	9.5%	8.8%
Actual percentage achieved	87.9%	85.0%	78.1%	79.2%	73.0%

- **Sick Leave and Vacation**

Because leave time is not charged to grants, costs for sick leave and vacation are budgeted and charged in this account. While an annual amount is budgeted, the actual amount is difficult to predict, as it is impacted by turnover, retirements, illnesses or any other need for leave time. Revenue to this fund comes from the approved indirect cost allocation for fringe and is adjusted every payroll period using the net of actual usage and the full liability for leave accrued. By a resolution of the MARC Board of Directors, these funds cannot be used for any other purpose.

SPECIAL REVENUE FUND

The Special Revenue Fund is used to manage grants awarded to MARC for designated purposes. In this fund, revenues are earned as eligible expenditures are incurred. This means that as work is accomplished and money is spent, the revenue is “drawn down” and used to offset the exact expenses through a monthly revenue-recognition process. As a result, there is never a surplus or deficit of revenues over expenditures in the special revenue fund. The intent is that the full grant amounts will be expended to achieve the outcomes desired/required for each grant.

Additionally, programs that operate using shared service business models, such as the Regional 911 System and Operation Green Light, are also tracked and managed as grants in this fund. Contributed services are tracked within grant budgets and shown as revenues and expenditures. More than 100 unique funding streams are monitored and managed in the Special Revenue Fund.

MARC uses the modified accrual basis of accounting, which means revenues are recognized when expenses are incurred. As a result, revenues secured in advance of expenditures are recorded on the balance sheet as deferred revenue.

SPECIAL REVENUE FUND REVENUES AND EXPENDITURES BUDGET

SRF-1: ALL PROGRAMS	ACTUAL 2022	BUDGETED 2023	REVISED 2023	BUDGETED 2024
REVENUE				
Federal and State Funds	\$53,441,638	\$73,001,499	\$61,674,506	\$85,041,999
Private Funds	3,733,175	3,581,324	3,611,309	5,114,846
Other Local Funds	5,013,520	8,607,785	7,922,054	9,749,931
Fees for Services	435,084	504,194	568,235	645,976
Investment Income	19,799	18,488	-	19,087
Contributed Services	8,315,320	3,803,011	6,896,084	11,464,210
Transfer from Other Funds	708,169	781,181	779,536	932,711
TOTAL REVENUE	\$71,666,705	\$90,297,482	\$81,451,724	\$112,968,760
EXPENDITURES				
Automobile	\$55,961	\$71,400	\$354,253	\$557,283
Capital Outlay/Equipment	788,166	781,038	705,826	1,134,401
Contractual Services	39,037,472	57,833,574	46,345,157	69,838,492
Contributed Services	8,315,320	3,803,012	6,896,083	11,464,210
Depreciation	6,817	23,153	23,153	23,153
Equipment Rental	-	-	-	2,000
Fees for Pass-through Grants	1,200	1,200	1,200	1,200
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	3,815,237	4,402,368	4,435,439	5,161,478
Indirect Costs Allocated	3,706,867	4,254,256	3,947,287	5,043,372
Insurance	41,064	32,727	27,692	26,815
Meals for the Elderly	3,766,201	3,745,555	3,658,559	3,233,324
Meetings/Travel	366,404	583,838	601,149	563,416
Memberships/Periodicals	26,297	37,005	32,357	30,275
Nutrition Incentives	1,684,156	2,614,643	2,084,955	2,988,854
Other	621,309	1,395,266	848,037	1,001,807
Postage	7,131	81,422	56,337	124,164
Printing/Reproduction	70,210	105,897	93,783	129,298
Rent/Utilities/Maintenance	454,746	480,050	487,020	470,650
Salaries	7,850,297	8,982,998	8,678,357	9,845,763
Scholarships	-	5,000	5,000	5,000
Supplies	783,988	499,767	1,822,352	841,631
Training	269,190	563,315	347,729	482,174
TOTAL EXPENDITURES	\$71,668,033	\$90,297,484	\$81,451,725	\$112,968,760

SRF-2: BY PROGRAM		AGING		
		ACTUAL 2022	BUDGETED 2023	REVISED 2023
REVENUE				BUDGETED 2024
Federal and State Funds	\$9,100,759	\$9,051,586	\$10,021,160	\$15,408,366
Private Funds	137,172	56,084	98,840	94,595
Other Local Funds	12,328	134,302	5,800	5,000
Fees for Services	370,755	437,643	507,106	578,089
Investment Income	-	-	-	-
Contributed Services	2,760,535	1,673,821	2,687,245	1,613,308
Transfer from Other Funds	123,488	337	65,116	94,203
TOTAL REVENUE	\$12,505,037	\$11,353,773	\$13,385,267	\$17,793,561
EXPENDITURES				
Automobile	\$10,107	\$-	\$3,706	\$4,300
Capital Outlay/Equipment	264,790	12,761	183,728	15,000
Contractual Services	3,608,812	3,382,297	4,275,582	9,486,930
Contributed Services	2,760,535	1,673,821	2,687,245	1,613,308
Depreciation	-	-	-	-
Equipment Rental	-	-	-	-
Fees for Pass-through Grants	-	-	-	-
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	452,431	577,694	580,342	692,762
Indirect Costs Allocated	440,847	559,837	517,953	677,625
Insurance	-	-	2,520	2,520
Meals for the Elderly	3,766,201	3,745,555	3,658,559	3,233,324
Meetings/Travel	33,959	31,992	57,472	85,633
Memberships/Periodicals	4,480	8,877	13,774	12,305
Nutrition Incentives	-	-	-	-
Other	14,870	8,520	6,996	404,858
Postage	569	300	-	-
Printing/Reproduction	591	-	3,339	1,200
Rent/Utilities/Maintenance	56,118	64,516	73,044	73,656
Salaries	925,216	1,171,795	1,129,071	1,312,048
Scholarships	-	-	-	-
Supplies	103,775	49,557	111,414	143,133
Training	61,736	66,251	80,522	34,959
TOTAL EXPENDITURES	\$12,505,037	\$11,353,773	\$13,385,267	\$17,793,561

SRF-2, continued**COMMUNITY DEVELOPMENT**

	ACTUAL 2022	BUDGETED 2023	REVISED 2023	BUDGETED 2024
REVENUE				
Federal and State Funds	\$3,485,536	\$4,439,021	\$4,345,851	\$5,708,738
Private Funds	2,973,781	2,691,265	2,884,456	4,124,581
Other Local Funds	148,063	344,911	195,018	156,732
Fees for Services	27,939	26,360	13,707	4,887
Investment Income	-	-	-	-
Contributed Services	1,005,624	721,946	615,613	458,687
Transfer from Other Funds	13	-	7,663	-
TOTAL REVENUE	\$7,640,956	\$8,223,503	\$8,062,308	\$10,453,625
EXPENDITURES				
Automobile	\$-	\$-	\$-	\$-
Capital Outlay/Equipment	14,359	9,280	38,820	5,022
Contractual Services	3,140,589	3,094,731	3,366,404	4,507,559
Contributed Services	1,005,624	721,946	615,612	458,687
Depreciation	-	-	-	-
Equipment Rental	-	-	-	-
Fees for Pass-through Grants	-	-	-	-
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	407,645	371,872	418,439	443,688
Indirect Costs Allocated	398,313	360,377	374,443	439,097
Insurance	-	-	-	-
Meals for the Elderly	-	-	-	-
Meetings/Travel	22,477	45,968	48,207	57,731
Memberships/Periodicals	1,486	1,000	1,000	2,750
Nutrition Incentives	1,684,156	2,614,643	2,084,955	2,988,854
Other	4,022	16,981	23,524	361,538
Postage	919	78,972	55,912	122,939
Printing/Reproduction	56,096	70,850	67,533	95,458
Rent/Utilities/Maintenance	47,256	37,482	42,253	38,992
Salaries	837,083	754,305	817,354	855,413
Scholarships	-	-	-	-
Supplies	19,291	20,597	102,352	72,147
Training	1,640	24,500	5,500	3,750
TOTAL EXPENDITURES	\$7,640,956	\$8,223,504	\$8,062,308	\$10,453,625

SRF-2, continued**EMERGENCY SERVICES/ PUBLIC SAFETY**

	ACTUAL 2022	BUDGETED 2023	REVISED 2023	BUDGETED 2024
REVENUE				
Federal and State Funds	\$1,524,588	\$2,745,215	\$2,519,227	\$3,173,897
Private Funds	8,820	-	65,000	65,000
Other Local Funds	3,481,210	5,097,933	5,194,481	6,175,419
Fees for Services	4,528	-	25,832	-
Investment Income	-	-	-	-
Contributed Services	-	10,000	51,842	59,842
Transfer from Other Funds	449,377	494,774	415,033	411,947
TOTAL REVENUE	\$5,468,523	\$8,347,922	\$8,271,413	\$9,886,105
EXPENDITURES				
Automobile	\$40,354	\$66,000	\$345,518	\$547,583
Capital Outlay/Equipment	507,149	713,497	437,779	1,088,879
Contractual Services	1,479,827	3,618,175	3,455,729	4,087,409
Contributed Services	-	10,000	51,842	59,842
Depreciation	6,817	23,153	23,153	23,153
Equipment Rental	-	-	-	-
Fees for Pass-through Grants	-	-	-	-
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	744,602	820,200	845,435	939,363
Indirect Costs Allocated	725,537	794,845	754,546	918,839
Insurance	23,688	15,948	12,438	-
Meals for the Elderly	-	-	-	-
Meetings/Travel	109,031	287,261	301,862	203,213
Memberships/Periodicals	1,875	3,906	3,546	-
Nutrition Incentives	-	-	-	-
Other	-	4,500	12,677	15,550
Postage	5,446	950	-	100
Printing/Reproduction	223	7,200	3,007	1,500
Rent/Utilities/Maintenance	108,494	109,903	109,348	88,008
Salaries	1,522,703	1,663,690	1,644,814	1,779,099
Scholarships	-	5,000	5,000	5,000
Supplies	161,264	128,469	209,534	86,352
Training	31,512	75,224	55,185	42,215
TOTAL EXPENDITURES	\$5,468,522	\$8,347,922	\$8,271,413	\$9,886,105

SRF-2, continued		ENVIRONMENTAL PROGRAMS			
		ACTUAL 2022	BUDGETED 2023	REVISED 2023	BUDGETED 2024
REVENUE					
Federal and State Funds		\$1,641,692	\$1,988,582	\$1,768,726	\$2,758,773
Private Funds		106,528	138,207	115,558	179,028
Other Local Funds		587,605	1,121,055	1,861,103	1,075,025
Fees for Services		250	-	750	-
Investment Income		19,799	18,488	-	19,087
Contributed Services		232,295	98,925	117,043	192,439
Transfer from Other Funds		8,161	5,000	-	-
TOTAL REVENUE		\$2,596,330	\$3,370,257	\$3,863,180	\$4,224,352
EXPENDITURES					
Automobile		\$-	\$-	\$-	\$-
Capital Outlay/Equipment		-	-	-	-
Contractual Services		1,559,196	2,058,960	2,841,792	2,839,914
Contributed Services		232,295	98,925	117,043	192,439
Depreciation		-	-	-	-
Equipment Rental		-	-	-	-
Fees for Pass-through Grants		1,200	1,200	1,200	1,200
Pass-through Employee Benefits		-	-	-	-
Fringe Benefits Allocated		183,314	200,106	205,317	266,346
Indirect Costs Allocated		181,735	198,137	186,490	265,037
Insurance		-	1,500	1,200	1,800
Meals for the Elderly		-	-	-	-
Meetings/Travel		11,676	28,355	28,427	33,016
Memberships/Periodicals		1,779	4,146	1,637	3,720
Nutrition Incentives		-	-	-	-
Other		3,648	289,616	27,950	54,377
Postage		-	50	100	50
Printing/Reproduction		-	3,100	1,300	5,800
Rent/Utilities/Maintenance		21,884	20,822	21,361	23,601
Salaries		384,608	419,074	410,159	517,785
Scholarships		-	-	-	-
Supplies		14,995	35,766	23,455	18,917
Training		-	10,500	-	350
TOTAL EXPENDITURES		\$2,596,330	\$3,370,257	\$3,867,431	\$4,224,352

SRF-2, continued**TRANSPORTATION**

	ACTUAL 2022	BUDGETED 2023	REVISED 2023	BUDGETED 2024
REVENUE				
Federal and State Funds	\$5,252,516	\$18,951,991	\$7,657,626	\$21,045,577
Private Funds	7,057	-	-	-
Other Local Funds	785,644	1,909,583	665,655	2,337,754
Fees for Services	-	-	-	-
Investment Income	-	-	-	-
Contributed Services	894,388	1,298,320	786,145	1,070,112
Transfer from Other Funds	105,495	251,070	261,724	412,284
TOTAL REVENUE	\$7,045,100	\$22,410,964	\$9,371,150	\$24,865,727
EXPENDITURES				
Automobile	\$5,499	\$5,400	\$5,029	\$5,400
Capital Outlay/Equipment	1,868	45,500	45,500	25,500
Contractual Services	1,492,960	15,456,833	3,268,695	17,635,388
Contributed Services	894,388	1,298,320	786,145	1,070,112
Depreciation	-	-	-	-
Equipment Rental	-	-	-	-
Fees for Pass-through Grants	-	-	-	-
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	1,085,927	1,304,902	1,283,066	1,486,712
Indirect Costs Allocated	1,069,075	1,277,386	1,155,236	1,468,359
Insurance	3,228	4,000	3,728	4,000
Meals for the Elderly	-	-	-	-
Meetings/Travel	25,025	62,219	47,302	54,570
Memberships/Periodicals	6,148	12,025	11,572	11,500
Nutrition Incentives	-	-	-	-
Other	22,300	30,650	14,435	18,820
Postage	197	1,150	325	1,075
Printing/Reproduction	11,314	14,700	3,604	9,500
Rent/Utilities/Maintenance	126,551	133,682	130,087	131,350
Salaries	2,254,932	2,686,927	2,529,594	2,857,541
Scholarships	-	-	-	-
Supplies	43,333	68,770	78,432	78,100
Training	2,355	8,500	8,400	7,800
TOTAL EXPENDITURES	\$7,045,100	\$22,410,964	\$9,371,150	\$24,865,727

SRF-2, continued	EARLY LEARNING/HEAD START			
	ACTUAL 2022	BUDGETED 2023	REVISED 2023	BUDGETED 2024
REVENUE				
Federal and State Funds	\$32,436,547	\$35,825,104	\$35,361,916	\$36,946,649
Private Funds	499,818	695,767	435,203	651,642
Other Local Funds	-	-	-	-
Fees for Services	31,611	40,192	29,912	63,000
Investment Income	-	-	-	-
Contributed Services	3,422,478	-	2,638,197	8,069,822
Transfer from Other Funds	21,634	30,000	25,370	14,277
TOTAL REVENUE	\$36,412,088	\$36,591,063	\$38,490,598	\$45,745,390
EXPENDITURES				
Automobile	\$-	\$-	\$-	\$-
Capital Outlay/Equipment	-	-	-	-
Contractual Services	27,756,088	30,222,577	29,136,955	31,281,292
Contributed Services	3,422,478	-	2,638,197	8,069,822
Depreciation	-	-	-	-
Equipment Rental	-	-	-	2,000
Fees for Pass-through Grants	-	-	-	-
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	941,319	1,127,594	1,102,841	1,332,607
Indirect Costs Allocated	891,360	1,063,674	958,619	1,274,415
Insurance	14,148	11,279	7,806	18,495
Meals for the Elderly	-	-	-	-
Meetings/Travel	164,236	128,043	117,879	129,255
Memberships/Periodicals	10,526	7,051	829	-
Nutrition Incentives	-	-	-	-
Other	576,473	1,044,998	762,448	146,661
Postage	-	-	-	-
Printing/Reproduction	1,986	10,047	15,000	15,840
Rent/Utilities/Maintenance	94,444	113,645	110,927	115,043
Salaries	1,925,754	2,287,207	2,147,366	2,523,877
Scholarships	-	-	-	-
Supplies	441,330	196,608	1,297,165	442,983
Training	171,946	378,340	198,123	393,100
TOTAL EXPENDITURES	\$36,412,088	\$36,591,063	\$38,494,155	\$45,745,390

ENTERPRISE FUND

The Enterprise Fund includes activities and programs for which MARC charges a fee for services, as well as those in which entities participate and pay based on benefit-based allocation structures. MARC's program and finance staff regularly monitor the activities and programs in this fund to ensure that revenues will support the expenditures. MARC uses the accrual basis of accounting, which means revenues are recognized when they become measurable and available, and expenditures are recognized when the related fund liability is incurred. Operating revenues and expenses for the Enterprise Fund result from providing training and consulting services. Examples of these include the Government Training Institute, the bi-annual aerial photography project, the annual salary survey and the Kansas City Regional Purchasing Cooperative.

ENTERPRISE FUND REVENUE AND EXPENDITURES BUDGET

EF-1: ALL PROGRAMS	ACTUAL 2022	BUDGETED 2023	REVISED 2023	BUDGETED 2024
REVENUE				
Federal and State Funds	\$-	\$143,669	\$103,916	\$78,957
Private Funds	97,133	109,010	27,758	20,000
Local Dues and Fees	253,379	285,600	273,337	367,919
Other Local Funds	194,673	156,121	76,200	61,200
Fees for Services	2,448,432	1,792,837	1,293,051	1,441,326
Program Income	-	-	117,700	69,215
Transfer from Other Funds	19,500	19,500	19,500	19,500
TOTAL REVENUE	\$3,013,117	\$2,506,737	\$1,911,462	\$2,058,117
EXPENDITURES				
Contractual Services	\$1,220,207	\$866,489	\$602,106	\$654,576
Fringe Benefits Allocated	285,932	276,824	217,162	255,856
Indirect Costs Allocated	279,040	272,483	200,288	260,040
Meetings/Travel	32,575	47,897	59,021	41,370
Memberships/Periodicals	1,805	1,815	1,616	1,615
Other	84,116	9,350	47,144	37,552
Postage	157	200	3,078	6,000
Printing/Reproduction	642	625	1,235	675
Rent/Utilities/Maintenance	32,755	28,557	27,442	27,307
Salaries	586,068	574,689	443,845	513,492
Supplies	36,186	20,515	50,091	50,118
Training	5,826	1,500	3,759	-
TOTAL EXPENDITURES	\$2,565,309	\$2,100,944	\$1,656,787	\$1,848,601
Excess (Deficiency) of Revenue Over Expenditures	447,808	405,793	254,675	209,516
FUND BALANCE, Beginning of Year	1,634,472	2,082,280	2,082,280	2,336,955
FUND BALANCE, End of Year	\$2,082,280	\$2,488,073	\$ 2,336,955	\$2,546,471

EF-1: BY PROGRAM

COOPERATIVE PURCHASING				
	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Revenue	\$381,146	\$87,170	\$117,698	\$69,210
Expenditures	103,254	119,249	96,972	117,529
Excess (Deficiency) of Revenue over Expenditures	277,892	(32,079)	20,726	(48,319)
Fund Balance, Beginning of Year	439,992	717,884	717,884	738,611
Fund Balance, End of Year	\$717,884	\$685,805	\$738,611	\$690,292

ANNUAL SALARY SURVEY				
	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Revenue	\$15,520	\$14,932	\$14,692	\$19,576
Expenditures	17,943	18,832	15,889	17,794
Excess (Deficiency) of Revenue over Expenditures	(2,423)	(3,900)	(1,196)	1,782
Fund Balance, Beginning of Year	18,627	16,204	16,204	15,008
Fund Balance, End of Year	\$16,204	\$12,304	\$15,008	\$16,790

IBTS BUILDING TECHNICAL SERVICES				
	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Revenue	\$7,944	\$8,183	\$7,866	\$7,999
Expenditures	7,366	6,883	7,384	6,567
Excess (Deficiency) of Revenue over Expenditures	578	1,300	483	1,432
Fund Balance, Beginning of Year	23,081	23,659	23,659	24,142
Fund Balance, End of Year	\$23,659	\$24,959	\$24,142	\$25,574

GOVERNMENT TRAINING INSTITUTE				
	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Revenue	\$488,779	\$385,035	\$352,693	\$500,165
Expenditures	345,970	378,972	321,692	426,996
Excess (Deficiency) of Revenue over Expenditures	142,808	6,063	31,001	73,169
Fund Balance, Beginning of Year	111,378	254,186	254,186	285,188
Fund Balance, End of Year	\$254,186	\$260,249	\$285,188	\$358,357

SMALL CITIES CONSULTING				
	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Revenue	\$192,135	\$76,431	\$34,419	\$54,981
Expenditures	42,791	76,431	31,904	57,451
Excess (Deficiency) of Revenue over Expenditures	149,344	-	2,515	(2,470)
Fund Balance, Beginning of Year	(149,389)	(45)	(45)	2,470
Fund Balance, End of Year	\$(-45)	\$(-45)	\$2,470	\$-

RESEARCH DATA CENTER				
	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Revenue	\$16,023	\$50,001	\$34,756	\$39,998
Expenditures	43,606	42,230	28,896	43,968
Excess (Deficiency) of Revenue over Expenditures	(27,583)	7,771	5,860	(3,970)
Fund Balance, Beginning of Year	61,831	34,248	34,248	40,108
Fund Balance, End of Year	\$34,248	\$42,019	\$40,108	\$36,138

KERIT				
	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Revenue	\$35,385	\$49,998	\$49,999	\$ -
Expenditures	33,755	35,445	23,083	-
Excess (Deficiency) of Revenue over Expenditures	1,629	14,553	26,916	-
Fund Balance, Beginning of Year	8,427	10,056	10,056	36,972
Fund Balance, End of Year	\$10,056	\$24,609	\$36,972	\$36,972

REGIONAL AERIAL PHOTOGRAPHY				
	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Revenue	\$260,570	\$ -	\$ -	\$131,994
Expenditures	267,816	-	-	131,994
Excess (Deficiency) of Revenue over Expenditures	(7,245)	-	-	-
Fund Balance, Beginning of Year	(3,537)	(10,783)	(10,783)	(10,783)
Fund Balance, End of Year	\$(-10,783)	\$(-10,783)	\$(-10,783)	\$(-10,783)

EF-2: BY PROGRAM

SHARED SERVICES				
	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Revenue	\$-(8,361)	\$ -	\$ -	\$ -
Expenditures	-	-	-	-
Excess (Deficiency) of Revenue over Expenditures	(8,361)	-	-	-
Fund Balance, Beginning of Year	8,361	-	-	-
Fund Balance, End of Year	\$-	\$-	\$-	\$-

CORE 4				
	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Revenue	\$61,200	\$158,621	\$126,637	\$61,953
Expenditures	30,191	147,018	130,181	61,953
Excess (Deficiency) of Revenue over Expenditures	31,009	11,603	(3,543)	-
Fund Balance, Beginning of Year	157,997	189,006	189,006	185,462
Fund Balance, End of Year	\$189,006	\$200,609	\$185,462	\$185,462

SPECIAL PROJECTS				
	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Revenue	\$-(288)	\$ -	\$ -	\$ -
Expenditures	-	-	-	-
Excess (Deficiency) of Revenue over Expenditures	(288)	-	-	-
Fund Balance, Beginning of Year	288	-	-	-
Fund Balance, End of Year	\$-	\$-	\$-	\$-

GOVERNMENT INNOVATIONS FORUM				
	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Revenue	\$170,905	\$192,968	\$189,334	\$193,103
Expenditures	87,747	120,014	79,413	131,486
Excess (Deficiency) of Revenue over Expenditures	83,158	72,954	109,921	61,617
Fund Balance, Beginning of Year	182,167	265,325	265,325	375,246
Fund Balance, End of Year	\$ 265,325	\$338,279	\$375,246	\$436,863

VETERANS DIRECTED SERVICES				
	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Revenue	\$504,256	\$617,222	\$536,636	\$566,605
Expenditures	319,526	289,374	366,839	402,305
Excess (Deficiency) of Revenue over Expenditures	184,730	327,848	169,797	164,300
Fund Balance, Beginning of Year	272,367	457,097	457,097	626,894
Fund Balance, End of Year	\$457,097	\$784,945	\$626,894	\$791,194

EDUCARE/EARLY LEARNING SERVICES				
	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Revenue	\$369,840	\$ -	\$(7,004)	\$ -
Expenditures	523,565	-	24,495	-
Excess (Deficiency) of Revenue over Expenditures	(153,725)	-	(31,499)	-
Fund Balance, Beginning of Year	205,410	51,685	51,685	20,186
Fund Balance, End of Year	\$51,685	\$51,685	\$20,186	\$20,186

COMMUNITY SERVICES NETWORK				
	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Revenue	\$418,278	\$827,356	\$369,341	\$412,533
Expenditures	655,480	827,676	479,086	450,559
Excess (Deficiency) of Revenue over Expenditures	(237,201)	(320)	(109,746)	(38,026)
Fund Balance, Beginning of Year	394,521	157,320	157,320	47,574
Fund Balance, End of Year	\$157,320	\$157,000	\$47,574	\$9,548

WORKFORCE DEVELOPMENT				
	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Revenue	\$99,785	\$38,820	\$84,394	\$ -
Expenditures	86,299	38,820	50,955	-
Excess (Deficiency) of Revenue over Expenditures	13,486	-	33,439	-
Fund Balance, Beginning of Year	(97,048)	(83,562)	(83,562)	(50,123)
Fund Balance, End of Year	\$(83,562)	\$(83,562)	\$(50,123)	\$(50,123)

TOTALS				
	Actual 2022	Budgeted 2023	Revised 2023	Budgeted 2024
Revenue	\$3,013,117	\$2,506,737	\$1,911,462	\$2,058,117
Expenditures	2,565,309	2,100,944	1,656,787	1,848,601
Excess (Deficiency) of Revenue over Expenditures	447,808	405,793	254,675	209,516
Fund Balance, Beginning of Year	1,634,472	2,082,280	2,082,280	2,336,955
Fund Balance, End of Year	\$2,082,280	\$2,488,073	\$2,336,955	\$2,546,471

INDIRECT AND CLEARING FUND

The Indirect and Clearing Fund is used primarily to account for indirect costs and fringe benefits. Expenses are allocated to grants each pay period using rates negotiated annually (based on prior year actuals) with MARC's federal cognizant agency (U.S. Department of Health and Human Services).

Indirect costs and fringe benefit costs are moving targets through the year, and ebb and flow with the amount of direct costs charged to grants. The Clearing Fund is also used to track the in and out of 911 phone charges.

INDIRECT COSTS BUDGET

COST CATEGORY	ACTUAL 2022	BUDGETED 2023	REVISED 2023	BUDGETED 2024
Accounting/Audit	\$218,854	\$230,987	\$208,215	\$237,750
Automobile	28,387	31,100	30,070	30,569
Capital Outlay	-	-	-	-
Contractual Services	448,121	198,093	349,814	261,991
Depreciation	18,977	51,935	31,122	31,128
Equipment Rental	7,018	7,599	7,456	7,456
Fringe Benefits Allocated	828,091	998,409	1,015,120	1,210,614
Insurance	208,833	302,212	246,883	268,909
Meetings/Travel	2,958	13,900	15,500	18,700
Memberships/Periodicals	33,367	21,925	25,730	26,500
Other	56,368	62,970	58,431	58,950
Postage	7,373	12,345	8,650	8,500
Printing/Reproduction	41,210	61,736	41,211	37,001
Rent/Utilities/Maintenance	565,984	146,339	598,366	600,403
Salaries	1,717,125	2,078,062	2,019,416	2,347,976
Supplies	209,945	302,164	289,765	264,350
Training	13,156	44,345	34,000	44,750
TOTAL INDIRECT COSTS	4,405,767	\$4,564,121	\$4,979,749	\$5,455,547
Fees for Pass-through Grants	(12,000)	(1,700)	(7,700)	(7,700)
NET INDIRECT COSTS	4,393,767	\$4,562,421	\$4,972,049	\$5,447,847
COMPARISON TO ALLOCATED INDIRECT COSTS				
Amount Allocated to Grants	\$4,113,573	\$4,630,016	\$4,250,185	\$5,400,473
Net Indirect Costs	(4,393,767)	(4,562,421)	(4,972,049)	(5,447,847)
SURPLUS (DEFICIT)	(280,194)	67,595	(721,864)	(47,374)
FUND BALANCE, Beginning of Year	401,565	121,371	121,371	(600,493)
FUND BALANCE, END OF YEAR	\$121,371	\$188,966	\$(600,493)	\$(647,867)

FRINGE BENEFITS BUDGET

COST CATEGORY	ACTUAL 2022	BUDGETED 2023	REVISED 2023	BUDGETED 2024
FICA Taxes	\$869,088	\$961,467	\$954,182	\$1,061,004
Pension	737,718	866,858	806,740	933,837
401k Employer Match	245,666	262,582	254,502	284,992
Health Insurance Subsidy	1,256,601	1,466,208	1,310,997	1,555,450
Cafeteria Allowance	407,160	450,120	426,470	476,300
Disability Insurance	38,043	41,292	39,656	44,794
Unemployment Compensation	2,108	12,500	12,500	6,000
Educational Assistance	7,706	20,000	24,229	9,000
Technology/Remote Allowance	22,875	25,000	22,500	25,200
Vacation	827,534	851,491	827,089	909,468
Sick Leave	361,407	357,621	435,213	410,604
Holidays	445,693	557,822	538,987	604,591
Other Leave	20,556	27,750	21,500	26,500
TOTAL FRINGE BENEFITS	\$5,242,155	\$5,900,711	\$5,674,565	\$6,347,740
COMPARISON TO ALLOCATED INDIRECT COSTS				
Amount Allocated to Grants	\$5,020,006	\$5,754,183	\$5,757,072	\$6,711,254
Total Fringe Benefits	(5,242,155)	(5,900,711)	(5,674,565)	(6,347,740)
SURPLUS (DEFICIT)	(222,149)	(146,528)	82,507	363,514
FUND BALANCE, Beginning of Year	(98,064)	(320,213)	(320,213)	(237,706)
FUND BALANCE, END OF YEAR	\$(320,213)	\$(466,741)	\$(237,706)	\$125,808

911 CLEARING FUND BUDGET

	ACTUAL 2022	BUDGETED 2023	REVISED 2023	BUDGETED 2024
REVENUE				
Other Local Funds	\$2,326,703	\$2,883,023	\$2,928,023	\$3,020,600
TOTAL REVENUES	\$2,326,703	\$2,883,023	\$2,928,023	\$3,020,600
EXPENDITURES				
Capital Outlay	\$20,509	\$-	\$21,124	\$ -
Contractual Services	105,894	95,000	125,618	172,000
Insurance	15,114	44,406	15,114	44,406
Meetings/Travel	-	-	-	-
Rent/Utilities/Maintenance	2,130,568	2,743,617	2,749,350	2,800,557
Supplies	54,618	-	16,817	3,637
TOTAL EXPENDITURES	\$2,326,703	\$2,883,023	\$2,928,023	\$3,020,600
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	\$-	\$-	\$-	\$-

911 CAPITAL FUND

MARC administers the Regional 911 System under the guidance and leadership of the Public Safety Communications Board. The Board sets annual priorities for expenditures to ensure the system is well-maintained and up to date with new technologies. Funds to support the system are paid by member counties. This separate capital fund is established to plan for and track large investment projects and equipment.

CPF-1: ALL PROGRAMS	ACTUAL 2022	BUDGETED 2023	REVISED 2023	BUDGETED 2024
REVENUE				
Other Local Funds	\$1,092,150	\$2,143,097	\$2,143,097	\$1,662,114
TOTAL REVENUE	\$1,092,150	\$2,143,097	\$2,143,097	\$1,662,114
EXPENDITURES				
Capital Outlay/Equipment	\$1,502,399	\$2,233,097	\$2,169,967	\$1,688,984
TOTAL EXPENDITURES	\$1,502,399	\$2,233,097	\$2,169,967	\$1,688,984
Excess (Deficiency) of Revenue Over Expenditures	(410,249)	(90,000)	(26,870)	(26,870)
FUND BALANCE, Beginning of Year	478,297	68,048	68,048	41,178
FUND BALANCE, End of Year	\$68,048	(\$21,952)	\$41,178	\$14,308

PLANNED EXPENDITURES

	2024	2025	2026	2027
Microwave Networks & Point-to-Point Links	\$300,000	\$300,000	\$300,000	\$300,000
Miscellaneous & Contingency	125,000	125,000	125,000	125,000
Computers, network monitoring, notification	293,984	293,984	232,500	232,500
Workstation Replacement Project	425,000	425,000	425,000	425,000
Vehicle Replacement	120,000	60,000	60,000	60,000
VESTA® Host Server Upgrade	150,000	150,000	150,000	150,000
Fiber Connection Projects	100,000	100,000	100,000	100,000
Equipment Requests: Lenexa, Leawood	175,000	100,000	100,000	100,000
TOTAL	\$1,688,984	\$1,553,984	\$1,492,500	\$1,492,500

The Public Safety Communications Board reviews the 911 Capital Project plan annually. During its review, the Board prioritizes purchases and projects based on the funds available. Most equipment is on a four-year lifecycle, so planning is done in four-year increments. Purchases and projects generally span calendar years, so allocations are adjusted accordingly, and the balance is brought forward on an annual basis. The planned expenditures listed above are used by the Board for future decision-making to accomplish the goal of maintaining a state-of-the-art 911 system for the MARC region.

Additional information about the most significant 2024 investments can be found on page 68.

Appendices

- A. Budget Process and Timeline
- B. Methodology
- C. Summary of Financial Policies
- D. Indirect Cost Allocation
- E. Additional Financial Tables
- F. Personnel Summary Chart
- G. Glossary of Financial Terms
- H. Glossary of Programs and Acronyms

A. BUDGET PROCESS AND TIMELINE

Unlike cities and counties, regional planning organizations have no legislative requirement to prepare and publish a budget document. MARC's bylaws do require an annual budget which is critical to strategic planning and responsible fiscal management. Each year, we approach the budget process as an opportunity to review and update our goals and corresponding annual work plans, engaging staff in an inclusive process to clearly articulate the connections between financial reports on revenues and expenses and the outcomes we are trying to achieve — our regional vision, strategic policy goals, and work programs.

In August, MARC staff began the process of identifying accomplishments, updating 2023 priority projects and articulating goals for 2024. Due to the collaborative nature of our work, public input into the MARC budget is different than traditional open hearings held by municipal agencies. MARC's work is guided by boards and committees (shown in the organizational chart on page 4) comprised of elected officials, local government staff, nonprofit and civic partner organizations and residents. Many of these committees develop, review and approve their work priorities, program budgets and/or grant budgets, which are folded into the larger MARC budget.

MARC's Purchasing Policy authorization levels prescribe that all expenditures that exceed \$50,000 are brought to the Budget and Personnel (B&P) Committee for review and approval, and then are taken to the MARC Board of Directors for final approval. In the same vein, MARC seeks B&P Committee and/or Board approval to apply for grants that exceed those amounts.

Known revenues and expenditures are included in the budget document. When unexpected funding opportunities or expenditures arise during the year, and they frequently do, the B&P Committee and Board review these issues. If approved, these changes do not require an amendment to the current budget document. Regular financial reports are presented to the B&P Committee that reflect variances from the budget. Depending on timing, the changes may be reflected in the revised budget, and would always be reflected in the actual expenditures noted in the following year's budget and explained in the Notable Changes section.

Following is the timeline and steps for the preparation of the revised 2023 and the 2024 budget.

2024 Budget Timeline

August	Budget Plan Developed Finance staff met and laid out the plan for the 2023R/2024 budget process.
August/September	Policy Goal Team Budget Planning Meetings Public affairs and finance department staff facilitated meetings with policy goal teams to identify accomplishments from 2023 and outline new work plan priorities for 2024.
September	Budget Templates Updated Finance staff refined the budget system structure in its Prophix software system and updated templates to streamline data entry and ensure that revenues and expenses for each program aligned with policy goals.
Throughout the year	Committee Budgets, Projects and Grants are Reviewed and Approved Individual committees that oversee funding provided direction for reviewed and approved various grant budgets that make up the larger budget. Some, like 911, OGL and MARCER, approved their annual 2024 budget.
September/October	Overarching Goals and Strategic Objectives Department directors and the executive director held strategy sessions to identify priorities for 2024 work plans and the budget, including new staffing

needed, facilities, technology and organizational development needs. Discussions also included federal and state priorities, future revenue outlook.

September/October	Budget Entry Program staff entered budgets for more than 100 funding streams, each with its own timeline, spending parameters and contractual requirements.
September/October	Organizational Priorities Internal meetings were held to discuss priorities for staffing, technology, facilities and organizational development. Meetings included technical staff, the diversity, equity & inclusion committee, human resources, public affairs, innovation staff and department directors.
October/November	Personnel Allocations and General Fund and Clearing Fund Budgets While program staff continued data entry, finance staff began to allocate personnel costs (salaries, fringe benefits, indirect and rent) across all grants and developed budgets for the General and the Indirect and Clearing funds.
October/November	Budget Document Narratives Work plan content was updated to reflect accomplishments from 2023 and new work for 2024 All narrative in the budget was updated, then shared with relevant staff members throughout the organization for comment. Public affairs and finance staff reviewed GFOA guidance and addressed improvements recommended by GFOA evaluators in the 2023 budget.
October 17	Data Entry Complete Program managers completed all data entry and finance staff began review and to generate tabular data.
November	Final Finance Work Once the numbers and work plans came together, notable changes, revenue trends, key expenditures were developed. Personnel Allocations were reviewed with program managers again to resolve discrepancies.
November 28	Budget and Personnel Committee and Board Review A draft budget was presented to the B&P Committee and Board of Directors for review and feedback.
November/December	Final Revisions Schedules were finalized, the document was fully reviewed.
December 19	Board Approval The MARC Board of Directors approved the final 2023 Revised and 2024 Budget.

B. METHODOLOGY

MARC's annual budget is adopted each December for use as a management tool that will guide financial activity over the next fiscal year, which is the calendar year. However, like most organizations, MARC has funding streams and programs that overlap and flow through multiple years. MARC's budget has added complexities because the agency receives funds from more than 100 federal, state and local agencies and programs in a typical year, each with its own start and end dates and reporting requirements.

Governmental fund financial statements (budget and ACFR) are reported using the current financial resources measurement and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, MARC considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. Prepaid items are accounted for using the allocation method.

MARC's 2024 Budget format is intended to help stakeholders understand how MARC work is funded, and for staff to measure progress toward goals. The nature of MARC's financial structure is such that revenue streams are inextricably tied to policy goals. Staff members work deliberately to identify priorities and programs that further the regional vision. This 2024 Budget shows the clear linkages between revenue, expenditures, policy goals and priority focus areas.

MARC's work is categorized in policy goal areas, which do not necessarily coincide with departments or even funds. As shown on page 14, the work overlaps departments and many aspects of it are highly integrated. For example, Quality Early Learning supports a Competitive Economy, and taking a Healthy Environment into account as we plan for Efficient Transportation and Quality Places is critical. Throughout the year, as new grants and programs are initiated, there is conscious discussion about which policy goal area they most strongly support, realizing that the connections between them are important to achieving our regional vision.

The Prophix system used for budgeting allows revenues and expenses to be tracked both by department and by programs within each policy goal, depending on the reporting needs. At the same time, financial operations continue to be tied to five funds — the General Fund, Special Revenue Fund, Enterprise Fund, Indirect and Clearing Fund and 911 Capital Fund — each of which has a specific purpose. (These funds are described in more detail beginning on page 73.) As new programs are identified, the decision of which policy goal they most support and which fund to use to account for their work is deliberated based on planned outcomes, funding type, functional aspects and other factors.

Budget revenues are represented as accurately as possible based on what is known today, and include the following:

- Forecast revenues for ongoing programs for which grant funding is certain.
- Forecast revenues for programs and grants which, based on experience and communications with funders, are very likely to come to fruition in 2024.
- Decreasing revenues for grants that are expected to come to a close in 2024. Expenditures are also budgeted on what is known today.
- Direct expenditures are based on approved or projected grant budgets.
- The projected value of contributed services is determined using known match requirements and trends from past years and taking into account any available federal waivers.
- Costs allocated for leave time and benefits are based on trend analysis.

C. SUMMARY OF FINANCIAL POLICIES

Investment Policy

Except for cash in certain restricted and special funds, MARC's investment policy calls for consolidating cash balances from all funds to maximize investment earnings. Investment income is allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles. The policy also outlines three general objectives for investments: safety, liquidity and yield. The "prudent person" standard is applied in all investment activities and all MARC employees involved in the investment process are required to refrain from personal business activity that could conflict with the proper execution and management of the investment program.

Authority to manage the investment program is granted to the investment officer (the director of Finance and Administration). This management authority includes ensuring appropriate internal controls are in place.

The policy requires MARC to invest in qualified financial institutions. If an investment other than a qualified institution is desired, it must be approved by the Budget and Personnel Committee of the MARC Board of Directors. The policy also requires that investments be diversified to minimize the risk of loss. An investment report is prepared quarterly to convey the status of the current investment portfolio and transactions made over the last quarter to Board members.

Revenue Recognition Policy

MARC's major sources of revenue are grants, contributed services and local government appropriations. Grant revenue is recognized when program expenditures are incurred in accordance with program guidelines. The value of contributed services is reflected as both a revenue and an expense in accordance with legal requirements of individual grants. All contributions, including cash and third-party in-kind, are accepted as part of the recipient's cost sharing or matching when such contributions meet specific criteria. According to MARC bylaws, the 14-member local governments (the nine counties and six largest cities) are required to pay annual appropriations based on population. These appropriations are determined annually and are recognized when assessed. Voluntary local dues are requested of the remaining (non-member) cities in the region and are recognized on a cash basis. The state of Missouri contributes funding on an annual basis, and these funds are recognized when they are received.

Fund Balance Constraint Policy

MARC follows GASB Statement No. 54 fund balance reporting and governmental fund type definitions. MARC has no constraints from outside the organization on its fund balance; however, has one internal constraint. MARC accrues vacation and sick leave for its employees and charges the fringe benefit expenses for these leave accruals to grants/programs through a fringe benefit cost allocation formula. Funds collected from the grantor agencies are set aside in MARC's fund balance and designated for the payoff of the employees' accumulated leave balances. MARC's Board of Directors approved a resolution stating that these funds are formally "committed" and cannot be used for other purposes.

Purchasing Policy

MARC's Purchasing Policy sets out provisions guiding all aspects of purchasing done by the organization. The key provisions include:

- Program managers, department directors, the executive director, the Budget and Personnel Committee and the MARC Board of Directors are granted specific purchasing authorization levels.
- Processes for bidding are based on the estimated cost of the goods or services to be provided.

- For all bid processes, a written specification summary of the goods or services desired should be prepared prior to soliciting bids in order to ensure that all bidders are given the same specifications for bidding.
- If goods or services covered by an intergovernmental cooperative purchasing agreement meet MARC's needs, MARC staff can make purchases under that agreement without seeking additional bids.
- A purchase may be awarded without competition when, after a good-faith review for available sources, MARC has determined that there is only one source.
- MARC will provide an opportunity for all qualified individuals to bid on goods or services being sought without discrimination against any vendor. MARC will attempt to reach qualified minority- and female-owned businesses with bid opportunities.
- Requests for bids should include a statement explaining that the agency is covered by the Missouri Sunshine Law and bid documents may be shared in response to an open records request.
- MARC must comply with debarment and suspension regulations for any purchase \$25,000 and above that will be charged to a federal grant.
- MARC is a public body, and therefore must comply with prevailing wage laws.
- MARC is an E-Verify employer. If required by a grantor, any vendors providing goods or services valued in excess of \$5,000 may be required to affirm its enrollment and participation in E-Verify.

Fixed Assets and Depreciation Policy

Property owned by MARC represents the fixed assets acquired by the agency and recorded in the property and equipment fund. Physical assets acquired by the General Fund with unit costs in excess of \$5,000 are capitalized as fixed assets in the General Fixed Asset Account Group. These assets are considered unrestricted fixed assets. On a monthly basis, depreciation for the unrestricted assets is calculated and charged to the indirect cost allocation pool.

Property acquired with grant funds is reviewed in accordance with the grantor agency's property requirements. Assets acquired by grants/programs in the Special Revenue Fund are considered restricted fixed assets. Restricted fixed assets are tagged and included in the inventory but are not depreciated because the purchase price was recorded as a cost of the grant/program.

Balanced Budget Policy

MARC's annual budget is a financial planning tool that includes best estimates for revenues and expenditures. Overall revenues often differ somewhat from total expenditures due to fluctuations in fund balances. In the Special Revenue Fund, revenues are recognized as expenses are incurred; this fund always balances to zero, but other funds may not. MARC uses a modified accrual basis of accounting, and any year-end cash balances may be carried over to future years.

Debt Policy

It is MARC's practice to not incur debt. Most equipment is leased. When large capital purchases or construction are planned, funding is accumulated for that purpose prior to the purchase or project commencement. Funding can also be made available from reserves to complete a purchase or project, with the appropriate funding source reimbursing the reserves over a set time period.

D. INDIRECT COST ALLOCATION

Direct Costs versus Indirect Costs

Costs for activities that directly support MARC's work to achieve outcomes for a specific grant/program are charged to that grant/program. These direct costs are recorded as they are incurred. They may include personnel time, training, contractual services and supplies. Most of these expenses are tracked in the Special Revenue Fund.

Successful achievement of grant/project outcomes also requires indirect support functions, including technology support, financial management, human resources, general office and facility management, data and communications. These indirect costs include salaries and non-personnel related costs, such as audit services, property liability insurance, office equipment, printing, rent and utilities, supplies, technology and training. Because these agency-wide costs are incurred for common objectives across multiple grants and programs, they are classified as indirect costs.

Indirect Cost Allocation Plan (ICAP)

The federal government has established a method of allocating indirect costs to grants through a negotiated indirect cost allocation rate. As a recipient of federal grants using this method, MARC must develop an annual Indirect Cost Allocation Plan. MARC has completed annual ICAPs for more than 20 years.

By June 30 each year, MARC develops an Indirect Cost Proposal based on the most recently completed budget year. For example, actual numbers from 2022 were used for the 2024 rate proposal. The proposal is submitted to MARC's cognizant agency (the federal agency from which MARC receives the largest dollar value in direct federal grant awards), currently the U.S. Department of Health and Human Services (HHS). For consistency, MARC uses the ICAP methodology and rates for federal and non-federal grants and other shared-services programs.

The plan includes three rates: an indirect rate; a fringe benefit rate; and a fringe benefit rate for interns. Throughout the year, the indirect rate is applied to direct salaries as they are paid. The fringe rate is applied to direct and indirect salaries. The amounts generated from these calculations are accounted for in the Indirect and Clearing Fund. Actual indirect costs and fringe benefits are paid from the Indirect and Clearing Fund and the surplus or deficit in each account is calculated and monitored monthly. The surplus or deficit balance at the end of the fiscal year becomes part of the formula used to calculate the rates for the next ICAP plan.

Most organizations are accustomed to tracking fringe benefits by including only health insurance, disability, supplemental security income (SSI) and other direct expenses, not including holiday, sick and vacation leave. MARC, however, includes the value of holiday, sick and vacation leave as a fringe benefit, rather than a direct expense, so that the cost can be charged as earned. This ensures that no one grant is charged more than its fair share.

MARC applies these rates to all direct salaries regardless of whether they are funded with federal funds or by other sources. Some private grants awarded to MARC do not allow an indirect cost allocation or specify a lower flat rate that must be used. In these situations, other funding sources must be used to cover the difference.

Proposed 2024 Indirect Cost Allocation Rates

The 2024 ICAP rates and calculations have not yet been approved by HHS as of the approval of this Budget. The Revised 2024 Budget will include the final rates.

Indirect and Fringe Rate Trends

The goal of an Indirect Cost Allocation Plan is to maintain quality core support services and competitive fringe benefits, while maximizing the ability to effectively achieve desired grant/program outcomes. The indirect cost allocation rates have tended to fluctuate up and down from year to year. Fringe rates have been more consistent, but have increased the past few years. MARC continues to look for ways to stabilize the swings in indirect rates for more predictable budgeting, while still being able to provide needed resources. MARC also works diligently to manage indirect and fringe rates, keeping overhead costs within a reasonable proportion to the size and scope of the agency's programs and services.

E. ADDITIONAL FINANCIAL TABLES

As noted previously, the 2024 Budget organizes information by policy goal area. The table and chart shown below present expenditures by department to allow for historical trend comparison.

SPECIAL REVENUE FUND EXPENDITURES BY PROGRAM, 2020-2024

PROGRAM	Actual	Actual	Actual	Revised	Budgeted
	2020	2021	2022	2023	2024
Environmental Planning	\$1,979,458	\$1,690,425	\$2,596,330	\$3,867,431	\$4,224,352
Community Development	3,627,239	6,256,219	7,640,956	8,062,308	10,453,625
Emergency Services/Public Safety	4,244,272	6,398,436	5,468,522	8,271,413	9,886,105
Aging	8,988,276	9,124,570	12,505,037	13,385,267	17,793,561
Transportation Planning	7,299,690	7,697,758	7,045,100	9,371,150	24,865,727
Early Learning/Head Start	36,295,242	35,615,311	36,412,088	38,494,155	45,745,390
TOTAL	\$62,434,177	\$66,782,719	\$71,668,033	\$81,451,725	\$112,968,760

TOTAL AGENCY BUDGET OF REVENUES BY FUND

ACTUAL 2022	General Fund	Special Revenue Fund	Enterprise Fund	911 Capital Fund	Indirect Costs and Clearing	Total Agency Budget
Federal and State Funds	\$-	\$53,441,638	\$-	\$-	\$-	\$53,441,638
Private Funds	-	3,733,175	97,133	-	-	3,830,308
Local Dues and Fees	1,065,717	-	253,379	-	-	1,319,096
Other Local Funds	-	5,013,520	194,673	1,092,150	2,326,703	8,627,046
Fees for Services	30,570	435,084	2,448,432	-	-	2,914,086
Investment Income	72,706	19,799	-	-	-	92,505
Other Financing Sources	125,140	-	-	-	-	125,140
Contributed Services	-	8,315,320	-	-	-	8,315,320
Transfer from Other Funds	-	708,169	19,500	-	-	727,669
Indirect Allocation	-	-	-	-	9,133,579	9,133,579
TOTAL REVENUE	\$1,294,133	\$71,666,705	\$3,013,117	\$1,092,150	\$11,460,282	\$88,526,387

BUDGETED 2023	General Fund	Special Revenue Fund	Enterprise Fund	911 Capital Fund	Indirect Costs and Clearing	Total Agency Budget
Federal and State Funds	\$-	\$73,001,498	\$143,669	\$-	\$-	\$73,145,167
Private Funds	-	3,581,324	109,010	-	-	3,690,334
Local Dues and Fees	2,440,615	-	285,600	-	-	2,726,215
Other Local Funds	-	8,607,785	156,121	2,143,097	2,883,023	13,790,026
Fees for Services	-	504,195	1,792,837	-	-	2,297,032
Investment Income	69,000	18,488	-	-	-	87,488
Other Financing Sources	123,256	-	-	-	-	123,256
Contributed Services	-	3,803,011	-	-	-	3,803,011
Transfer from Other Funds	-	781,181	19,500	-	-	800,681
Indirect Allocation to Clearing Fund	-	-	-	-	10,384,199	10,384,199
TOTAL REVENUE	\$2,632,871	\$90,297,482	\$2,506,737	\$2,143,097	\$13,267,222	\$110,847,409

REVISED 2023	General Fund	Special Revenue Fund	Enterprise Fund	911 Capital Fund	Indirect Costs and Clearing	Total Agency Budget
Federal and State Funds	\$-	\$61,674,506	\$103,916	\$-	\$-	\$61,778,422
Private Funds	-	3,611,308	27,758	-	-	3,639,065
Local Dues and Fees	2,398,567	-	273,337	-	-	2,671,904
Other Local Funds	227	7,922,055	76,200	2,143,097	2,928,023	13,069,602
Fees for Services	38,842	568,236	1,410,751	-	-	2,017,829
Investment Income	125,000	-	-	-	-	125,000
Other Financing Sources	134,275	-	-	-	-	134,275
Contributed Services	-	6,896,083	-	-	-	6,896,084
Transfer from Other Funds	-	779,536	19,500	-	-	799,036
Indirect Allocation to Clearing Fund	-	-	-	-	10,007,257	10,007,257
TOTAL REVENUE	\$2,696,911	\$81,451,724	\$1,911,462	\$2,143,097	\$12,935,280	\$101,138,474

BUDGETED 2024	General Fund	Special Revenue Fund	Enterprise Fund	911 Capital Fund	Indirect Costs and Clearing	Total Agency Budget
Federal and State Funds	\$-	\$85,042,000	\$78,957	\$-	\$-	\$85,120,957
Private Funds	-	5,129,122	20,000	-	-	5,149,122
Local Dues and Fees	1,079,719	-	367,917	-	-	1,447,636
Other Local Funds	-	9,749,931	61,202	1,662,114	3,020,600	14,493,847
Fees for Services	24,550	615,976	1,510,541	-	-	2,151,067
Investment Income	90,000	19,087	-	-	-	109,087
Other Financing Sources	139,281	-	-	-	-	139,281
Contributed Services	-	11,464,210	-	-	-	11,464,210
Transfer from Other Funds	-	948,434	19,500	-	-	967,934
Indirect Allocation to Clearing Fund	-	-	-	-	12,111,727	12,111,727
TOTAL REVENUE	\$1,333,550	\$112,968,760	\$2,058,117	\$1,662,114	\$15,132,327	\$133,154,868

F. PERSONNEL SUMMARY CHART

	2022		2023		2024	
	Full-time Employees	Part-time and interns	Full-time Employees	Part-time and interns	Full-time Employees	Part-time and interns
EXECUTIVE DIRECTOR'S OFFICE	1	-	1	-	1	1
Administrative Support	1	-	1	-	1	-
FINANCE AND ADMINISTRATION						
Financial Grants and Management	17	2	17	1	17	1
Human Resources	2	1	2	1	2	1
Information Technology	4	-	4	-	4	-
Public Affairs	8	-	9	1	9	1
AGING AND ADULT SERVICES	22	-	24	2	28	2
COMMUNITY DEVELOPMENT						
General	2	2	1	3	-	-
Workforce	1	-	1	-	-	-
LOCAL GOVERNMENT SERVICES						
Local Government Services	2	2	3	2	6	2
Government Training Institute	3	-	3	-	3	1
Public Safety Communications	16	-	16	-	17	-
Emergency Services	8	-	8	-	8	-
Workforce	-	-	-	-	1	-
EARLY LEARNING						
Head Start	28	-	29	-	31	-
Early Learning	5	-	5	-	7	-
RESEARCH SERVICES						
Research and Data	3	-	3	-	4	-
Geographic Information Systems	9	-	9	-	8	-
Innovation	1	-	1	-	1	-
TRANSPORTATION AND ENVIRONMENT						
Administration	2	-	2	-	2	2
Air Quality	4	1	4	1	4	1
Transportation Data	2	-	2	-	2	-
Environment	2	1	2	1	5	1
Solid Waste Management District	3	-	3	-	3	-
General	2	-	2	-	2	-
Operation Green Light	5	-	5	-	5	-
Transportation Planning	7	2	8	2	7	-
TOTAL	160	11	165	14	178	13

Full-time employees work a schedule based on 40 hours per week. Employees in part-time positions have regular schedules that include between 0 and 40 hours per week. Employees in full and part-time positions scheduled to work 20 or more hours a week are eligible for the MARC benefits program, including leave accrual. Part-time positions scheduled to work less than 20 hours per week, and intern positions that are typically hired for a specific, predefined period and work less than 1000 hours per year, do not accrue leave time and are not eligible for MARC benefits.

G. GLOSSARY OF FINANCIAL TERMS

911 Capital Fund — This fund is used to plan and track large-cost projects for the Regional 911 System.

- A -

Accrual Basis of Accounting — The method of accounting under which revenues and expenses are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue that was earned in December, but not collected until January, is recorded as revenue in December.

Audit — The Annual Comprehensive Financial Report prepared by an auditor covering the audit or investigation of an entity's financial position for a given period. As a general rule, the report should include a) statement of the scope of the audit; b) explanatory comments concerning exceptions from generally accepted auditing standards; c) opinions; d) explanatory comments concerning verification procedures; e) financial statements and schedules; and f) statistical tables, supplementary comments and recommendations. The auditor's signature follows item c) or d).

- B -

Balanced Budget — Annual financial plan in which expenses do not exceed revenues.

Budget — A financial plan of estimated expenditures and the means of financing them for a stated period of time.

Budget Process and Timeline — A summary of the budget process and an outline of the steps taken to complete and gain approval of the revised budget for the current year and proposed budget for the following year.

- C -

Capital Expenditure — Money spent to acquire, maintain, repair or upgrade equipment, machinery, facilities or infrastructure that will provide long-term service or other public

benefits.

Capital Outlay and Equipment — Items purchased that are determined to have significant value, with a useful life of several years. Examples include technology (hardware and software), equipment and vehicles.

Capital Improvement Plan — A budget plan for the improvement of facilities and infrastructure in which the resulting project has a useful life of more than one year and in which costs are expected to be over \$5,000. Currently, the projects and equipment on the Capital Improvement Plan are related to the Regional 911 System and Operation Green Light.

Contractual Services — Services rendered by private firms, individuals or governmental agencies.

Contributed Services — Matching funds from other agencies and the value of in-kind services such as volunteer time.

- D -

Debt — Long-term debt such as loans, notes and bonds.

Deferred Revenue — Advance payments or unearned revenue, recorded by MARC as a liability, until the services have been rendered or products have been delivered. As the product is purchased or the service is delivered over time, it is recognized as revenue.

Department — Major unit of organization.

Depreciation — Expiration in the service life of fixed assets because of wear and tear, deterioration, action of physical elements, inadequacy or obsolescence.

Direct Program Expenditures — Costs for materials and supplies related to programs.

- E -

Enterprise Fund — The fund used to account for activities and programs where MARC charges a fee for services.

- F -

Federal and State Funds — Monies awarded or allocated to MARC by federal and state agencies, primarily through grants for specific purposes.

Fees for Services — Direct charges to cover the cost of services. For example, fees participants pay to enroll in a class offered by the Government Training Institute.

Fiscal Year — A 12-month accounting period to which the operating budget applies. MARC's fiscal year begins on January 1 and ends December 31 of the same calendar year.

Fixed Assets — Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery and other equipment.

Full Time — A full-time employee is one whose position schedule and salary is based on a 40-hour week. The position may be exempt or nonexempt, and the employee in the position is not hired for a specific, predefined period of time. Regular full-time employees accrue leave time and are eligible for standard benefits, subject to the terms, conditions and limitations of each benefit program.

Fund — A fund is an accounting entity with a self-balancing set of accounts, which is segregated from other funds, to carry on specific activities or attain certain objectives. MARC's budget includes five funds — General Fund, Special Revenue Fund, Enterprise Fund, Indirect and Clearing Fund, and 911 Capital Fund. The term "funds" may also be used in a more traditional sense to mean a sum of money allocated for a particular purpose, such as state or federal funds.

Fund Balance — On-hand, available cash balances, which are realized in prior fiscal years less current liabilities and are available for designation as a funding source for a future budget year. Fund balance often represents resources saved from prior years for future planned projects.

-G -

General Fund — The fund used to account for contributions from local governments, additional state income, investment income, and other charges for services and events.

Grant — A contribution made from either the private sector to the organization or by one governmental unit to another. The contribution is usually made to support a specified program, function or project.

- I -

Indirect Allocation to the Clearing Fund — A calculated transfer based on direct salary charges for work done to support a particular project. This allocation is used to pay for indirect costs and fringe benefits.

Indirect and Clearing Fund — The fund used to account for indirect costs and fringe benefits, and other miscellaneous expenditures of an in-and-out nature. Currently, the only in-and-out amounts in this fund are for 911 expenses direct billed back to agencies. Expenses for indirect costs and fringe benefits are allocated each pay period and transferred to the Indirect and Clearing Fund for tracking.

Indirect Cost Allocation Plan (ICAP) — Each year MARC prepares a formal report to the federal government based on allowable indirect and fringe benefit costs for the previous year. This plan is submitted to MARC's cognizant federal agency (the U.S. Department of Health and Human Services) for review and approval of indirect and fringe benefit cost rates for the upcoming year.

Investment Income — Monies not required for immediate use are invested in accordance with MARC's investment policy. Interest is earned and considered unrestricted revenue.

- L -

Local Dues and Fees — Fees that local government and some other public agencies contribute through dues, fees and voluntary contributions.

Long-Term Contingency (Reserve) Fund

Balance — The portion of the General Fund balance that is restricted as contingency funding and is, therefore, not available for general use.

- M -

Major Fund — Fund financial statement whose revenues, expenditures/expenses, assets or liabilities are at least 10% of the total for their fund category (governmental or enterprise) and 5% of the aggregate of all governmental and enterprise funds in total.

These tests to determine major funds must be applied to each fund individually including each capital project and/or each special district. An entity may choose to report any other governmental or enterprise fund as a major fund if it believes that the fund is important to the users of its financial statements. The general fund is always considered a major fund.

- O -

Other Local Funds — Monies other than dues or fees that MARC receives from cities, counties and other agencies in the region, which are provided to support specific programs.

- P -

Part-time/Intern — Part-time/Intern employees are typically hired to work less than 20 hours per week, or for a specific, pre-defined period of time, and/or will work less than 1,000 hours in a rolling year. Part-time/Intern employees do not accrue leave time and are not eligible for benefits other than Social Security/Medicare.

Pass-Through Funds — Monies received by MARC and passed on to local governments and other agencies for specific projects and services. Nearly three-quarters of MARC revenue is passed on to other agencies.

Personnel Costs — Salaries, benefits, indirect costs, rent and other related costs of employees.

Policy Goal — MARC's work is organized under eight policy goals which are interrelated bodies of work that support the vision for the region. Each policy goal encompasses a number of programs and projects.

Private Funds — Grants and financial support provided by private foundations and companies in support of a specific program of work.

Projection — Estimation of future revenues and expenditures based on past trends, current economic conditions and financial forecasts.

- R -

Regular Part Time - A regular part-time employee is one whose position schedule is based on working more than 20 but less than 40 hours per week. The position may be exempt or non-exempt and the employee in the position is not hired for a specific, pre-defined period of time. Regular part-time employees accrue leave time at prorated rates, and are eligible for standard benefits, but at costs that are proportional to their schedule. Generally, regular part-time schedules are based on 75% or 50% of a full-time schedule.

Reserves — Amounts set aside in the current and past years for specific purposes. This budget shows three reserve funds:

- Long-Term Contingency: Established to provide supplementary program cash flow as necessary, startup costs for a new initiative, a safety net if federal or state programs are reduced, or to make larger purchases with cash, if deemed appropriate.
- Vacation and Sick Leave Reserve: Amounts set aside each payroll period to cover MARC's outstanding liability for all accrued leave.
- Transportation Planning Reserve: Project fees charged when funds are programmed, along with a portion of local government dues. Used to generate non-federal cash match.

Restricted Fund Balance — The portion of a fund's balance that is restricted for a specific purpose and is not available for general appropriation.

Revised Budget — Each year a Revised Budget for the current year is prepared and approved by the Board of Directors at the same time the budget is prepared for the upcoming year. The Revised Budget includes changes that have occurred over the year that are significant enough they should be reflected in the budget.

H. GLOSSARY OF PROGRAMS AND ACRONYMS

- A -

AAA-Area Agencies on Aging is a network of public or private nonprofit agencies designated by a state to address the needs and concerns of all older persons at the regional and local levels.

ACH-Automated Clearing House is a network that coordinates electronic payments and automated money transfers. ACH is a way to move money between banks without using paper checks, wire transfers credit card networks, or cash.

AMP — The Aging Mastery Program is a series of classes that offers a comprehensive and fun approach to living that celebrates the gift of longevity. The 10-session program combines goal setting, daily practices and peer support to help participants make meaningful changes in their lives.

APWA-American Public Works Association is a nonprofit, professional association of public works agencies, private companies, and individuals dedicated to promoting professional excellence and public awareness through education, advocacy and the exchange of knowledge.

AWP-Agile Work Profile is a career assessment tool offered by the DeBruce Foundation to broaden career opportunities for individuals.

- B -

B&P Committee — Budget and Personnel Committee is a subcommittee of the MARC Board of Directors that handles finance, budget administrative and procurement matters.

- C -

CARES ACT — The Coronavirus Aid, Relief, and Economic Security Act is an economic relief package worth more than \$2 trillion that was passed by Congress and signed into law on March 27, 2020.

CCTA — The Regional Homeland Security Coordinating Committee received a grant to help the region prepare for Complex, Coordinated Terrorist Attacks, or attacks that occur at multiple locations in quick succession.

CDA-Child Development Associate is a credential program for early educators working with children ages birth to 5 years old.

CEDS-Comprehensive Economic Development Strategy is a locally based, regionally driven economic development planning process. CEDS provides the capacity-building foundation by which the public sector, working in conjunction with other economic actors (individuals, firms, industries), creates the environment for regional economic prosperity.

CMAQ-Congestion Mitigation Air Quality is a program that provides funds to states for transportation projects designed to reduce traffic congestion and improve air quality, particularly in areas of the country that do not attain national air quality standards.

CHW-Community Health Workers serve as a link between a patient and health or social service agencies, working to improve health outcomes by improving access to services and quality of care.

CSN-The Community Support Network is an integrated care network that offers specific benefits to at-risk patients, health care providers, payers and community service organizations.

Connected KC 2050 — Connected KC 2050 is the Regional Transportation Plan (RTP) and serves as a blueprint for managing the region's transportation system. Required by the federal government, this plan identifies transportation improvements for the next 20 to 30 years. As the metropolitan planning agency for the Kansas City region, MARC is required to update the regional transportation plan every five years.

CORE 4 — The city/county managers from the four largest local government jurisdictions in the region (City of Kansas City, Missouri, Jackson County, Johnson County and the Unified Government of Wyandotte County/Kansas City, Kansas) lead the CORE 4 initiative to bring staff with common mission together and discuss topics of common concern.

CRSSAA — Coronavirus Response and Relief Supplemental Appropriations Act funds to be used for the regional overlay transportation project.

COVID-19 — A contagious respiratory and vascular disease caused by severe acute respiratory syndrome coronavirus 2 that caused a pandemic.

- D -

DBE-Disadvantaged Business Enterprise

DEI-Diversity, Equity and Inclusion are policies and programs that promote the representation and participation of different groups of individuals, including people of different ages, races and ethnicities, abilities and disabilities, genders, religions, cultures, and sexual orientations.

DUFB-Double Up Food Bucks

- E -

EDA-Economic Development Administration funds grants to help fulfill regional economic development strategies designed to accelerate innovation and entrepreneurship, advance regional competitiveness, create higher-skill, living-wage jobs, generate private investment, and fortify and grow industry clusters.

EFT-electronic funds transfer the electronic transfer of money from one bank account to another, either within a single financial institution or across multiple institutions, via computer-based system, without the direct intervention of bank staff.

eICs-electronic incident command system was developed by Missouri health care leaders as an organizational-based tool to assist hospitals with the management of emergency incidents within their individual facilities to include staff notification. The system has evolved to support the communication and coordination needs of health care organizations in a regional or statewide response. The tool can be utilized for both real-world and exercise/drill communications, response and coordination.

ELPP-Early Learning Program Profile collects data on processes and structural quality measures for early learning programs that lead to better outcomes for children. The profile is based on the Quality Improvement Framework designed to measure, support, improve and sustain quality in early learning programs.

EMResource was initially adopted in Missouri as a tool to monitor and coordinate bed availability and hospital diversion status between health care organizations, emergency medical services, and dispatch centers. The application has expanded in functionality and continues to evolve as statewide health care coordination needs are identified.

EMS -Emergency Medical Service is a service providing out-of-hospital acute care and transport to definitive care, to patients with illnesses and injuries which the patient believes constitutes a medical emergency.

EPA-Environmental Protection Agency is an independent executive agency of the United States federal government tasked with environmental protection matters.

EEVA-Economic Equity Value Atlas is a tool that helps align economic development, regional planning and infrastructure investment in support of regional economic goals.

- F -

FHWA-Federal Highway Administration is a division of the U.S. Department of transportation that specialized in highway transportation. The agency's major activities are grouped into two programs, the Federal-aid Highway Program and the Federal Lands Highway Program.

FTA-Federal Transit Administration is an agency within the U.S. Department of Transportation that provides financial and technical assistance to local public transportation systems.

FTA-MO-CMAQ — Combined transportation funds from the Federal Transit Administration, Missouri Department of Transportation and Congestion Mitigation Air Quality program. MARC allocates these funds to local government projects through its committee processes.

- G -

GFOA-Government Finance Officers Association is a professional association of approximately 19,000 state, provincial, and local government finance officers in the United States and Canada.

GI-Green Infrastructure is a planning and design approach to grow communities in ways that simultaneously tend to neighborhoods, commerce, and nature.

GIF — The Government Innovations Forum supports communications among city and county managers and helps implement Managers' Roundtable ideas and initiatives. Supported by contributions from cities and counties, the forum provides staff support to the Managers' Roundtable and connects members with a variety of regional research and decision-making mechanisms through MARC's Local Government Services program.

GIS-Geographic Information Systems is a conceptualized framework that provides the ability to capture and analyze spatial and geographic data.

GradForce KC — GradForce KC guides postsecondary attainment initiatives in the Kansas City region. The focus is on helping two primary populations: first-generation college students and adults who are returning to college. Postsecondary degrees can help these individuals find career pathways and quality jobs, and a more educated workforce helps attract and retain businesses that strengthen our regional economy.

GTI — The **Government Training Institute** is designed to provide a consistent and responsive mechanism for meeting the training and organizational development needs of public organizations.

GusNIP-Gus Schumacher Nutrition Inventive Program supports projects to increase the purchase of fruits and vegetables among low-income consumers participating in the Supplemental Nutrition Assistance Program (SNAP) by providing incentives at the point of purchase.

G2U — The Government-to-University Initiative is an innovative approach to addressing critical governance challenges by building structured regional networks of governments and universities. The initiative aims to catalyze a robust local marketplace that can sustainably connect governments' hiring and research needs with local university capacity.

- H -

HCC-Health Care Coalition are groups of individual health care and response organizations such as acute care hospitals, emergency medical service (EMS) providers, emergency management agencies, public health agencies, and more - working in a defined geographic location to prepare and respond to disasters and emergencies.

HHS-Health and Human Services, the U.S.

Department of Health and Human Services, also known as the Health Department, is a cabinet-level executive branch department of the U.S. federal government with the goal of protecting the health of all Americans and providing essential human services.

HIPAA — The **Health Insurance Portability and Accountability Act** of 1996 is legislation that provides data privacy and security provisions for safeguarding medical information.

HMIS — MARC serves as the Lead Agency for the **Homelessness Management Information System** which supports three Continuum of Care organizations to advance efforts around permanent housing, employment and landlord engagement.

HUD — The **U. S. Department of Housing and Urban Development** is a federal agency dedicated to strengthening and supporting the housing market.

- I -

IBTS — The **Institute for Building Technology and Safety** is a national nonprofit organization focused on serving communities. They provide a regional approach to building inspection and planning services for local governments on a contract basis. They are a strategic partner to MARC in the area of shared services.

ICAP-Indirect Cost Allocation Plan is a method established by the federal government of allocating indirect costs to grants through a negotiated indirect cost allocation rate.

ICMA-International City Managers Association represents professionals in local government management. ICMA provides education and networking opportunities for its members and offers the Credentialed Manager program to offer professional credentialing to city and county executive managers. It also conducts research, provides technical assistance and training, and promotes professional local government management.

- K -

KC Communities for All Ages — KC Communities for All Ages is a program with the goal to ensure that older adults are valued, understood, respected and involved in creating and sustaining a high quality of life in their communities. This work is accomplished through engagement with older adults, convening community members, providing technical assistance to communities and tracking regional demographic and environmental trends.

KC Degrees — KC Degrees encourages metro-area adults, age 25 and over, who have some college credits but no degree to return and finish. KC Degrees provides personalized, consistent and reliable college success services, including access to a community-based resources network and direct contacts within a regional postsecondary network and with regional employers.

KC Rising — The KC Rising initiative is a collaborative effort of the Civic Council of Greater Kansas City, the Kansas City Area Development Council, the Greater Kansas City Chamber of Commerce and MARC. It focuses on the three key drivers of regional prosperity: traded sectors, innovation and entrepreneurship, and human capital.

KCRPC — The **Kansas City Regional Purchasing Cooperative** is a local government purchasing cooperative. It is a partnership of MARC, the Mid-America Council of Public Purchasing and local governments.

KERIT — The **Kansas Eastern Region Insurance Trust** is a self-insurance program to cover workers' compensation claims for 15 cities, two counties and one park and recreation district in Kansas.

- L -

LINC-Local Investment Commission is a non-profit organization that works with state and local governments, businesses, community, and civic leaders to improve the lives of children and families in the Kansas City region.

LISC-Local Initiatives Support Corporation is a U.S. non-profit community development financial institution that supports community development initiatives in 35 cities and across 2,100 rural counties in 44 states.

- M -

MA4 — The Missouri Association of Area Agencies on Aging promotes the continued physical, social, and economic self-sufficiency of Missouri's older adults. It pursues elders' right to choice and dignity in daily living, and strives to furnish its members with the essential informational/ educational resources to deliver quality services. MARC serves as the Area Agency on Aging for five Missouri counties.

MARC — The Mid-America Regional Council serves as the association of local governments for the nine-county, bistate Kansas City region.

MARCR — The Mid-America Regional Council Emergency Rescue Committee, commonly known as MARCR, promotes regional coordination and cooperation in emergency pre-hospital care for metropolitan Kansas City. MARCR is composed of professionals in the emergency medical services (EMS) community.

MARRS-Metropolitan Area Regional Radio System is a consortium of 700 MHz and 800 MHZ trunked radio systems in the MARC region that comply with APCO Project 25 standards and with Inter Sub-system Switch Interoperability standards. This consortium provides authorized radio users with the ability to seamlessly roam and have voice communications through each of the radio systems.

MERS-Metropolitan Emergency Radio System provides for interoperability for both voice and mobile data among public safety agencies in the Kansas City metro area and surrounding counties.

MOHAKCA — The Metropolitan Official Health Agencies of the Kansas City Area is an organization created to promote public health at the regional level by coordinating, strengthening and increasing the effectiveness of local city and county health agencies.

MPO — The Metropolitan Planning Organization is the policy board of an organization created and designated to carry out the metropolitan transportation planning process. MPOs are required to represent localities in all urbanized areas (UZAs) with populations over 50,000 as determined by the U.S. Census.

- N -

NCSR-Nationwide Cybersecurity Review is an annual self-assessment designed to measure gaps and capabilities of state, local, tribal and territorial governments' cybersecurity programs.

NG911-Next Generation 911 implementation will enhance regional 911 service to include the ability to transmit texts and images to call centers

- O -

OAA-Older Americans Act is a federal level initiative aimed at providing comprehensive series for older adults.

OGL — Operation Green Light is a cooperative effort to improve the coordination of traffic signals and incident response on major routes throughout the Kansas City area. This helps reduce unnecessary delay, improve traffic flow and reduce emissions that contribute to ozone pollution.

- P -

P4 — Promoting Pediatric Primary Prevention -

The P4 challenge invited applicants to propose and implement innovative approaches to increase access to and utilization of well-child visits and/or immunization services within primary care settings.

PSAP — The Regional 911 System is served by more than 40 **Public Safety Answering Points** operated by local government agencies. MARC serves as the coordinating agency for the Regional 911 System, which handles almost two million emergency calls each year.

PSP — The **Planning Sustainable Places** program promotes concepts consistent with sustainable communities and the advancement of site-specific and project-specific activities within the centers and corridors planning framework. Through several committees, Federal funding is allocated and awarded for local government projects based on criteria.

- Q -

QAPP-Quality Assurance Project Plans is a document that outlines the procedures that those who conduct a monitoring project will take to ensure that the data they collect and analyze meets project requirements.

QVIC-Quality and Value Innovation Consortium is a novel collaboration of stakeholders committed to improving the value of healthcare in Kansas City.

- R -

RAPIO-Regional Association of Public Information Officers is a committee formed in 2000 to give area public information officers an opportunity to share information, work cooperatively on regional issues, and network with their peers.

RFP-Request for Proposal is a business document that announces and provides detail about a project and then solicits proposals, often made through a bidding process, by an agency or company interested in procurement of a commodity, service, or valuable asset, to potential suppliers to submit business proposals.

RHSCC-Regional Homeland Security Coordinating Committee is a policy committee of the MARC Board of Directors which oversees regional emergency preparedness and homeland security grant funds.

RideshareKC — RideshareKC, now rebranded as **WAY TO GO**, is a publicly funded program that provides commuter resources to individuals and employers. The program offers commuter-matching service for anyone who lives, works or attends school in Greater Kansas City or within 75 miles of downtown Kansas City, Missouri.

RTCC — The Regional Transit Coordinating Council is an advisory body to MARC, Kansas City Area Transportation Authority (KCATA) and local jurisdictions. Convenes on a quarterly basis to address regional transit planning, coordination, and implementation of transit priorities.

RWIN — The Regional Workforce Intelligence Network of Greater Kansas City is a regional workforce and economic data exchange system convened by MARC to share information and encourage greater collaboration among employers and economic development agencies in the region.

- S -

SNAP — The Supplemental Nutrition Assistance Program is the federal nutrition program formerly known as food stamps. Participants use electronic benefits transfer cards to buy program-eligible foods. The Double-Up Food Bucks nutrition incentive program provides a dollar-for-dollar match for SNAP users to buy fresh produce.

SSI — Supplemental Security Income is Federal income supplement program funded by general tax revenues (not social security taxes). It is designed to help aged, blind and disabled people who have little to no income. It provides cash to meet basic needs for food, clothing, and shelter.

STP — Surface Transportation Program provides flexible funding that may be used by states and localities for projects to preserve and improve the condition and performance on any Federal-aid highway, bridge and tunnel projects on any public road, pedestrian and bicycle infrastructure and transit capital projects, including intercity bus terminals.

SWMD — The MARC Solid Waste Management District serves as a regional solid waste planning agency for local governments in Cass, Clay, Jackson, Platte and Ray counties in Missouri, and works cooperatively with Johnson, Leavenworth and Wyandotte counties. The district encourages development of local and regional waste reduction, reuse and recycling programs through outreach and education and a district grant program.

- T -

TIE — Talent-to-Industry Exchanges are public/private partnerships that bring industry and education groups together to solve workforce challenges. Each industry-specific TIE includes a detailed labor analysis and workforce action plan.

TIP — Each metropolitan planning organization (MPO) is required, to develop a **Transportation Improvement Program** which is a list of upcoming transportation projects—covering a period of at least four years. The TIP must be developed in cooperation with the state and public transit providers and should include capital and non-capital surface transportation projects, bicycle and pedestrian facilities and other transportation enhancements. The TIP should include all regionally significant projects receiving federal. and must be fiscally constrained.

- U -

USDA — The U.S. Department of Agriculture, also known as the Agriculture Department, is the federal executive department responsible for developing and executing federal laws related to farming, forestry, rural economic development, and food.

- W -

WAY TO GO, formerly known as Rideshare KC, is a publicly funded program that provides commuter resources to individuals and employers. The program offers commuter-matching service for anyone who lives, works or attends school in Greater Kansas City or within 75 miles of downtown Kansas City, Missouri.

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