



2023

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: 2023 Budget and Work Plan

On behalf of the entire Mid-America Regional Council staff, I am pleased to present the 2023 Budget and Work Plan for your consideration. The document is based on our key expectations for the coming year:

Stable financial outlook. We anticipate a stable fiscal status for the agency in 2023 and beyond. Recovery and renewal programs have recently provided an influx of funding. We have received several new grants and increases to existing grants that are built into our work plan and budget, causing an increase in revenues and expenditures for 2023. We believe that resources will continue to be available, although some of the recovery funds may transition to other programming in the future. With these resources we will continue to help communities in Greater Kansas City address critical needs and priorities and help facilitate the economic and social progress of the region. Our work plan gives priority to building and expanding essential social, economic and infrastructure systems to promote growth, meet service demands and ensure equitable opportunity.

Strategic opportunities. We are constantly monitoring new Federal and State funding opportunities related to our policy goal areas. As mentioned above, there are still some programs related to pandemic recovery that will help us to strategically invest in regional priorities and strategies on several fronts. We are committed to working to coalesce regional partners around these opportunities and around other opportunities for shared services in response to cross-jurisdictional and cross-agency needs and opportunities. Examples of that are the FHA-MoDOT CRRSAA Regional Overlay Project, the USDot Bi-State Sustainable Reinvestment Corridor, the Substance Abuse and Mental Health Services Administration grant and a substantial increase to the USDA Nutrition Incentive Program. Pass through programs like these are funding valuable projects in and across communities.

Organizational capacity. In addition, the 2023 Budget and Work Plan reinforces our commitment to building organizational capacity in several respects. Following is an overview of key organizational goals, with examples of how the 2023 budget has been prioritized to address key issues that have intensified over the past year:

- ***Technical Capabilities***

MARC's ability to continue serving as a platform for collaborative decisions and services depends on our ability to have the technical capabilities to engage with data, technology, analytics and information systems that are increasingly embedded in every aspect of our lives. MARC has high degrees of technical excellence in many areas, yet we recognize the central importance of being highly attentive to mastering new technologies and keeping pace with the sheer proliferation of information systems that drive public systems. Some

areas of focus in 2023 include:

- Continued implementation of an internal *Data Forward* plan to coordinate organization-wide capacities and data enhancement efforts.
- Reallocate staff and restructure some positions to bring new skills and capacity to research, data analysis and data visualization.
- Expansion of data sources through partnerships to ensure timely and comprehensive data which will enable us to create and enhance meaningful data hubs and analyses related to key regional issues.
- Expansion of our capabilities to use our new contact/event management, enhancing our ability to communicate with partners, coordinate events and committees.
- Automate processes and enhance communication with staff with implementation of a human resources information system and an updated Intranet.
- Create meaningful analysis and provide current tools and resources available to all through continued enhancement of our new, award winning, website.

- ***Integrated Systems and Strategies***

Many public and nonprofit entities are working to create or expand systems that enable a diverse, but interdependent group of community actors to collaborate by being more informed, connected and supported. MARC is playing a key role in developing systems that address a wide range of issues, from housing production to human services and beyond. At the same time, MARC's internal systems need to be fully aligned and mutually reinforcing to leverage all our resources to maximize outcomes and impact. Following are some goals for 2023 to develop and integrate key systems and strategies:

- In 2022, MARC held two leadership sessions that focused on enhancing internal systems by acting upon the integration and overlaps of our work. Several internal task forces have been formed with representation from all departments. For instance, a Tech Team gathers quarterly to share information, projects and skills. We plan to continue having leadership gatherings and expand sharing of information through these cross-department groups. We are being very intentional about identifying issues that involve multiple policy goal areas and bringing staff together to brainstorm on mutual goals.
- The Bistate Sustainable Reinvestment Corridor is advancing a broad strategy that requires integrated planning across the organization and committees. Through this work, plans will be in place for a high-capacity, zero emission transit corridor that supports the region's Climate Action Plan, Metropolitan Transportation Plan and improved access to housing, health care, employment and education.
- MARC's KC Degrees program is assisting Mid-America Head Start parents and guardians with career coaching and workforce services through a cohort coaching model. A group of parents and guardians are guided over a 6-week training program to help identify career pathways, learn about training and education programs and hear from employers about seeking employment.

- A grant that promotes food waste reduction and will also support climate resilience and food security initiatives.
- In partnership with other agencies in Northwest Missouri, MARC will support will home-based/family childcare providers, infant/toddler teachers and preschool teachers through onsite coaching support, intensive cohort trainings, and best practices training.

- ***Equity at Our Core***

MARC recognizes that advancing economic and social opportunities for everyone is integral to the continued progress of our region, and that the same is true for our organization. We are focused on fostering the values and reality of racial and social equity in our workforce, policies, partnerships, programs and practices throughout the agency. Key 2023 goals include:

- We have made great strides in expanding understanding of diversity, equity and inclusion throughout the organization and putting that understanding to work in modifying policies and practices identified through equity assessments. That work will continue as we keep discussions of and training about these issues at the forefront and ensure all staff are viewing our organization and our work through an equity lens.
- During 2022, post-pandemic, we worked to actively re-engage with regional partners and community leaders to strengthen relationships and jump start any momentum lost during the past two years. Recommendations from our equity assessment regarding outreach will be integrated into our structures with a goal of ensuring racial and geographic diversity in our committees and task force groups.
- We will continue to grow our expertise in the use of virtual platforms, expanding opportunities to gather input around our work from larger and diverse audiences.
- A new program to support capacity development and community-based climate resilience efforts in four urban core neighborhoods.
- Leading implementation of 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.

- ***Responsive Processes and Nimble Structures***

As our regional community emerges from the pandemic, organizations of all types are re-organizing and re-structuring to meet new community, workforce and civic realities, which requires MARC to evaluate how it organizes its various models of outreach, engagement and collaboration. At the same time, MARC is intent on enlisting new methods for enlisting a broad range of public voices in our work. This requires us to explore new, variable ways of engaging and collaborating and connecting and communicating. Some current and planned efforts include:

- Implementing recommendations of an analysis of the Regional Homeland Security Committee and its various working groups, including more systematic outreach to new elected officials and using task forces instead of standing committees.

- Broadening agency-wide use of social media to disseminate information and resources to the public and agency partners.
- Increasing presence at community events.
- Enhancing staff skilled and consulting resources to conduct outreach and public engagement in partnership with local governments and community agencies.
- Expanding MARC's newly designed website to continually improve the ease of finding information and resources

As always, even as we explore new opportunities, the proposed budget retains our long-term commitment to sound fiscal management and good stewardship of the funds entrusted to us. The 2023 budget reflects capacity-building strategies while continuing efforts to contain direct and overhead 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 2023 budget, those who apply for and manage the many grants MARC receives, and the Board of Directors and the many committee volunteers who play a key role in allocating resources. We look forward to a challenging but rewarding year ahead.

A handwritten signature in black ink, appearing to read "David A. Warm", with a stylized flourish at the end.

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, 2022

Christopher P. Morill

Executive Director

MARC

TABLE OF CONTENTS

About MARC	1
Background	2
Regional Vision	2
Board of Directors	3
Management Team	3
Organizational Charts.....	4
Regional Profile	6
Budget-At-A-Glance	9
Policy Goals and Work Plan	13
Introduction	14
Performance Measures.....	16
Efficient Transportation and Quality Places.....	20
Healthy Environment	23
Competitive Economy	26
Effective Local Government	29
Safe and Secure Communities	32
Thriving Older Adults and Communities	36
Quality Early Learning	39
Exemplary Core Capacities.....	42
Budget Highlights	45
Budget Structure	46
Revenue Highlights	47
Expenditure Highlights.....	56
Indirect Costs	61
Long-Term Contingency	62
Funds	65
Fund Structure	66
General Fund.....	67
Special Revenue Fund	80
Enterprise Fund.....	88
911 Capital Fund	93
Indirect and Clearing Fund	94
Appendices	97
A. Budget Process and Timeline	99
B. Methodology	102
C. Summary of Financial Policies	104
D. Indirect Cost Allocation	106
E. Additional Financial Tables.....	108
F. Personnel Summary Chart	110
G. Glossary of Financial Terms.....	111
H. Glossary of Programs and Acronyms	115

MARC

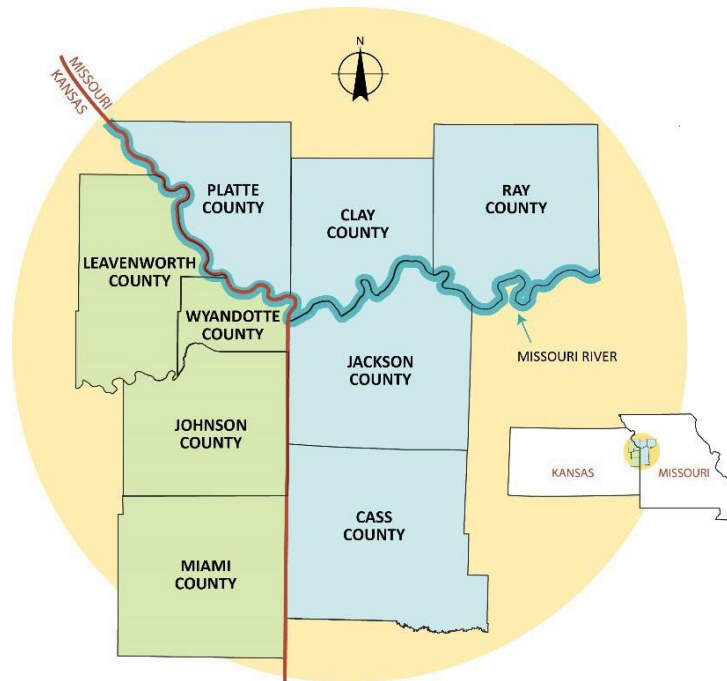


About MARC

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

BACKGROUND

Since 1972, the Mid-America Regional Council 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

As of Dec. 1, 2022

OFFICERS

Chair — Harold Johnson Jr., Commissioner, Unified Government of Wyandotte County/Kansas City, Kansas

1st Vice Chair — Carson Ross, Mayor, Blue Springs, Missouri

2nd Vice Chair — Janeé Hanzlick, Commissioner, Johnson County

Treasurer — Beto Lopez, Mayor Pro Tem, Lee's Summit, Missouri

Secretary — Damien Boley, Mayor, Smithville, Missouri

MEMBERS

Cass County — Bob Huston, Presiding Commissioner; Kristofer Turnbow, Mayor, Raymore

Clay County — Jerry Nolte, Presiding Commissioner; Victor Hurlbert, Auditor, Damien Boley, Mayor, Smithville

Jackson County — Frank White Jr., County Executive; Scott Burnett, County Legislator; Carson Ross, Mayor, Blue Springs

Johnson County, Kansas — Commission Chairman Ed Eilert; Commissioner Becky Fast (Chairman's Designee) Commissioner Janeé Hanzlick; Mayor Eric Mikkelsen, City of Prairie Village; Mayor Mike Boehm, City of Lenexa

Leavenworth County, Kansas — Commission Chair Doug Smith; Commissioner Jeff Culbertson

Miami County, Kansas — Commissioner Rob Roberts

Platte County, Missouri — Presiding Commissioner Ron Schieber; Commissioner Dagmar Wood

Ray County, Missouri — Presiding Commissioner Bob King

Unified Government of Wyandotte County/KCK — Mayor/CEO Tyrone Garner; Brian McKiernan, Commissioner and Missouri Public Transportation Representative; Commissioner Angela Markley; Commissioner Harold Johnson Jr.

City of Independence, Missouri — Mayor Rory Rowland; Councilmember Dan Hobart

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

City of Lee's Summit, Missouri — Mayor Bill Baird; Mayor Pro Tem Beto Lopez, Mayor's Representative

City of Olathe, Kansas — Mayor John Bacon; Councilmember Marge Vogt, Mayor's Representative

City of Overland Park, Kansas — Mayor Curt Skoog; Councilmember Holly Grummert; Councilmember Logan Heley, Mayors Designee

Public Transportation Advisory Members — Michael Moriarty, KDOT; David Silvester, MoDOT

MANAGEMENT TEAM

David A. Warm, Executive Director

Ron Achelpohl, Director of Transportation and Environment

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. Jovanna Rohs, Director of Early Learning and Head Start

Dr. James Stowe, Director of Aging and Adult Services

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

KANSAS

Johnson County	Unified Government of
Leavenworth County	Wyandotte Co./KCK
Miami County	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 Task Force
- 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
- KC Metro GIS
- Managers Roundtable
- Kansas City Regional Purchasing Cooperative
- Regional Association of Public Information Officers
- Regional Information Technology Managers Association

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

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
- Regional Community Health Workers Collaborative

COMPETITIVE ECONOMY

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

QUALITY EARLY LEARNING

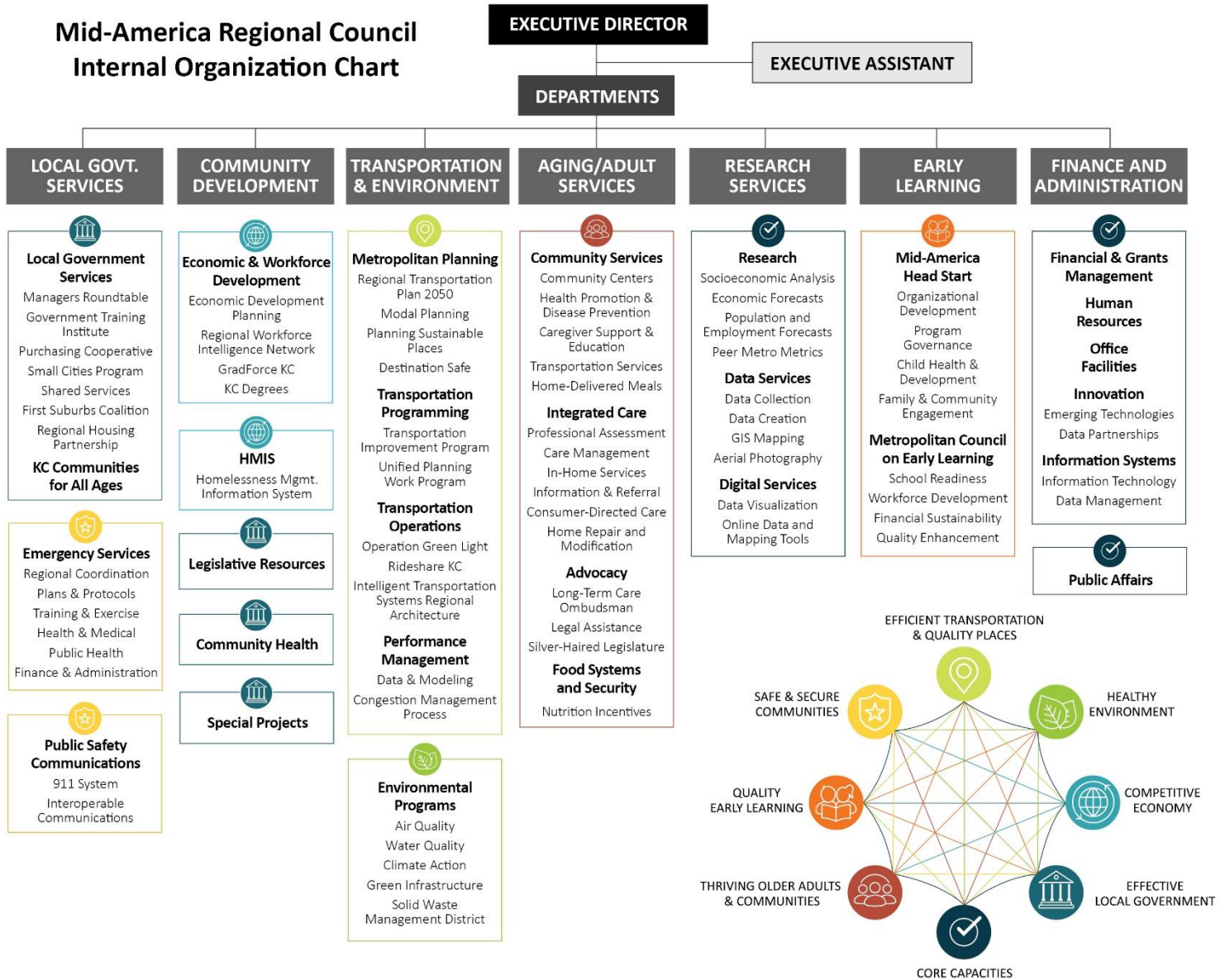
- Partners in Quality
- Head Start Policy Council
- Head Start Advisory Committee
- Head Start Health Advisory Committee

EXEMPLARY CORE CAPACITIES

- Regional Association of Public Information Officers

November 2022

Mid-America Regional Council Internal Organization Chart



MARC is administratively organized into seven 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 13-45

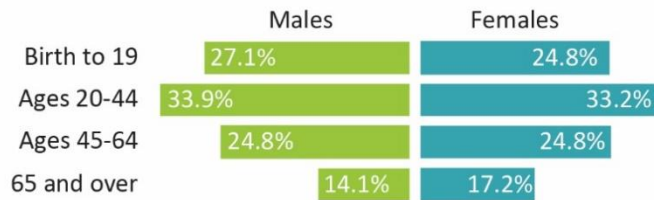
REGIONAL PROFILE



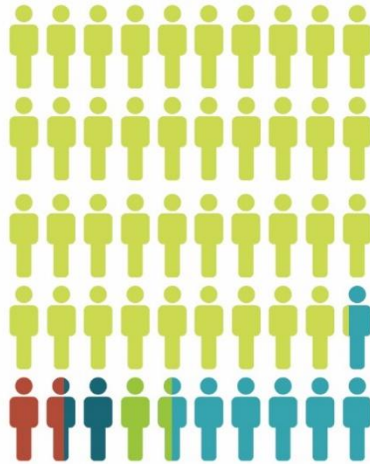
Population
2,199,544

Median age
37.9 years

Population by age and sex



Race and Hispanic origin



71.8% White
 11.9% Black or African American
 3.8% Some other race
 2.9% Asian
 .5% American Indian and Alaska Native
 .1% Native Hawaiian and other Pacific Islander
 9% Two or more races

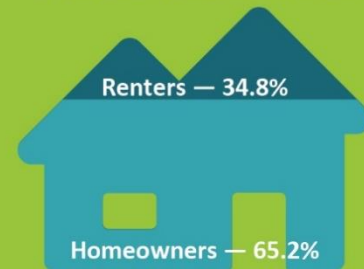
9.7% Hispanic
 90.3% White Non-Hispanic
People of Hispanic origin may be of any race.

Housing stock

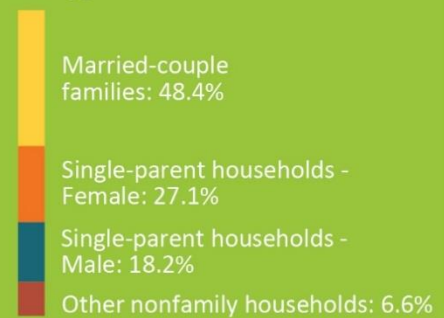
843,359 occupied housing units

74,864 vacant housing units

Owners versus renters



Types of households



Total school enrollment
521,438

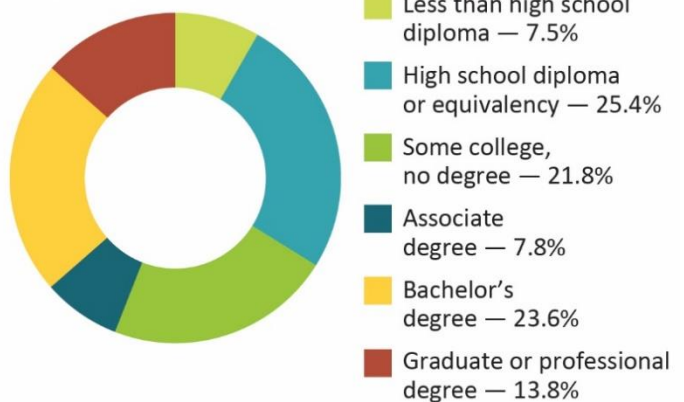
Nursery school **37,704**

Kindergarten to 12th grade **371,053**

College or graduate school **112,681**

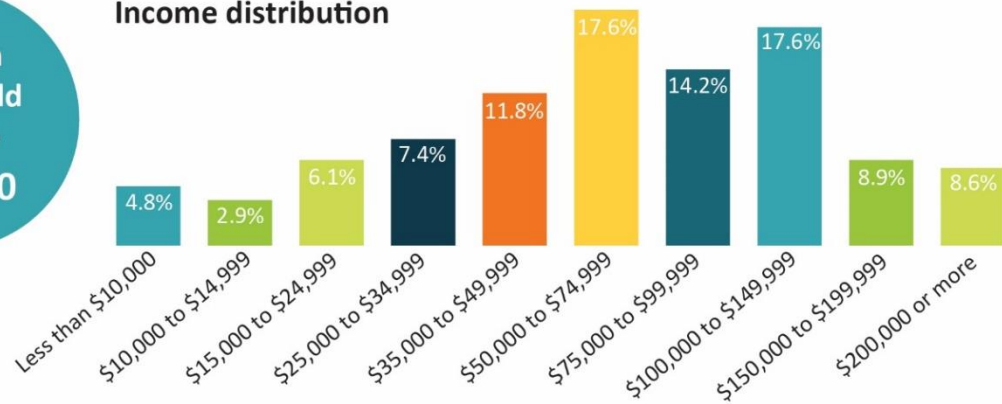
Educational attainment

People 25 years and over



Median household income
\$73,900

Income distribution



Total employment

1,085,100

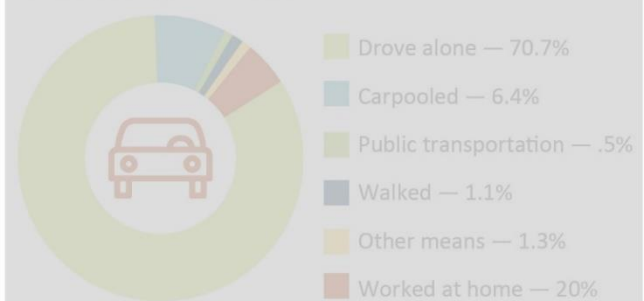
Employment by industry



Roadway miles



Commuting to work



Public transit trips



SOURCES: 2021 American Community Survey 1-Year Data Release, Kansas City, MO-KS Metro Area; U.S. Bureau of Labor Statistics, Kansas City Area Employment Report, May. 2022; National Transit Database.

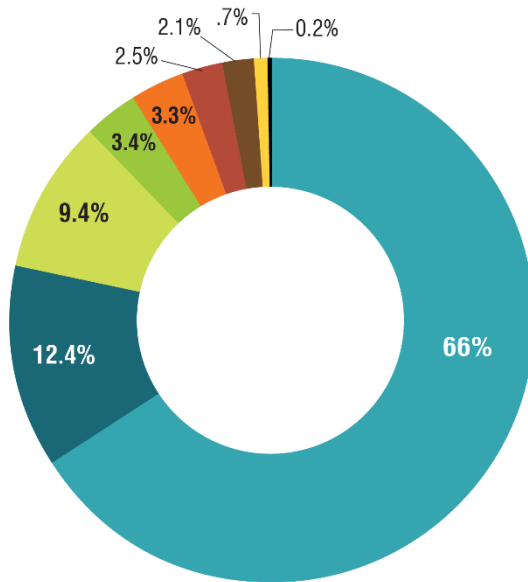
MARC



Budget At-a-Glance

- 2023 Revenues and Expenditures
- Expenditures by Fund Category
- Expenditures by Policy Goal Area
- Pass-Through Funds
- Long-Term Contingency, 5-Year Trend
- Staffing Levels, 10-year Trend

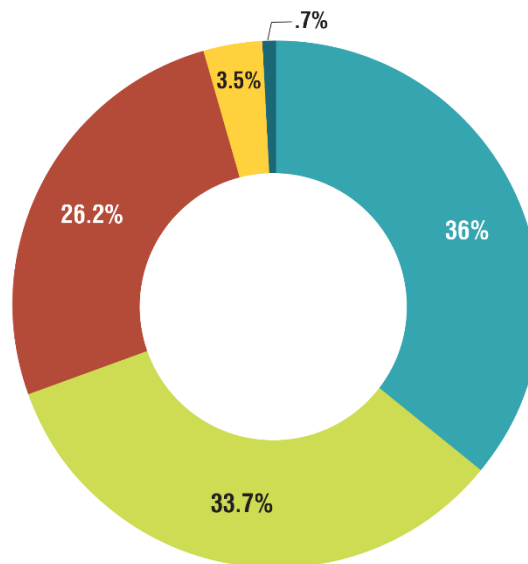
BUDGET AT-A-GLANCE — AGENCYWIDE



2023 REVENUES

- Federal and State Funds — \$73,145,168
- Other Local Funds — \$13,790,026
- Indirect Allocation to Clearing Fund — \$10,384,199
- Contributed Services — \$3,803,012
- Private Funds — \$3,690,334
- Local Dues and Fees — \$2,726,215
- Fees for Services — \$2,297,032
- Transfers from Other Funds — \$800,681
- Investment Income and Other Financing Sources — \$210,744

TOTAL — \$110,847,411










2023 EXPENDITURES

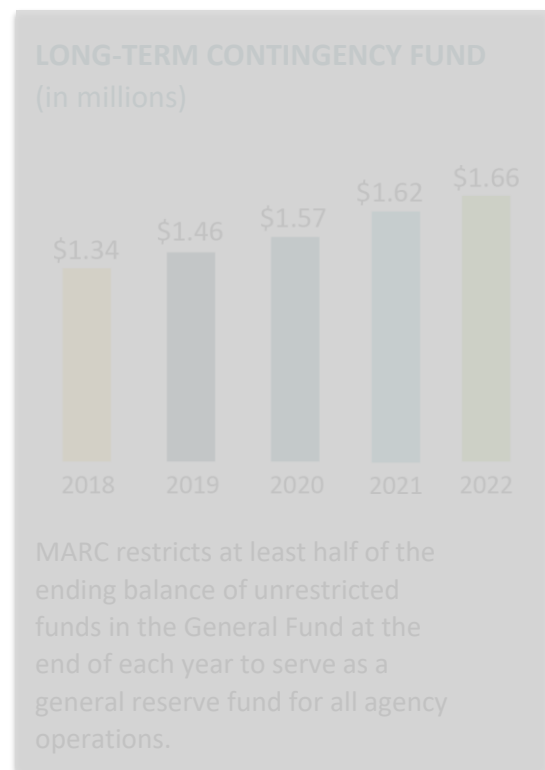
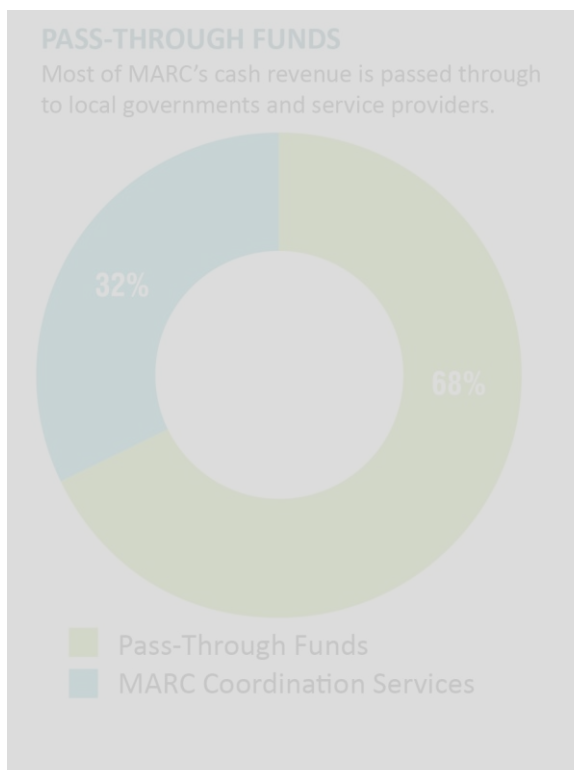
- Contractual Services — \$39,389,639
- Direct Program Expenses — \$36,855,368
- Personnel* — \$28,671,534
- Contributed Services — \$3,803,012
- Transfer to Other Funds — \$800,681

TOTAL — \$109,520,234

*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 2021	Approved 2022	Revised 2022	Budgeted 2023
General Fund	\$1,204,576	\$1,601,839	\$1,584,151	\$1,519,249
Special Revenue Fund	66,782,719	65,908,977	71,890,676	90,297,484
Enterprise Fund	2,002,300	2,132,223	2,390,538	2,100,944
911 Capital Fund	1,825,231	2,395,766	1,223,377	2,233,097
Indirect and Clearing Fund	11,307,759	13,174,088	12,055,870	13,369,460
Total Expenditures (Cash)	83,122,585	85,087,893	89,144,612	109,520,234
Less Contributed Services	-5,678,526	-2,466,522	-6,595,157	-3,803,012
NET EXPENDITURES	\$77,444,059	\$82,621,371	\$82,549,455	\$105,717,222

EXPENDITURES BY POLICY GOAL AREA		Approved 2022	Revised 2022	Budgeted 2023
	EFFICIENT TRANSPORTATION AND QUALITY PLACES	\$8,067,994	\$6,536,817	\$21,836,976
	HEALTHY ENVIRONMENT	3,511,600	2,971,794	4,207,115
	COMPETITIVE ECONOMY	1,394,607	1,417,641	255,108
	EFFECTIVE LOCAL GOVERNMENT	2,083,749	2,118,674	2,672,314
	SAFE AND SECURE COMMUNITIES	11,881,460	10,740,433	14,898,321
	THRIVING OLDER ADULTS AND COMMUNITIES	15,438,322	18,485,157	17,811,631
	QUALITY EARLY LEARNING	31,979,570	36,642,900	36,591,063



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 under eight policy goals that 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 2023 were modified slightly from 2022, as we continue to be nimble and make changes that will enable us to best accomplish our work. These goals and our organizational values continue to guide how we will do our work across all policy goal areas: enhanced technical capabilities, integrated systems and strategies, equity at our core, responsive processes and nimble structures.

All of the work outlined for 2023 has been thoughtfully designed to reflect our continuing efforts to retool and rethink existing systems — ensuring that our work supports our internal goals and has the most positive impact possible on the region in the face of current challenges: residual pandemic recovery issues, 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 2022, describes **priority focus areas** for 2023 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 second year of identified performance measures, so the first year that we have included progress. Most of the measures developed last year were effective as measures. Several were slightly modified because programs shifted or tracking proved complicated. 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
2021 Target: 95% of the time
2021 Projected: 84%
2022 Target: 86%
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 intersection on the MARC TransSuite server.

**Measure changed from 2021*

Program: Planning Sustainable Places
Measure: Percent of funded Surface Transportation Program (STP)/Transportation Alternatives Program (TAP) projects that implement former MARC Planning Sustainable Places (PSP) program recommendations
2021 Target: 33%
2021 Projected: 36%
2022 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

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

2021 Target: 95%

2021 Projected: 98%

2022 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

2021 Target: 75%

2021 Projected: 85%

2022 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

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

2021 Targets: Enrolled: 200 Completed: 100 Employed: not tracked

2021 Projected: Inquiries: 107 Enrolled: 560 cumulative Completed: 150 cumulative

2022 Target: Inquiries: 1000 Trained: 300 Advised: 500 Employed: 75

Explanation: The KC Degrees program is based on the philosophy that if every person who did not finish college went back and earned a credential, 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.

**Measure changed from 2021*



EFFECTIVE LOCAL GOVERNMENT

Program: Government Training Institute
Measure: Customer satisfaction rating of open enrollment classes
2021 Target: An overall satisfaction rating of at least 90%
2021 Projected: 93%
2022 Target: An overall satisfaction rating of at least 90%
Explanation: GTI's goal is to provide high quality trainings that directly address local government needs. The quality of this training is an indicator of the value that it provides back to local government agencies in the form of more competent staff to support community services.



SAFE AND SECURE COMMUNITIES

Program: Public Safety Communications: 911 Coordination
Measure: Number of Public Safety Answering Point (PSAP) personnel trained on core competencies
2021 Target: 175 PSAP personnel per quarter
2021 Projected: 200 PSAP personnel per quarter
2022 Target: 200 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
2021 Target: Develop system, complete implementation and add 50 new clients
2021 Projected: Internal workflows under development and RFP issued for component partners
2022 Target: Complete implementation and add 50 new clients
Explanation: One of the goals of the Aging Department is to ensure that older adults in the Kansas City region have access to information, services and resources to support healthy and independent living. Part of achieving this goal involves using valid and reliable instruments and employing predictive analytics to identify the trajectories of client needs and outcomes for targeted service delivery. This year, Aging staff will continue to collaborate with community partners to develop and implement a consumer-directed approach to in-home services (e.g., homemaker/personal care, National Family Caregiver respite), with a goal of providing services to 50 new clients.



QUALITY EARLY LEARNING

Program: Head Start/Early Head Start
Measure: Implementation of a telehealth program and well-check visits
2021 Target: Implement telehealth and provide 75 well-check visits
2021 Projected: Telehealth along with mobile clinics were implemented and 131 well-check visits were completed
2022 Target: Implement telehealth, mobile clinics, and school based health access to complete 175 well-check visits
Explanation: Telehealth will increase access to well-child visits for children enrolled in Head Start, which will improve overall health.

Program: Head Start/Early Head Start
Measure: Implementation of e-signature technology solutions
2021 Target: Complete implementation
2021 Projected: Completed
Explanation: This will streamline the Head Start eligibility determination process, making it quicker and easier to connect eligible families with providers which increases accessibility to the program.

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
2021 Target: 80%
2021 Projected: Due to program closures at the beginning of the year, implementation of the Early Learning Program Profile was postponed to the fall of 2021. Data will not be available until the spring of 2022.
2022 Target: 80%
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
2021 Target: 12%
2021 Projected: 10.1%
2022 Target: 9.0%
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.

2022 Budget in Brief

REVENUES

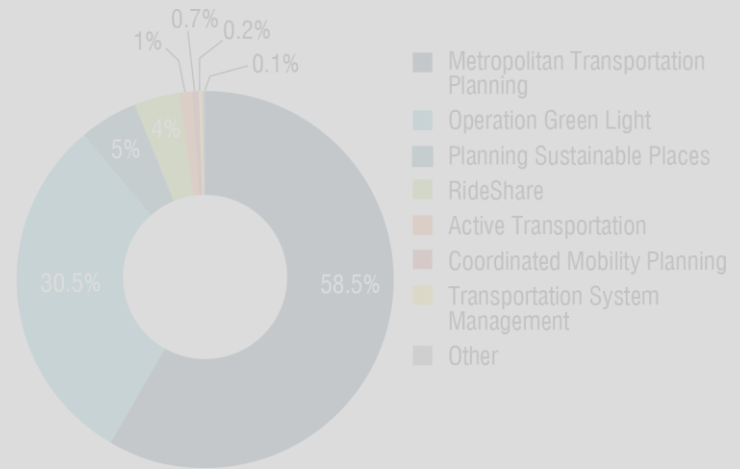
Federal and State Funds	\$5,879,479
Other Local Funds	1,015,413
Transfer from Other Funds	278,254
Contributed Services	606,594
Total Revenues	\$7,779,740

EXPENDITURES

Direct Program Expenses	\$187,618
Contractual Services	2,344,900
Contributed Services	606,594
Transfer to Other Funds	278,254
Personnel*	4,650,628
Total Expenditures	\$8,067,994

*Personnel includes salaries, indirect, fringe and rent.

2022 Expenditures by Program



Key Accomplishments for 2022

- **Active Transportation** — Published and distributed new regional biking and walking trail map. Conducted public education campaigns for Walk to School Day and Bike Month. Refined and expanded analysis for complete streets. Developed performance measures and assessment tools for complete and green streets.
- **Climate Action** — Advanced work to develop transportation-related targets, such as reduction of vehicle miles traveled (VMT) and growth in the electric vehicle (EV) fleet. Organized and convened Climate & Environment Council to advance the Climate Action Plan.
 - **Equitable Practices** — Adopted a new Title VI Limited English Proficiency (LEP) plan. Monitored disadvantaged business enterprise (DBE) goals of 22%. Updated federal 2023 - 2025 Title VI LEP plans.
 - **Regional Preventative Maintenance Program** – Managed the preliminary engineering and project management process for preventative maintenance work on local roads in Missouri using federal Coronavirus Response and Relief Supplemental Appropriations Act funds.
 - **Long-Range Planning** — Initiated technical work to update Connected KC 2050, including initial scoping, goal setting and scenario planning. Approved three amendments to the plan. Coordinated work with Missouri Department of Transportation (MoDOT) on an unfunded needs project priority list.
- **Operation Green Light (OGL)** — Deployed new signal timing plans across the region. Designed Congestion Mitigation and Air Quality Improvement (CMAQ) traffic signal construction improvements projects in Missouri and Kansas. Finalized construction of the traffic responsive signal timing project for U.S. Highway 71.
- **Performance Management** — Set and adopted several targets. Updated targets related to traffic safety. Published a report on the measures tracked. Advanced work to develop

voluntary measures around jobs accessibility, VMT per capita reduction and EV fleet adoption, etc.

- **Planning Sustainable Places (PSP)** — Celebrated PSP’s 10-year anniversary. Selected 2023 projects. Piloted the Economic Equity Values Atlas in call for projects.
 - **RideShareKC** — Assessed existing services and programming to gain user insights and uncover areas of opportunity; expanded usage of guaranteed ride home and carpool-matching services.
 - **Public Participation** — Implemented new tools to solicit public input and deliver information in more interactive ways through the redesigned MARC website.
 - **Transit Planning** — Supported several transit studies across the region. Partnered with Greater Kansas City Chamber of Commerce on Big 5 Initiatives. Supported streetcar expansion work.
 - **Transportation Investments** — Solicited applications, evaluated submissions with committees and approved funding recommendations for \$110 million in projects across four major programs: Surface Transportation Block Grant (STBG) program, STBG-Set Aside, CMAQ and 5310.
 - **Travel Model** — Developed technical tools to further support the strategic plan. Used the travel model to support local corridor study efforts by MoDOT and the Kansas Department of Transportation: K-10 study, PEL study (I-35 and 29), U.S Highway 69 express lanes and Leavenworth capital improvements.
 - **Transportation Safety** — Updated the Kansas City Regional Transportation Safety Blueprint to include strategies from Vision Zero. Programmed traffic safety education projects.
 - **Activity Centers** — Updated the online mapping application that allows local partners to view location and intensity of activity centers throughout the region.
 - **Federal Funds** — Applied for and received federal funding from the Rebuilding American Infrastructure with Sustainability and Equity program. Initial projects include \$6 million to supporting planning of the Bi-State Sustainable Reinvestment Corridor.

Priority Focus Areas for 2023

- **Active Transportation** — Explore mapping of bike facilities in the region with partners. Assess and update complete streets policy. Launch a refreshed Walk to School campaign.
- **Climate Action** — Assess the transportation network’s climate resilience. Launch a new process to award carbon reduction funding as part of the Bi-Partisan Infrastructure Law. Assess EV readiness.
- **Regional Preventative Maintenance Program** — Continue funding construction and preventative maintenance work in Cass, Clay, Jackson and Platte counties in Missouri.
- **Equitable Practices** — Monitor DBE goals.
- **Long-Range Planning** — Begin public engagement process to update the Connected KC Plan in 2025.
- **OGL** — Lead construction work on the Missouri and Kansas CMAQ traffic signal enhancement projects. Continue real-time system operations. Develop the CMAQ/STBG Regional Advanced Traffic Management Systems software enhancements.
- **Public Participation** — Update the Unified Planning Work public participation plan.
- **Performance Management** — Set and adopt targets, including those related to jobs accessibility, VMT and EV adoption. Begin work for federally required greenhouse gas reduction target.
- **PSP** — Implement planning studies awarded in 2022, including consultant procurement, administrative support, knowledge sharing, and public engagement support.
- **RideShareKC** — Complete re-branding and strategic planning of program. Build employer programming and services with mobility partners. Expand use of Guaranteed Ride Home program and ride-matching services.

- **Transit Planning** — Support transit studies underway across the region. Implement transit service action plan. Conduct study of transit service to MCI airport and the new terminal. Assess Smart Moves plan.
- **Transportation Investments** — Develop the 2024-2028 Transportation Improvement Program (TIP). Update 2024 call for projects selection process. Develop carbon reduction program target allocations.
- **Travel Model** — Use travel model to complete aerial analysis for the transportation plan update and to support other studies. Initiate expansion of model to additional counties in Missouri.
- **Transportation Safety** — Support local initiatives. Update safety targets and conduct programming for traffic safety education and enforcement projects.

Ongoing Programs and Initiatives

- **Job Access** — 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.
 - **RideShareKC** — Support and expand transportation options across the region.
- **OGL** — Work with KC Scout to coordinate transportation system operations and MARC traffic incident management activities.
- **RideKC and Smart Moves Implementation** — Implement plan recommendations with partners.
- **Performance Measures** — Collect and analyze data to monitor progress toward regional goals and to fulfill federal reporting expectations.
- **Public Engagement** — Ensure ample opportunities for public engagement in transportation planning.
- **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.
 - **Unified Planning Work Program** — Complete annual process to promote a unified regional approach to transportation planning that achieves regional goals and objectives.
 - **Emerging Technologies** — Work to implement recommendations in the regional Automated Vehicle Framework and Advanced Air Mobility Strategic Framework.
 - **TIP** — Maintain region's inventory of federally funded and significant transportation projects.
- **Transportation Operations** — Work with partners to strengthen transportation incident management and coordination between KC Scout, OGL and local transportation system operations.

Lead Policy Committees

Total Transportation Policy Committee — Co-Chairs Mayor Carson Ross, Blue Springs, Missouri, and Councilmember Chuck Adams, Edwardsville, Kansas

Sustainable Places Policy Committee — Co-Chairs Commissioner Jim Walters, Unified Government of Wyandotte County/Kansas City, Kansas, and Councilmember Beto Lopez, Lee's Summit, Missouri

Supporting Committees

Aviation Committee, Bicycle-Pedestrian Advisory Committee, Destination Safe Coalition, Goods Movement Committee, Highway Committee, Regional Transit Coordinating Council (RTCC), Active Transportation Programming Committee, Kansas and Missouri Surface Transportation Program Committees, Mobility Advisory Committee, Operation Green Light Steering Committee

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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.

2022 Budget in Brief REVENUES

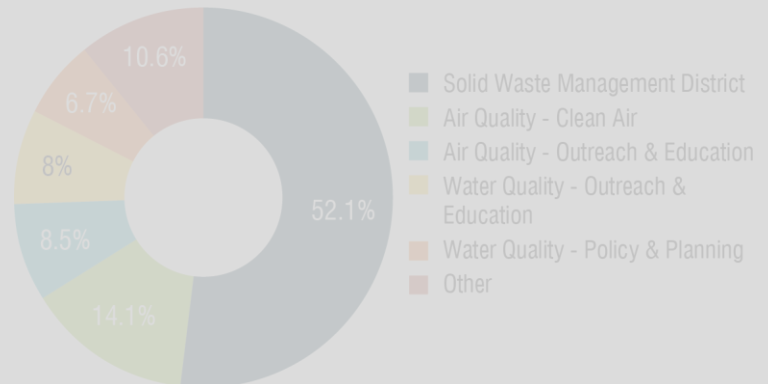
Federal & State Funds	\$2,506,351
Private Funds	167,042
Other Local Funds	595,646
Contributed Services	197,566
Investment Income	44,995
Total Revenues	\$3,511,600

EXPENDITURES

Direct Program Expenses	\$221,368
Contractual Services	1,999,491
Contributed Services	197,566
Personnel*	1,093,175
Total Expenditures	\$3,511,600

*Personnel includes salaries, indirect, fringe and rent.

2022 Expenditures by Program



Key Accomplishments for 2022

- Climate Resilience** — Continued implementing the Regional Climate Action Plan in partnership with Climate Action KC. Shared the plan with local communities. Nineteen cities and counties, representing 83% of the region, and two organizations endorsed the plan. Received a national American Planning Association award for the plan. Related activities included:
 - Launched the Climate and Environment Council to foster collaborative plan implementation and guidance on regional sustainability initiatives.
 - Organized outreach initiatives; supported local government consideration of resilience policy issues.
 - Secured an environmental justice grant.
 - Held second Climate Action Summit with 600 participants.
 - Designed steps to incorporate social equity issues in environmental problem solving and ensure these principles are embedded in MARC's work.
 - Used Climate View software to quantify emissions reductions, costs and benefits of various scenarios related to climate action.
 - Launched the Resilient Success Stories program to celebrate exemplary work across the region.
- Internal Climate Action Plan** — Adopted a flexible work policy that allows up to two days a week of remote work. Offered educational webinars on environmental topics, including electric vehicles and native plants.
- Regional Building Energy Exchange** — Continued regional efforts to decarbonize buildings, including securing philanthropic dollars for planning energy efficiency initiatives. Launched the first cohort of a contractor accelerator program that will provide guidance and support to Black, Indigenous, People of Color-Led (BIPOC-led) construction companies. Increased awareness for net-zero designs and construction practices. Launched new website, be-exkc.org, with complementary branding, social media and e-newsletter communications. Hosted technical assistance panel with the Urban Land Institute to facilitate development of the Energy Efficiency Investment Fund.

- **Air Quality** — Responded to proposed state and federal regulatory actions that impact the region’s air quality. Expanded Idle-Free Zones with local school districts. Conducted outreach efforts with the Kansas City Monarchs baseball team and KC Current soccer team. Issued six ozone alerts to promote safe practices during elevated ozone days.
- **Green Infrastructure** — Worked to incorporate nature-based design into the built environment across the region. Worked with municipalities to implement recommendations in the Green Infrastructure Framework. Facilitated policy discussions to advance tree protection and native landscaping. Hosted regional workshops and provided direct technical assistance to area cities. Continued development of the Green Infrastructure Training Center. Collaborated with the Urban Neighborhood Initiative to develop a demonstration site and a comprehensive site plan for the Wendell Phillips Accelerator.
 - **Water Quality** — In partnership with the American Public Works Association, managed contracts to update the region’s stormwater engineering standards and best management practices for water quality. Through a grant from the Department of Natural Resources, provided policy and planning guidance to regional stormwater initiatives. Launched a Little Blue River feasibility study with seven communities in partnership with U.S. Army Corps of Engineers. Held Plogtober event to promote litter cleanup and water quality education.
 - **Solid Waste Management District (SWMD)** — Helped communities respond to changing recycling markets through outreach about the importance of clean recycling streams. Explored opportunities for local and regional recycling market development. Increased the focus on recycling and waste management opportunities in areas such as wasted food, compost and paint. Monitored state legislative actions and advocated for continued support for local SWMD districts. Introduced a bill in the Missouri legislature to advocate for paint recycling. Expanded the universe of materials (e.g. solar panels and mattresses) for product stewardship. Held 10 household hazardous waste events across the region. Awarded \$733,783 in grants to six organizations and private companies to support waste reduction and divert waste from landfills. Created a project advisory group related to illegal dumping and held meetings that reached more than 100 residents and government staff. Redesigned the recycling education website RecycleSpot.org.
 - **Brownfields Assessments** — Initiated phase I and II assessments of priority sites and opened the grant funding opportunity to all EPA-eligible coalition brownfield projects. Hired two consulting entities to oversee quality assurance.
 - **Grants** — Secured funding for environmental justice, conservation finance and ecological literacy initiatives.
- **Food Waste Reduction** — Developed a regional food waste reduction action plan. Began creating a web-based food system map to identify regional food system organizations and facilitate food recovery.

Priority Focus Areas for 2023

- **Climate Resilience** — Translate the Regional Climate Action Plan into local and regional projects that support action. Continue weaving climate resilience across MARC initiatives, including food waste reduction, conservation finance, environmental justice, energy efficiency and workforce development. Highlight resilient success stories.
- **Internal Climate Action Plan** — Implement strategies from the internal plan, such as expanded composting, green catering and green vending. Complete a greenhouse gas emissions inventory.
- **Regional Building Energy Exchange** — Deploy capital for building an energy efficiency fund. Offer events, trainings and partnership-building convenings to strengthen the ecosystem building energy efficiency. Launch a second cohort of the contract accelerator. Grow digital presence to reach new audiences.
- **Air Quality** — Update Clean Air Action Plan. Link air quality, climate resilience, land use and transportation strategies in integrated ways. Expand community monitors in the region. Stand up small rebate program for electric lawn equipment.

- **Green Infrastructure** — Launch first round of contractor and resident trainings. Support work on the Wendell Phillips Accelerator. Offer National Green Infrastructure Certification Program training. Employ innovative conservation finance techniques to advance large-scale green infrastructure projects in the metro. Expand processes to weave green infrastructure principles into transportation initiatives. Continue implementation of the Little Blue River Watershed Feasibility Study.
 - **Water Quality** — Continue process to update regional stormwater engineering standards. Hold Stormwater Conference to advance professional development and education opportunities.
- **Food Waste Reduction** — Launch education campaign to raise awareness about food waste.
- **Solid Waste** — Continue efforts to increase recycling and reduce illegal dumping. Update RecycleSpot.org and push education resources while encouraging visits to the new website.
 - **Brownfields Assessment** — Complete assessments for three priority sites and initiate assessments of additional sites in Kansas City, Kansas; Kansas City, Missouri; and Jackson County, Missouri.

Ongoing Programs and Initiatives

- **Climate Resilience** — Integrate environmental justice principles across programs at MARC.
- **Air Quality** — Implement the region’s Clean Air Action Plan, including strategies related to transportation connectivity, technology and public engagement.
- **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.
- **Grant Programs** — Offer grants to community organizations to support solid waste management and water quality programs.
- **Household Hazardous Waste** — Work with SWMD member communities to host mobile household hazardous waste collection events in the five Missouri counties.
- **Recycling Outreach** — Maintain and promote RecycleSpot.org.
- **Plan and Program Integration** — Continue to integrate environmental priorities into regional plans and programs – land use, development, parks, housing, hazard mitigation, etc.

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

SWMD 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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Synthia Isah, Water Quality Planner, sisah@marc.org, 816-701-8231

Ashley Sadowski, Executive Director, Regional Building Energy Exchange, asadowski@marc.org or 917-445-7670

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.

2022 Budget in Brief

REVENUES

Federal & State Funds	\$838,471
Private Funds	115,089
Contributed Services	247,408
Fees for Services	76,674

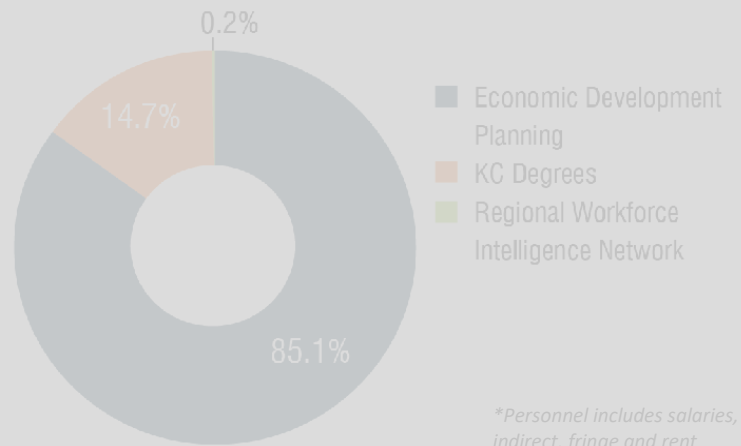
Total Revenues \$1,277,642

EXPENDITURES

Direct Program Expenses	\$363,215
Contractual Services	217,114
Contributed Services	247,408
Personnel*	566,870

Total Expenditures \$1,394,607

2022 Expenditures by Program



Key Accomplishments for 2022

- **Workforce Development** — Coordinated with community partners to develop strategies designed to enhance workforce development in key industry sectors. Activities included:
 - Through KC Degrees and the WYCO Works programs, assisting 305 adult learners with career coaching, support to enroll in college or training, and connections to employment.
 - Holding in-person 12th annual Workforce and Education Summit, focused on building a stronger regional workforce development system.
 - Partnering with MARC Head Start to launch the Head Start Connections program, a six-week training course for parents to explore careers and gain real-work job skills.
 - Working with community organizations to apply for U.S. Economic Development Administration grants focused on biologics, construction and manufacturing jobs. While not successful, the process improved understanding the workforce needs of key industries, strengthened partnerships and identified workforce system elements needing further support.
 - Launching online case management training with ICATT Professional Services for community-based organizations in Wyandotte County. Nearly 60 case managers who support workforce development increased their proficiency in helping youth and adults explore careers and identify pathways toward good-paying jobs.
 - Hosting the first student journey mapping workshop sponsored by the Missouri Department of Higher Education and Workforce Development.
 - Working with partners to launch a statewide network to support adult learners pursuing credentials from two- and four-year institutions and obtaining in-demand jobs.
- **Economic Equity Value Atlas (EEVA)** — Released version 1.0 incorporating a new system of KC Rising Pillar metrics to ensure investment decisions create inclusive economic growth.

Created a version of the EEVA for MARC's Planning Sustainable Places program. Identified a community organization to demonstrate how they could use the EEVA in resource allocation decisions. Conceptualized a roll-out plan to target cities, economic development agencies, foundations, nonprofit organizations and partners to reinforce how EEVA can be of value.

- **Economic Recovery and Resiliency**— Supported the region's economic recovery and resiliency by:
 - Delivering training and technical assistance to local governments to support recovery efforts.
 - Receiving technical assistance from the New Growth Innovation Network to embed inclusive and equitable growth into the workforce and economic development system.
 - Supporting three organizations to provide training and technical assistance to small businesses in Wyandotte County, reaching over 500 businesses. Partnered with UMKC Innovation Center to provide training and technical assistance to small businesses, particularly those working to expand their operations and employment.
 - Convening community partners seeking federal resources to support workforce development in key industry sectors.
 - Updating the region's Comprehensive Economic Development Strategy (CEDS) plan to incorporate strategies that support economic recovery and increase the region's resiliency in the face of future disruptions.
- **2020 Census** — Published an online story map featuring 2020 Census results showing the region is growing more diverse. Presented findings to regional groups. Completed county data profiles profiling census and other key data points.
- **KC Rising** — Supported KC Rising, a partnership with the Civic Council of Greater Kansas City, the Kansas City Area Development Council, the Greater Kansas City Chamber of Commerce and local government leaders, to advance the region's economic competitiveness. Activities included:
 - Launching new metrics describing progress on each of the seven KC Rising Pillars of Prosperity. Updating the metrics for the KC Rising Horizon Goals. Starting work on strategy-level metrics for each pillar.
 - Supporting the Place Committee focused on developing strategies for improving digital equity and improving housing choice and public transit capacity.
- **Digital Equity** — Received funding to implement a broadband connectivity plan for the region. Developed a regional broadband infrastructure analysis with Black & Veatch, identifying unserved and underserved areas. Supported outreach and communication efforts, including 12 virtual and in-person workshops, surveys and digital content. Advanced a digital equity investment strategy to better support households that lack digital access.
- **Workforce Data Hub** — Updated content on MARC website as a transition from KCworkforce.com.

Priority Focus Areas for 2023

- **Workforce Development** — Seek resources to expand regional economic development planning, data and analysis, and workforce system support.
 - Promote services for adult learners through partnerships with higher education institutions, KC Scholars and other community partners.
 - Host the 13th annual Workforce and Education Summit.
 - Offer the Head Start Connections program. Partnering with workforce and education partners, transition the current KC Degrees model to one supporting career coaching to groups of adults working with community partners.
 - Develop and distribute a Talent-to-Industry Exchange report on transportation occupations.
 - Increase focus on public sector, child care and community health worker workforces.
- **EEVA** — Implement plan to reinforce how the EEVA can be of value to local governments and economic development organizations. Develop a business plan to provide long-term capacity to maintain and improve the tool. Begin integrating EEVA into the MARC long-range transportation planning process.

- **Economic Recovery and Resiliency** — Engage in economic development planning on behalf of the region and maintain the CEDS plan. Weave in economic resiliency into other long-range planning at MARC, including climate and transportation planning. Provide economic forecasting and monitor the strength of recovery by industry and occupation in the region, with a focus on impacts to small and new businesses.
- **2020 Census** — Analyze additional census data regarding population diversity. Track trends in income, poverty, educational attainment and housing costs.
- **KC Rising** — Develop pillar metrics dashboard and begin developing strategy-level metrics. Explore integration with EEVA to display how the region is achieving inclusive prosperity. Develop metrics to include at annual Horizon meeting. Continue Place Committee work with a focus on housing and digital equity.
- **Digital Equity** — Present results from outreach and analysis work to support regional decision making. Support groups applying for funding working to improve digital equity.
- **Workforce Data Hub** — Expand MARC’s economic and workforce data on the agency’s website to provide both data and analysis of workforce trends at regional, county and census tract scales.

Ongoing Programs and Initiatives

- **Economic Development** — Use updated CEDS plan to support economic development strategies with a focus on equity and economic and climate resiliency, and best practices for infrastructure and energy conservation.
- **GradForce KC Postsecondary Attainment** — Convene stakeholders quarterly. Strengthen systems for achieving postsecondary attainment goals and support partners working together on inclusive educational opportunities. Address complex issues, including the barrier of past institutional debt for returning adult learners, options for emergency financial assistance, and tracking short-term credentials and alternative learning pathways.
- **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 in 2023 and ensuring that workforce development efforts builds 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.
- **Workforce Indicators Communications** — Share regular communications focused on regional workforce data and insight.

Lead Policy Committees

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

GradForce KC Steering Committee — Co-Chairs Christy Ziegler, Shawnee Mission School District, and Laurel Hogue, University of Central Missouri

KC Rising Data and Analytics Resource Team — Chair Ahmed Abdelmoity, Children’s Mercy Hospital

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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.

2022 Budget in Brief

REVENUES

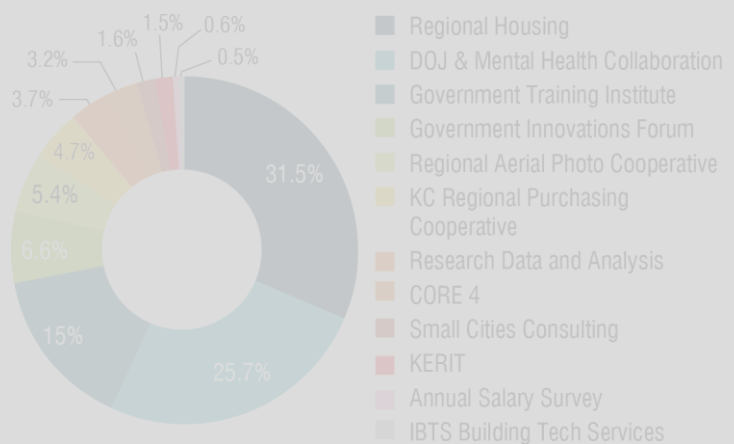
Federal and State Funds	\$317,543
Private Funds	606,938
Local Dues and Fees	507,307
Other Local Funds	62,424
Contributed Services	268,360
Fees for Services	633,580
Transfer from Other Funds	19,500
Total Revenues	\$2,415,652

EXPENDITURES

Direct Program Expenses	\$319,051
Contractual Services	566,859
Contributed Services	268,360
Personnel*	929,469
Total Expenditures	\$2,083,749

*Personnel includes salaries, indirect, fringe and rent.

2022 Expenditures by Program



Key Accomplishments for 2022

- **Shared Services** —Developed a business model that accommodates the implementation of an ambitious shared services agenda. Activities include:
 - Developing a regional data-sharing warehouse with centralized data analytics services.
 - Renewing regional purchasing contracts for COVID-19 response and other goods and services in support of 77 different local agencies.
 - Administering a cross-jurisdictional U.S. Department of Justice grant for mental health co-responders in Eastern Jackson County, Missouri. Grant-funded co-responders assisted law enforcement on approximately 700 mental health calls for service.
 - Completing a stakeholder-led action plan for five cities in Eastern Jackson County to collaborate on solutions for needs of people experiencing homelessness.
 - Improving community outreach using GrowthZone's event and contact management system.
 - Offering compelling programming for the First Suburbs Coalition meetings, including public employee recruitment and retainage strategies, an update on the Regional Housing Partnership and case studies on the use of redevelopment strategies.
 - Completing a pilot project to build pathways for cities to connect residents age 60 and older with area agency on aging services.
 - Facilitating a strategic plan involving six community health centers serving Missouri residents to prepare for 988, the new suicide and crisis lifeline.

- Completing an assessment of the Managers Roundtable, resulting in suggestions for programming and frequency/format of roundtable meetings.
- **Outreach** — Coordinated and strategized with internal and external partners, including:
 - Welcoming and onboarding new elected officials in the region to the work of MARC.
 - Boosting the reach and impact of the annual #CityHallSelfie Day social media campaign by visiting more than 80 locations across the region.
 - Coordinating internal outreach with DEI efforts.
- **Housing** — Working with LISC Greater Kansas City and the Regional Housing Partnership Strategy Committee, advanced year-one deliverables, including: launching a housing data hub and data stories, increasing funder support, developing a community land trust (CLT) or similar shared equity model business plan, and launching an e-newsletter. Housing staff served on the Kansas City, Missouri, housing locator selection committee and Overland Park's Comprehensive Plan Housing Choice Committee.
- **Government-to-University Initiative (G2U)** — Received a Talent Connections award from the Volcker Alliance to enhance connections between government employers and college career service officers. Supported the Volcker Alliance's joint G2U site work including development of a regional jobs aggregator. Expanded curriculum including online courses for the Regional Data Academy to help public sector employees expand their data skills.
- **Government Training Institute (GTI)** — Offered relevant and timely training opportunities for local government personnel, including specialized trainings for planning commissioners and courses on diversity, equity and inclusion. Provided administrative and logistics support for special events, such as the Age Positive Conference, Climate Action Summit, Workforce & Education Summit and MARC's Regional Assembly. Employed various methods of service delivery, including customized courses for area cities and counties, and quality on-demand content. Supported transition to the GrowthZone event and contact management system. Assisted ArtsKC & Jackson County, Missouri, with development of an Arts and Culture Strategic Plan.
- **Aerial Imagery** — Issued a request for proposal for the biannual aerial imagery flight process.

Priority Focus Areas for 2023

- **Shared Services** — Strengthen and expand shared services offerings to the region.
 - Administer a new \$3 million federal grant to advance equitable mobile crisis response for 988 calls in partnership with community health centers in Missouri and coordination with providers in Kansas.
 - Implement the recommendations of Managers Roundtable study.
 - Complete the annual regional salary survey.
 - Offer more on-demand professional development trainings through GTI's Online learning management system.
 - Coordinate solutions and resources to address the needs of people experiencing homelessness.
- **Outreach** — Build and enhance relationships regionwide with jurisdictions and organizations.
- **Housing** — Build on Regional Housing Partnership efforts. Develop a 10-year plan, including:
 - Implementing CLT or similar model regional business plan.
 - Aligning housing and transportation plans for the region.
 - Supporting efforts to connect communities across three counties as part of the Bi-State Sustainable Reinvestment Corridor.
 - Refining and building out housing data hub. Developing and launch housing locator tool.
- **G2U Initiative** — Implement the Talent Connections project plan to improve relationships between local governments and college career services. Host a convening of the G2U regional coalition. Launch jobs aggregator website for regional public sector careers based on prototype developed by the Volcker Alliance and the University of North Carolina-Charlotte.
- **GTI** — Expand training offerings for planning commissioners and other appointed advisory

officials. Expand use of GrowthZone event and contact management system. Increase focus on custom course offerings and on-demand, on-site training options that meet the changing needs of regional audiences.

- **Aerial Imagery** — Complete biannual aerial imagery flight and distribute visuals.

Ongoing Programs and Initiatives

- **Shared Services** — Administer cooperative agreements with partners for regional shared services for IT, compensation services and building development services.
- **Outreach** — Develop strategies and track outreach activities that strengthen relationships with legislators, MARC Board members, jurisdiction staff and community organizations.
- **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 CORE4 governments.
- **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 Policy Committees

Managers Roundtable

GTI Advisory Committee

First Suburbs Coalition — Co-Chairs Councilmember Bonnie Limbird, Prairie Village, Kansas, and Alderman Damon Randolph, Grandview, Missouri

Government-to-University Steering Committee — Co-Chairs Teri Casey, City of Kansas City, Missouri, and Carolyn McKnight, University of Kansas

Housing Strategy Committee — Co-Chairs Councilwoman Ryana Parks-Shaw, Kansas City, Missouri, and Commissioner Janeé Hanzlick, Johnson County, Kansas

Staff Contacts

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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.

2022 Budget in Brief

REVENUES

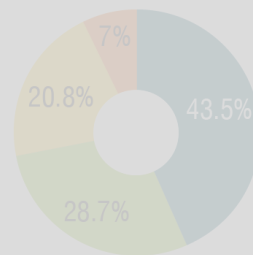
Federal & State Funds	\$1,670,721
Local Dues and Fees	442,340
Other Local Funds	9,248,645
Transfer from Other Funds	471,377
Contributed Services	19,340
Total Revenues	\$11,852,423

EXPENDITURES

Direct Program Expenses	\$3,301,565
Contractual Services	4,701,370
Contributed Services	19,340
Transfer to Other Funds	471,377
Personnel*	3,387,808
Total Expenditures	\$11,881,460

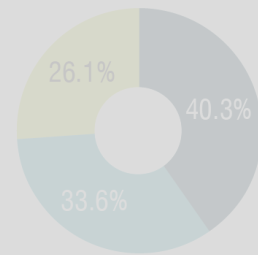
**Personnel includes salaries, indirect, fringe and rent.*

2022 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

Key Accomplishments for 2022

- **COVID-19 Response** — Coordinated the region's COVID-19 response and recovery efforts. Updated PrepareMetroKC.org with the latest COVID-19 data, information and resources. Convened organizations in response to the pandemic. Coordinated with the region's public information officers to issue joint public health news releases. Coordinated resources to mitigate the impact of COVID-19 and support recovery. Continued joint grantmaking to address urgent community needs.
- **Public Health** — Supported public health agencies across the region in disease surveillance, testing, vaccination efforts and recovery to build back stronger for future public health emergencies. Launched an effort to prepare the region for opioid overdose prevention efforts.
- **Regional Homeland Security Coordination Committee (RHSCC)** — Completed a COVID-19 after-action report and a Threat and Hazard Risk Identification and Assessment update for both Kansas and Missouri. Conducted annual strategic planning. Recruited new leadership and members. Supported the region's specialty response efforts with training/exercises. Developed a regional resource sharing agreement. Convened stakeholders to outline federal fund investments. Carried out grant investments and reported results to local stakeholders and state agencies. Completed an organizational analysis. Updated the regional active shooter framework to accommodate multiple scenarios. Introduced a regional plans dashboard for quick access to regional plans.
- **Complex Coordinated Terrorist Attacks (CCTA) Initiative** — Completed four web-based training modules. Provided law enforcement counterterrorism and hostile event integrated response training to first responders. Finalized the local CCTA annex template. Updated the regional

coordination guide and annexes for CCTAs. Conducted outreach to venues and law enforcement partners prior to an incident. Invested in strategic deployment for “throw kits.” Hosted functional exercises on CCTAs in four locations and designed an exercise tool kit for CCTA events available to local jurisdictions.

- **Cybersecurity** — Convened the Regional Cybersecurity Task Force. Conducted a cybersecurity exercise and developed an after-action report for participating jurisdictions. Began work on a regional playbook.
- **Metropolitan Emergency Managers Committee (MEMC)** — Worked with partners to design and conduct a community-based exercise and completed an after-action report. Engaged private-sector agencies. Convened the Community Disaster Resiliency Network to focus on supporting vulnerable populations in increasing disaster preparedness. For the second year, hosted a meeting with emergency managers. Piloted the children and youth annex with four local jurisdictions. Developed a Request for Proposal for a multi-jurisdictional information platform.
- **Health Care Response Planning** — Completed a burn annex for the Health Care Coalition (HCC) Response Plan.
- **Emergency Medical Services (EMS) Prehospital Care** — Implemented the new Mid-America Regional Council Emergency Rescue Committee (MARCER) cooperative purchasing program. Supported potential modifications to the hospital/EMS plan for diversion. Updated the mass casualty incident plan. Supported the resuscitation academy to provide advanced training.
- **Hazardous Materials** — Updated the Regional Hazardous Materials Emergency Response Plan and a related interactive map. Designed and conducted two exercises. Convened representatives from Missouri local emergency planning districts and Kansas City local emergency planning committees to bring together facilities that house hazardous materials. Supported regional hazmat teams in conducting a self-assessment. Continued to receive Tier II filings for the region from both states.
- **Regional 911 System Expansion** — Began adding Linn County, Kansas, to the regional 911 system.
- **Next Generation 911 (NG911)** — Nearly finalized installation of new IP-based selective routers. Launched a pilot program to advance photo/video transmission in Johnson County, Kansas.
- **New Software** — Propose new software options to the Public Safety Communications (PSC) Board to support sharing video and photos, plus audio transcription of 911 calls.
- **Microwave Upgrade Project** — Completed microwave upgrade project. Installed new microwaves and dual radios on 10 towers to triple available bandwidth.
- **911 Training** — Partnered with the Kansas 911 Coordinating Council to share online classes with 911 dispatchers through a new learning management system. Identified opportunities for future collaboration and partnerships to provide additional trainings.
- **Records Analysis** — Reviewed nearly 8,895 cell tower sectors that resulted in 5,549 changes and allowed for more 911 calls to be routed correctly.
- **Interoperable Communications** — Updated Emergency Support Function #2 and Tactical Interoperable Communications Plan. Oriented seven communications coordinators and a volunteer position to coordinate radio frequency across the region.
- **911 Mapping** — Explored 911 mapping contractor options. Prepared additional map data layers for incorporation into the regional map. Installed software to allow for robust quality control processes and incorporated data into new GeoComm Maps to ensure data accuracy. Held meetings with addressing and mapping professionals from counties across the region.
- **Peer Support** — Served on a National Emergency Number Association committee to highlight the regional peer support model at the national level.
- **Outreach** — Participated in the virtual CORE4 Public Service Career Expo that reached more than 4,000 young people from across the region.

Priority Focus Areas for 2023

- **COVID-19 Response** — Address priority items from the regional after-action report. Transition data dashboard to reflect changing public health threats, including influenza and RSV.
- **Public Health** — Coordinate regional actions related to opioid settlement investments, communications and prevention. Coordinate with public health leadership to strengthen infrastructure and response to ongoing and emerging threats.
- **RHSCC** — Update the Civil Disturbance Response Plan and the regional coordination guide's resource annex. Continue CCTA planning for special events occurring in the region. Consider recommendations from organizational analysis report.
- **CCTA Initiative** — Raise awareness of the web-based hostile event integrated response team training for law enforcement and fire/EMS.
- **Cybersecurity** — Convene the CCTA task force to implement priority items of the regional cybersecurity framework. Conduct an exercise.
- **Health Care Response Planning** — Develop a radiation surge annex for the HCC Response Plan. Continue to support regional health care response to ongoing and emerging threats.
- **EMS Prehospital Care** — Continue legislative monitoring and advocacy efforts. Support paramedic work across the region by utilizing local EMS and community health workers to provide services outside of hospitals.
- **Hazardous Materials** — Assess results from capabilities assessment. Update the regional hazardous materials plan for both states. Conduct an exercise.
- **Training and Exercises** — Develop local training team to design and evaluate exercises.
- **NG911** — Upgrade router to prepare for geospatial routing, which allows 911 calls to be routed based on location and not cell phone tower.
- **New Software** — Assess data analytics for the 911 system to support public safety answering point (PSAP) decision making.
- **911 Mapping** — Implement GeoComm maps across the region.
- **911 Cybersecurity** — Install a disaster recovery system to automate system backups and allow for on- and off-site storage of backup.
- **Records Analysis** — Reallocate staff to support the addition of Linn County, Kansas, to the regional 911 system, NG911 updates and records analysis needs.
- **Outreach** — Plan and execute an in-person Telecommunicators Appreciation Celebration event.

Ongoing Programs and Initiatives

- **Public Health** — Continue support for the Metropolitan Official Health Agencies of the Kansas City Area (MOHAKCA) which coordinates local public health agency efforts to improve community health.
- **Health Care Coalition (HCC)** — Support the HCC. Use eICS, a communication tool used by area hospitals and public health, to include other partners.
- **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.
- **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** — Continue to use eICS/EMResource for information sharing and situational awareness. Update the preparedness and response plan. Monitor hospital bed status and convene a threat assessment team, as needed.
- **911 Maintenance Program** — Continue in-house maintenance model approved by the PSC Board.
- **System and Equipment Upgrades** — Continue replacement of approximately 60 PSAP workstations annually across the region.

- **Peer Support** — Maintain the telecommunicator and command-level peer support program. Provide 24/7 support to peers by phone or text. Provide additional support through scheduled debriefings.
- **Specialty Response** — Support regional specialty response teams with trainings and exercises.
- **EMS** — Support MARCER's efforts to advocate for effective transport of time-critical diagnosis patients to trauma-designated hospitals and communications coordination.
- **Private Sector Engagement** — Engage private-sector partners in regional work to improve relationships, expand opportunities and build the region's response and recovery capacity.
- **Training and Exercises** — Plan and conduct training and exercises for first responders, hospital staff, dispatchers and professionals from other disciplines. Increase training cadre for ICS level courses.
- **911 Training** — Offer courses to ensure state-level minimum training guidelines are met. Share online learning resources with the Kansas 911 Coordinating Council. 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.
- **911 Mapping** — Use 911 mapping tools to ensure location accuracy for dispatchers in the region.
- **Interoperable Communications** — Work with partner agencies on sustainment plans to continue operations for the Metropolitan Area Regional Radio System (MARRS).
- **911 Cybersecurity** — Prioritize cybersecurity initiatives to identify and mitigate threats.
- **State Support** — Support NG911 initiatives in both Kansas and Missouri.
- **Maintenance Program** — Continue in-house maintenance of regional 911 system and equipment.
- **Outreach** — Coordinate 911 educational events promoting proper use of 911 to children. Provide materials for school presentations and other public safety events.
- **State Homeland Security and Other Annual Federal Grants** — Convene stakeholders to outline investments for homeland security and bioterrorism planning and response. Carry out grant investments and report to local stakeholders and state agencies.

Lead Policy Committees

RHSCC — Co-Chairs Joe Connor, Johnson County, Kansas, and Donna Lake, Kansas City, Missouri, Fire Department

PSC Board — Co-Chair Sheriff Mark Owen, Platte County, Missouri

MARCER — Chair Chip Portz, Central Jackson County Fire Protection District, and Vice Chair Jeff Boss, Johnson County Med-Act (Vice Chair starting 2023: Dave York, Lee's Summit Fire)

MEMC — Chair Dante Gliniecki, City of Independence, Missouri, and Randy Pommenville, City of Lenexa, Kansas

Hazardous Materials Emergency Preparedness Alliance (Kansas City Metro LEPCs/Missouri LEPDs) — Chair Pete Knudsen, Kansas City, Missouri, Fire Department and First Vice Chair, James Zeeb, Kansas City, Kansas, Fire Department

Hospital Committee/Health Care Coalition — Co-Chairs, Mike Whim, Advent Health, and Steve Hoeger, University Health, Clinical Advisor, Dr. Mike Moncure, University Health

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

MOHAKCA — Vacant Chair, Vice Chair Gary Zaborac, Clay County, Missouri, Public Health Center

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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.

2022 Budget in Brief

REVENUES

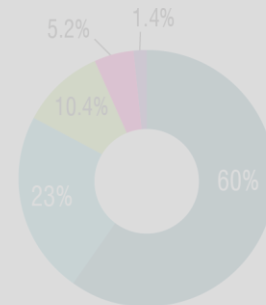
Federal & State Funds	\$10,956,433
Private Funds	2,054,434
Local Dues and Fees	79,830
Other Local Funds	11,335
Transfer from Other Funds	75,750
Fees for Services	1,253,892
Contributed Services	1,127,254
Total Revenues	\$15,558,928

EXPENDITURES

Direct Program Expenses	\$8,371,302
Contractual Services	2,769,027
Transfer to Other Funds	75,750
Contributed Services	1,127,254
Personnel*	3,094,989
Total Expenditures	\$15,438,322

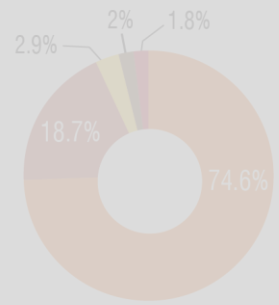
*Personnel includes salaries, indirect, fringe and rent

2022 Expenditures by Program



Aging and Adult Services

- Nutrition
- Supportive Services
- Integrated Care Networks
- Family Caregiver Assistance
- COVID-19



Healthy Communities

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

Key Accomplishments in 2022

- Integrated Care** — Expanded integrated care models to improve health outcomes for older adults:
 - Managed contracts with health care payers, providers and hospitals. Initiated services.
 - Implemented the Quality and Value Innovation Consortium Collaboration and received referrals to serve individuals at University Health. Clinical and academic partners implemented a scientifically rigorous evaluation of the model to improve the approach and quality; expanded to more hospitals.
 - Formalize resource pathways to community organizations that employ CHWs. Supported efforts to build the workforce; implemented reimbursement mechanisms for organizations that employ CHWs.
 - Initiated a novel statewide contract with Missouri Adult Protective Services. Delivered person-centered services and supports.
 - Relaunched the Managed Services Network as the Mid-America Community Support Network with new visual identity and messaging to better communicate with target audiences.
- Nutrition Incentives** — Operated the Double Up Food Bucks (DUFb) – Heartland program to help households participating in the Supplemental Nutrition Assistance Program (SNAP) afford fresh produce at grocery stores and farmers markets throughout Kansas and Missouri. Expanded program to 146 locations. Worked with partners to promote DUFb across the two states. Provided leadership for a National Rural Grocery Store Convening of healthy food incentive practitioners from across the country. Supported a produce prescription program to connect pre-diabetic and pre-hypertensive Medicaid patients to nutrition education and a financial incentive to purchase fresh produce.
- KC Communities for All Ages** — Recognized 18 cities and one county as part of the Communities for All Ages program for their efforts to make communities more welcoming for all age groups.

Promoted the 2021 Universal Design Idea Book with a video and training. Promoted referral pathways from municipalities through a video, surveys and listening sessions for three pilot cities.

- **Homelessness Management Information System (HMIS)** — Served and expanded the number of agencies using HMIS in Johnson County, Kansas, including the tracking COVID-related services.
- **Home Repair and Modification Program** — Expanded the new program. Built relationships with nonprofit service providers and executed contracts with total values of more than \$500,000.
- **Referral Platform** — Explored utility of two platforms across strategic programs and initiatives. Assisted statewide effort to implement and test data standards and interoperability protocols to ease data flows and administrative burden of referrals. Collaborated with local, state and national entities to identify new data sharing and tool opportunities.
- **Community Health Workers (CHW)** — Completed new toolkit to secure reimbursement of CHW services by health care and other community organizations. Supported advocacy, training and sustainability strategies for CHWs. Produced a video about CHWs in the health care field. Expanded trainings including a program for new supervisors and continuing education units on current topics. Assessed the impact of COVID-19 on CHWs, their employers and the community.
- **Education and Engagement** — Held the Age Positive Conference in collaboration with Missouri Area Agencies on Aging in person with more than 250 attendees.
- **Veteran-Directed Care Program** — Connected 131 veterans to services from VA Medical Center.
- **Consumer-Directed, In-Home Services** — Placed federal in-home care dollars in the hands of older consumers to make their own personal choices. Met enrollment target of 50 individuals.
- **Diversity, Equity and Inclusion (DEI)** — Engaged diverse communities by networking and creating partnerships with trusted organizations in underserved communities. Other activities included:
 - Hosting listening sessions with partners to understand the needs of underserved communities.
 - Researching data to identify underserved areas to increase outreach and impact.
 - Translating and disseminating publications on all resources to Spanish-speaking participants.
 - Conducting presentations on services and resources provided to organizations, groups and individuals that serve and reside in underserved communities.
 - Developing DEI curriculum and distributed to staff and partnering organizations.
 - Revising recruitment efforts by updating language to be comprehensive, removing bureaucratic and formal wording. Distributed job opportunities to diverse outlets.
- **COVID-19 Vaccine** — Provided vaccination outreach and support through referral hotline.

Priority Focus Areas for 2023

- **Integrated Care** — Advance data and interoperability standards in aging services focusing on implementing and testing data standards developed in 2022. Join national learning collaborative for community care hubs under the Administration for Community Living to scale up services and impact. Advance integration of tools and workflows to improve the effectiveness of incoming and outgoing referrals. Implement a referral solution into workflows across programs.
- **Nutrition Incentives** — Health clinics partnering in the produce prescription program will refer the first cohort of patients to receive nutrition education and financial incentives to purchase fresh fruits and vegetables. DUFH will continue to offer healthy food incentives to SNAP recipients.
- **KC Communities for All Ages** — Roll out promotional video and communications to communities across the region. Recognize new communities for becoming more age friendly and support those completing the Communities for All Ages program. Celebrate the success of the program.
- **HMIS** — Continue to serve Johnson County, Kansas, agencies using HMIS.
- **Home Repair and Modification Program** — Expand program reach across the region.
- **Referral Platform** — Implement a referral protocol serving the needs of individual clients, expands awareness of service gaps and reduces burden on community-based organizations (CBOs).
- **Community Health Workers** — Educate, train and advocate for CHWs. Offer technical assistance to agencies on how to use of the CHW toolkit and bill payers for CHWs as part of the health care team.

- **Consumer-Directed, In-Home Services** — Expand program to reach more eligible people.
- **DEI** — Increase visibility and engagement in communities that would benefit from additional services and programs. Initiate chronic disease self-management courses in urban core community centers. Onboard CBOs that have strong visibility, engagement and trust in underserved communities.

Ongoing Programs and Initiatives

- **Caregiving** — Build capacity to provide programming and support for family caregivers, including skills-based training tools and a new caregiver training program. Explore ways to reorganize how caregivers are compensated and expand use of consumer-driven models. Offer the Aging Mastery Program (AMP) 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.
- **KC Communities for All Ages** — Support local government planning activities. Provide technical support through webinars and programming.
- **Education and Engagement** — Host the Age Positive Conference. Continue offering AMP program.
- **Veterans-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 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** — Offer program to help older adults stay in their homes.
- **Integrated Care** — Secure and manage contracts with health care payers, hospitals and health care providers. Initiate services.
- **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.
- **Collaborate with the Future of Aging Coalition** — Expand model to communities across Missouri.
- **Community Health Workers** — Support efforts to improve and expand training for CHWs, advocate to increase the number of agencies employing CHWs and support use of the new sustainability toolkit to establish reimbursement mechanisms.
- **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

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

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Sherry Ellis, HMIS Project Manager, sellis@marc.org

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.

2022 Budget in Brief

REVENUES

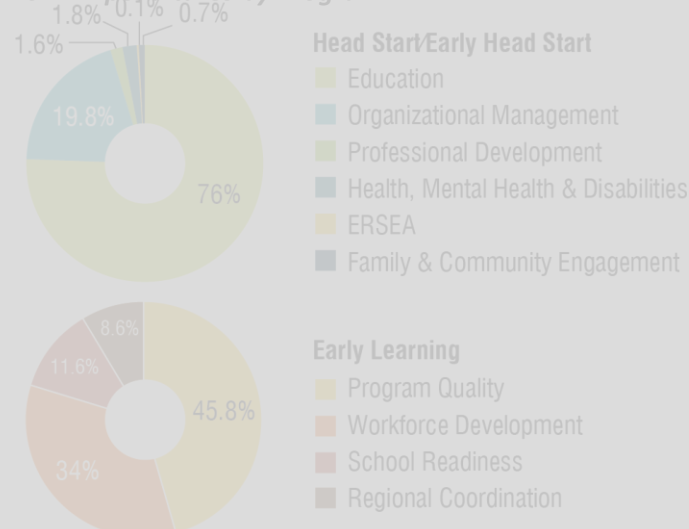
Federal & State Funds	\$30,690,539
Private Funds	759,639
Transfer from Other Funds	30,000
Fees for Services	423,773
Total Revenues	\$33,296,171

EXPENDITURES

Direct Program Expenses	\$17,148,854
Contractual Services	10,555,566
Personnel*	4,275,150
Total Expenditures	\$31,979,570

*Personnel includes salaries, indirect, fringe and rent.

2022 Expenditures by Program



Key Accomplishments for 2022

- Quality Environments** — Continued Educare partnership with the Local Investment Commission to provide resources, technical assistance and training to family child care, faith-based and small licensed center-based programs serving children receiving subsidy support.
 - Expanded Educare partnerships and support services to include mobile health and dental services. Expanded partnerships with area libraries and enrichment programs.
 - Updated and delivered 94 distinctive trainings providing 1,979 clock hours of training to over 1,000 child care providers and teaching staff.
 - Developed a new child care active shooter training with MARC Emergency Services.
 - Provided over 900 hours of quality improvement coaching support to 94 child care programs, including 47 family child care providers.
 - Expanded Educare services to 20 smaller licensed child care centers.
 - Provided over \$60,000 in quality improvement equipment and learning materials mini grants for Educare programs that achieved at least three quality improvement goals.
- Qualified Workforce** — Helped strengthen the regional early care and education workforce by offering stackable credentials through a partnership with the University of Central Missouri to support a 12-person cohort to complete bachelor's degrees. Implemented a retention pay plan to mitigate staff turnover for Head Start direct service providers.
- Collaborative Leadership** — Advanced a concrete shared regional vision to frame and prioritize regional strategies that are clear and actionable.
- School Readiness** — Expanded implementation of the Pre-Kindergarten Observation Form to reach 73 community-based and district/charter Pre-K classrooms in Kansas City and St. Louis.
- Quality Improvement** — Supported the quality of early learning care and education available for families with young children. Activities included:

- Implementing the Early Learning Program Profile (ELPP) in up to 29 centers and the Family Child Care Profile (FCCP) in up to 23 family home programs in partnership with Wyandotte County's Start Young program and programs receiving Kauffman Quality Enhancement grants.
- Supported coordinated measures for continued quality improvement measures conducting CLASS observations on over 1,300 classrooms.
- Provided over \$90,000 in quality improvement grants to providers and community organizations through the Start Young, ELPP, FCCP and Educare programs.
- **Family Support** — Engaged with Head Start parents by:
 - Launching a fatherhood literacy program with University of Missouri – Columbia.
 - Increasing engagement in father-child literacy activities to promote literacy from birth.
 - Supporting the first cohort in completing a program connecting Head Start parents with skill development resources to advance their careers.
 - Leveraging Startland News' marketing education program with MARC's workforce efforts.
- **Mobile Medical Unit/Telehealth** — Partnered with Swope Health Services to deliver KidsCare, a family-centered innovation that integrates telehealth, mobile pediatric and clinic-based visits to increase access to pediatric primary care services. Expanded dental mobile unit to 11 Educare community-based providers in Jackson and Clay counties in Missouri. Secured federal, private and corporate support of \$300,000 to build a medical facility in Excelsior Springs, Missouri.
- **Technology** — Supported 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** — Partnered with the Food Equality Initiative to provide support for children with food allergies and educate families on new electronic food ordering and delivery services.
- **Communications** — Shared news and information through the Head Start blog. Developed and launched a media campaign to recruit families to participate in Head Start programs.
- **Parenting Curriculum** — Assisted Head Start centers in offering research-based curricula to help parents improve parenting and life skills. Hosted Parent Cafés for facilitated peer-to-peer learning.
- **Community Initiatives** — Participated in the regional Parade of Hearts campaign and served as one of five beneficiaries of funds to support the reopening and expansion of child care facilities.

Priority Focus Areas for 2023

- **Quality Environments** — Support transition to new Missouri Department of Elementary and Secondary Education (DESE) Provider Collaborative Network. Help partners secure new contracts to implement pre-K, infant toddler and home-based collaborative networks aimed at measuring and supporting quality improvements in participating programs. Expand services to 35 new child care providers. Partner with community organizations to support five local educational agencies serving refugee children become registered child care providers. Partner with new DESE Conscious Discipline training project to provide trainings and incentives to an estimated 30 child care program staff and parents.
- **Qualified Workforce** — Refine and replicate Head Start's workforce skill-up program for parents and caregivers with young children:
 - Expand the bachelor's degree stackable credentials model to include an associate degree option.
 - Collaborate with area high school career and technical education programs to expand or implement a Child Development Associate (CDA) credentialing program.
 - Recruit Head Start parents to earn a CDA while serving as teacher assistants in classrooms.
 - Constitute a regional workforce coordinating group to guide the expansion, creation and deployment of workforce pipeline strategies
- **Collaborative Leadership** — Create a guiding body comprised of early learning and child care stakeholders. Support time-limited workgroups to address system gaps and ensure continuous system improvement. Develop an efficient information-sharing system between stakeholders

and create a platform promoting transparency and collaboration between stakeholders.

- **School Readiness** — Support Pre-K providers in implementing school readiness assessment and utilize the data to inform the provision of program and instructional supports.
- **Quality Improvement** — Support quality of early learning care and education available for families with young children.
 - Implement the ELPP in up to 30 centers and the FCCP in up to 10 family home programs in partnership with Wyandotte County's Start Young program and programs receiving Kauffman Quality Enhancement grants.
 - Support continued quality improvement measures for conducting an estimated 1,000 CLASS observations of classrooms.
 - Offer an estimated \$50,000 in quality improvement grants to providers and community organizations through the Start Young, ELPP, FCCP and Educare programs
 - Expand family child care programs to offer services supporting the broader workforce.
- **Family Support** — Launch the second cohort of fatherhood literacy program. Expand the Head Start Connections Program. Support the Missouri Regional Community Leader work with Independence and Park Hill School Districts to better connect families in Jackson, Clay, Platte, Ray and Lafayette counties to resources and supports.

Ongoing Programs and Initiatives

- **Quality Environments** — Expand the Educare partnership with the Local Investment Commission to provide resources, technical assistance and training to family child care providers who serve children receiving child care subsidy support, while better integrating health/dental providers into Head Start providers and systems.
 - **Qualified Workforce** — Guide the expansion, creation and deployment of workforce pipeline strategies to build sustainability around the workforce.
 - **Quality Improvement** — Continue implementation of the ELPP and FCCP in coordination with developing Quality Rating and Improvement Systems programs in Kansas and Missouri. Coordinate and provide CLASS observations for various quality improvement initiatives in the region. Provide quality improvement mini grants to improve child care learning environments.
 - **Family Support** — Support Head Start centers and enhance virtual support as they identify and implement research-based curricula to help parents improve parenting skills and life skills.
-

Lead Policy Committees

Partners in Quality — Co-Chairs Deidre Anderson, EarlyStart, and Scott Hall, Greater Kansas City Chamber of Commerce

MARC Head Start Advisory Board — MARC Board of Directors

MARC Head Start Advisory Committee — Chair Susan Knittle

MARC Head Start Policy Council — Chair Kalina Smalls

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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.

2022 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 2022

- **Financial Reporting** — Received the Government Finance Officers Association (GFOA) Certificate for Distinguished Budget Presentation for the 2022 budget and work plan. MARC's 2022 audit received a Certificate of Excellence in Financial Reporting, an honor MARC has achieved for more than 30 years running.
- **System Updates** — Upgraded domain controllers. Implemented an IT inventory and asset management Help Desk and Knowledge Base. Reorganized and implemented new security templates for MARC's financial system.
- **Cybersecurity** — Created position dedicated to cybersecurity.
- **Modeling Capacity** — Partnered with UrbanSim to create a new land-use forecasting model that relies on MARC's building and parcel databases. Developed quarterly economic forecasts to provide insight into COVID-19 economic recovery and the impact of inflation on overall growth.
- **Digital Communications** — Refined underlying technology and user interface of key digital communications channels. Launched a revitalized marc.org. Worked with website development contractor to update RecycleSpot.org to provide information more effectively to residents. Transitioned to GrowthZone, a new contacts and event management system, to centralize, organize and track communication with stakeholders.
- **Diversity, Equity and Inclusion (DEI)** — Implemented goals through training, review of processes and offering opportunities for conversations and activities throughout the organization. Implemented new appearance policy. Co-developed trainings with outside consultant to develop action plans for assessing internal processes. Updated Affirmative Action policy.
- **Facility Management** — Completed remodel and expansion of MARC offices, including upgrade audio of visual equipment in conference rooms.
- **Public Officials Directory** — Updated public officials directory. Shared printed copies with partners.
- **Human Resources** — Updated recruitment and onboarding procedures, including developing an electronic orientation packet. Created survey tools to gather input from job applicants and online trainings for new employees. Began updating job descriptions and compensation plan. Launched exit interview online tool.

- **Technical Capacity** — Strengthened MARC’s ability to support internal and external efforts through technology and tools, including:
 - Implementing the Data Forward Plan to advance agency-wide goals around data, research, technology and infrastructure, including ongoing systems inventories, data and project management standards and increased capacity to sort, access and interact with internal and external data.
 - Upgrading path of review process to decrease waste and increase efficiency.
 - Creating a data catalogue to allow staff to quickly locate available data and track relationships between websites and data sets.
 - Identifying data visualization and data tools; expanding platforms and resources.
 - Developing a data visualization guide to promote standardization and educate staff on best practices.
 - Digitizing process for submitting transportation projects for potential funding.
 - Developing data dashboards, including a regional housing hub.
- **Records Management** — Completed pilot project to scan key internal documents.
- **50th Anniversary** — Celebrated MARC’s 50th anniversary by highlighting regional progress and stories through the Regional Assembly, website, annual review, social media, presentations and proclamations.

Priority Focus Areas for 2023

- **Financial Reporting** — Achieve GFOA certification for budget and audit. Improve financial reporting to the MARC Budget and Personnel Committee.
- **System Updates** — Explore technology platforms to rebuild MARC’s intranet. Upgrade computer equipment to Windows 11. Upgrade to next version of Prophix financial software. Install a new server to expand internal capacity for virtual servers and upgrade system software. Move to an enterprise version of ArcGIS.
- **Cybersecurity** — Execute policy changes to comply with CIS and NIST security standards, including:
 - Implementing identity and access software to track levels of access across staff.
 - Documenting changes to systems.
 - Hiring a cybersecurity expert.
- **Modeling Capacity** — In advance of updating Connected KC 2050, create a new baseline forecast for the region’s growth, population and employment from 2020-50 using the new UrbanSim model.
- **Analytical Capacity** — Upgrade EEVA’s software and transition from 2010 to 2020 census tracts. Implement a rollout strategy and business plan to increase adoption rate.
- **Digital Communications** — Improve content delivery on marc.org, with a focus on data and maps. Launch redesigned RecycleSpot.org. Audit and update intranet content and transition site to SharePoint. Fine-tune GrowthZone communications features to MARC audiences.
- **DEI** — Improve Minority Business Enterprise processes. Conduct all-staff training on implicit bias. Help gain traction on DEI focus in MARC committees. Implement a mentorship and professional development program from an equity lens. Offer DEI moments each month and various other opportunities for conversations and activities.
- **Facility Management** — Achieve health safety rating certification and enhance sustainability practices in facility management.
- **Public Officials Directory** — Assess evolution of directory. Connect new GrowthZone system to the directory data and distribution process.
- **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. Complete job description and compensation plan update. Enhance professional development and ongoing staff training opportunities, including financial, leadership and equity training. Implement comprehensive onboarding program.

- **Technical Capacity** — Continue progress toward increasing strategic decision-making, as well as standardizing project management and internal processes. Continue to pursue data collaborations and resources. Educate and empower staff to use tools. Explore a comprehensive document management platform for the organization.
- **Records Management** — Finalize records management policy, including records retention schedule. Continue to digitize documents.

Ongoing Programs and Initiatives

- **Cybersecurity** — Manage cybersecurity risks. Provide cybersecurity training for staff.
- **Analytical Capacity** — Maintain and improve EEVA to embed equity into decision making.
- **Digital Communications** — Maintain and update marc.org and satellite sites.
- **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.
- **Facility Management** — Maintain MARC's conference center, training facilities and workspaces.
- **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.
- **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.
- **Public Outreach and Engagement** — Support public outreach campaigns for MARC programs and initiatives of regional importance. Host public meetings to ensure ample opportunity for resident input in regional decision making. Expand outreach and communications across more platforms to effectively engage and inform partners and diverse audiences.
- **Strategic Communications** — Support strategic communications planning to identify effective delivery methods to share key messages with relevant audiences, including internal groups. Using newsletters and reports, inform stakeholders and the public about regional issues. Use websites and social media to share information. Inform and engage MARC staff on relevant issues.
- **Modeling Capacity** — Develop and improve analytical models used to inform policy and analysis. Prepare economic and demographic forecasts for adoption as part of long-range transportation plan. Continue to produce economic forecasts and track regional response to macroeconomic events.

Lead Policy Committees

Regional Association of Public Information Officers (RAPIO) — Co-Chairs Meg Lewis, City of Independence, Missouri, and Julie Breithaupt, City of Shawnee, Kansas

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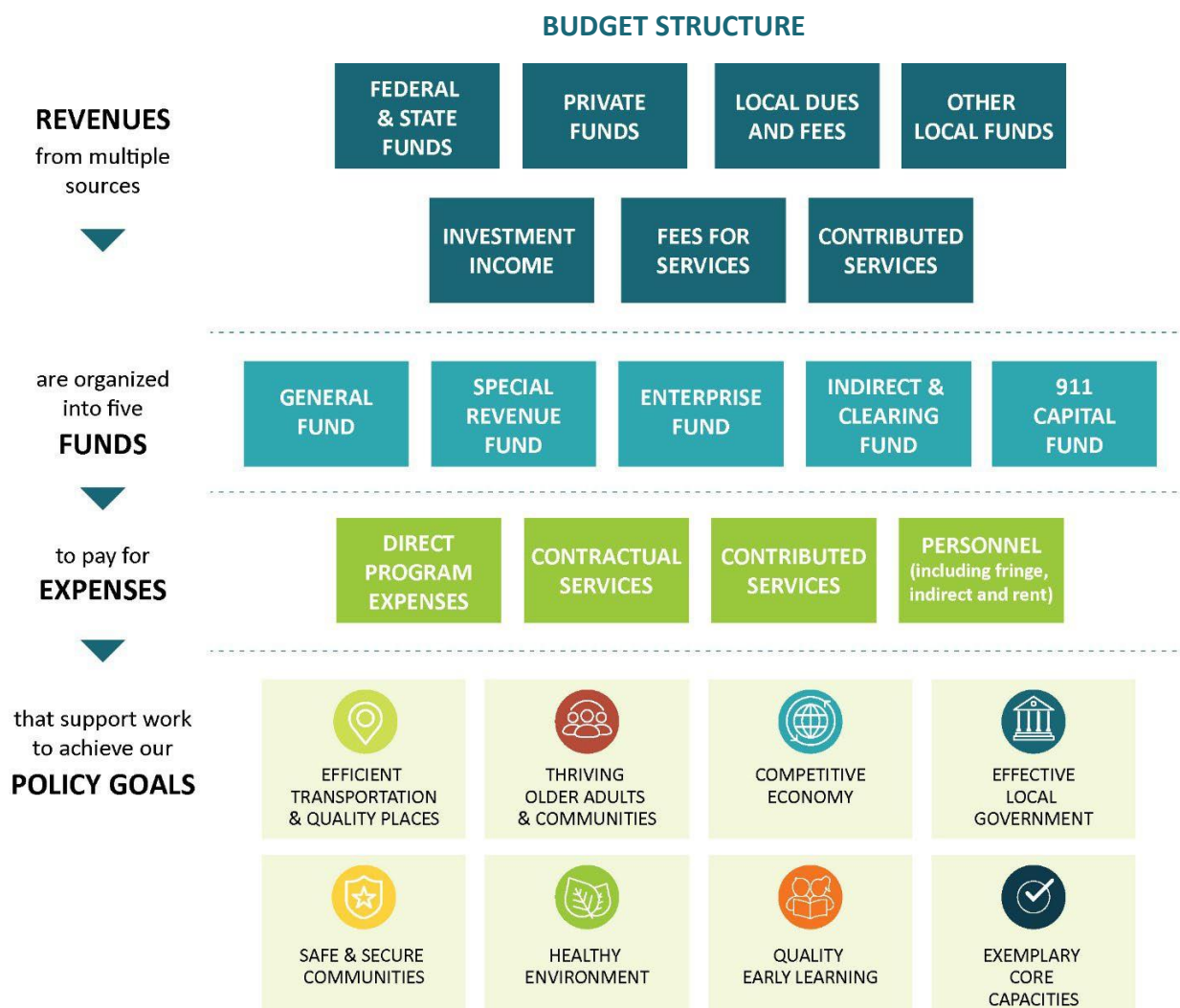


Budget Highlights

- 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 small, but significant, part of the budget. We also track contributed services — 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. We also set aside some money 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 2022 and for 2023.



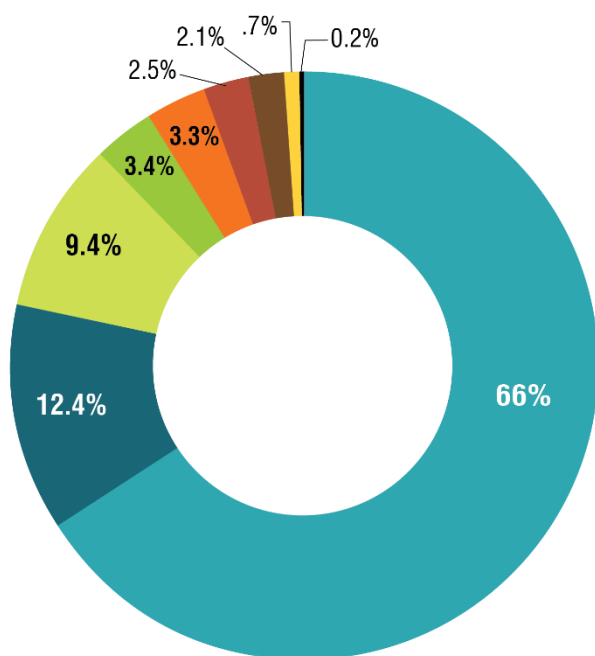
REVENUE HIGHLIGHTS

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, homelessness, support for vulnerable populations in disasters, early learning and more. Philanthropic funds are often used to test innovative new models and support new approaches to collaborative regional and community problem solving.

Federal and state pandemic related recovery funding continues. The 2023 Budget includes several large one-time federal grants, increases to current grants and biannual transportation fees which increased revenue by \$26,114,973 from the 2022 Budget.



2023 REVENUES

- Federal and State Funds — \$73,145,168
- Other Local Funds — \$13,790,026
- Indirect Allocation to Clearing Fund — \$10,384,199
- Contributed Services — \$3,803,012
- Private Funds — \$3,690,334
- Local Dues and Fees — \$2,726,215
- Fees for Services — \$2,297,032
- Transfers from Other Funds — \$800,681
- Investment Income and Other Financing Sources — \$210,744

TOTAL — \$110,847,411

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 56.

■ Notable Changes in 2022 and 2023

As indicated by the Work Plans outlined in the Policy Goal areas, our overarching roles remain the same. Some programs 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 reports and projects that develop recommendations to address current concerns and include immediate and short-term projects that tackle urgent issues, such as the COVID-19 pandemic. The Revised 2022 Budget and the 2023 Budget reflect the following new and ending programs.

New Grants and Programs in 2022 and 2023

Efficient Transportation and Quality Places

U.S. Department of Transportation Bistate Sustainable Reinvestment Corridor, \$5,600,000

Local government match, \$1,400,000

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.

Federal Highway Administration / MoDOT CRRSAA (Coronavirus Response and Relief Supplemental Appropriations Act) Regional Overlay Project, \$8,393,333

To provide funding 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 explored options under the Special Authority provisions of CRRSAA for preventive maintenance activities on local roadways to address deferred maintenance needs for area cities and counties.

Planning Sustainable Places 2023, \$1,875,000

Kansas Department of Transportation (\$875,000), Missouri Department of Transportation and Federal Transit Administration (\$1,000,000) will continue to provide local governments with financial support to advance detailed local planning and project development activities. The 2023 projects will continue to develop plans that accommodate multi-modal solutions in conjunction with environmental priorities and sustainable land use options.

Healthy Environment

Environmental Justice/Climate Resiliency, \$200,000

The Environmental Protection Agency is providing funds to support capacity development and community-based climate resilience efforts in four urban core neighborhoods. 2023 efforts will build upon initial assessment activities to support local project development. The project will provide a new template to support agency equity engagement activities.

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

The Environmental Protection Agency is providing funds to support the development of a conservation finance feasibility study. The study will evaluate new financial tools to expand the scope and impact of regional green infrastructure initiatives, and support project development to ensure a productive project pipeline.

Food Waste Grant, \$175,000

The Environmental Protection Agency is providing 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.

Competitive Economy

Digital Connectivity Regional Investment Strategy, \$420,000

With COVID 19 Regional Response and Recovery Fund, MARC is working 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 will be shared with the states of MO and KS to inform their statewide plans and use of federal broadband and digital equity funding.

Effective Local Government

Regional Housing Partnership, \$1,920,000

Funded by local philanthropic organizations Marion & Henry Bloch Family Foundation, Hall Family Foundation and Health Forward Foundation in 2021, this initiative supports the development, administration and expansion of the regional housing partnership. Philanthropic support expanded in 2022 with an award from the Sunderland Foundation. Additional funding has been requested from area foundations.

Safe and Secure Communities

Missouri Office of Homeland Security, Urban Area Strategic Initiative (UASI), \$1,425,000

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 the protection of and response by conducting outreach, training and special events.

U.S. Department of Health & Human Services, Substance Abuse and Mental Health Services Administration (SAMSHA) Mobile Crisis Response, \$2,952,874

In 2022, MARC received funding from the Health Forward Foundation and REACH Healthcare Foundation to facilitate a strategic plan among community mental health centers in Missouri to prepare for the implementation of the national 988 mental health hotline. This federal award will help the partners implement recommendations from the strategic plan through a shared approach to enhancing mobile crisis response. The goal is to create more equitable and responsive access to mental health services.

Thriving Older Adults and Communities

Johnson County Kansas Homeless Management Information System Support, \$250,000 (COVID-19)

U.S. Department of the Treasury funded Johnson County Kansas with an American Rescue Plan Act award. Services provided by MARC will use the funds to support the Johnson County Continuum of Care in the use of the information system by area agencies working to serve individuals and families who are homeless or at-risk of homelessness.

U.S. Department of Health and Human Services, Administration for Community Living, Chronic Disease Self-Management Education Program, \$1,261,377

This federal award empowers older adults and adults with disabilities through chronic disease self-

management education programs. This project builds upon previous work to establish an administrative hub for a statewide network of course providers, organized across Missouri's Area Agencies on Aging. Key objectives include expanding course offerings of the network, building referral pathways and funding relationships with Medicaid systems, and expanding health care partnerships to support long-term stability of the initiative.

U.S. Department of Agriculture, National Institute of Food and Agriculture (NIFA) Produce Prescription Program, \$500,000

To support a produce prescription program in the KC metro area which will provide healthy food incentives to selected Medicaid patients from three area health clinics allowing them to purchase and consume more fresh vegetables and fruits. This program will measure the impact on lowering A1c and blood pressure levels as well as food insecurity.

Community Services Network, \$1,300,000 (formerly Managed Services Network)

The initiative coordinates and facilitates delivery of an array of community services focused on improving health outcomes, especially to help patients recently released from the hospital to access services that can help them avoid readmissions. Start-up funding from philanthropic organizations supported development and initial implementation of the program through 2022. Contracts with BlueKC COVID, Commercial and Medicare Advantage plan, were secured with wraparound social health services beginning in 2021. Additional contracts with Missouri Department of Health and Senior Services, Home State Health, University of Missouri-Kansas City Healthcare Institute for Innovations in Quality and Menorah Heritage Foundation expanded services to older adults under this initiative. The work is funded through fee-based agreements. We anticipate additional providers may enter into agreements for services during 2023. Actual revenues will be dependent on the number of clients referred and managed.

Kansas Department of Health and Environment, \$214,465

MARC supports the KC Regional Community Health Worker Collaborative and will use funding in 2023 to encourage expanded use of community health workers through advocacy and training. In addition, the funds will support technical assistance to agencies to establish billing systems to sustain the use of CHWs by health care and other agencies in the Kansas City region and throughout the state of Kansas.

Quality Early Learning

Missouri Department of Elementary and Secondary Education, Office of Childhood, Home Based, Infant Toddler and Preschool Collaborative Networks, \$3,065,500

MARC submitted bids for this initiative in November 2022. If awarded the contracts, the collaborative networks will replace the Educare program that MARC has been administering since 2018 through December 2022. The networks 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 in the Office of Childhood's Northwest Region. MARC will partner with the Local Investment Commission, The Family Conservancy, the St. Joseph Youth Alliance, and the University of Missouri-Columbia to support implementation of targeted services.

Head Start Connections, \$162,962

MARC's KC Degrees program is assisting MARC Head Start parents and guardians with career coaching and workforce services through a cohort coaching model. A group of parents and guardians are guided over a 6-week training program to help identify career pathways, learn about training and education programs and hear from employers about seeking employment.

Ending Grants and Projects

Healthy Environment

EPA Kansas City Metro Infrastructure Plan, \$102,726

Building a Green Infrastructure Atlas and Playbook for Metro Kansas City. The U.S. Environmental Protection Agency funded \$199,475 to develop the regional Green Infrastructure (GI) Policy Framework, Atlas, Playbook, triple bottom line metrics and evaluations, and a suite of GI model ordinances. The regional Green Infrastructure Framework offers a planning and design approach to grow communities in ways that simultaneously tend to neighborhoods, commerce and nature. The MARC Board adopted the GI Policy Framework in 2019. This grant ended in October 2022.

MDNR Water Quality Management Planning, \$50,000

The Missouri Department of Natural Resources funded this program to support planning for the update of APWA 5600 (engineering standards and specifications for stormwater management) and the MARC/APWA Manual of Best Management Practices to Conserve Water Quality (BMP Manual). Over two years, this project worked to educate and build agreement among stormwater managers, policy makers, and community stakeholders on the nature, focus, structure, goals, and priorities for the stormwater standards update process. This grant ended in September 2022.

Competitive Economy

EDA CARES Disaster Recovery, \$400,000

MARC received a 2-year planning grant as the region's Economic Development District to support an update to the Comprehensive Economic Development Strategy Plan (CEDS) and training and support for local jurisdictions to support economic recovery from the pandemic. This grant ends December 31, 2022.

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 will conclude on June 30, 2023.

Quality Early Learning

Missouri Educare, \$1,667,850

This initiative provides resources, training opportunities and technical assistance to child care providers for caregivers of children between ages zero to three, with an emphasis on family home providers. In partnership with the Local Investment Commission (LINC), the Mid-America Regional Council administered the Educare learning initiative in Cass, Clay, Jackson, Platte and Ray counties. This program is ending in 2022.

Core Capacities

MARC Office Remodel, \$1,115,000

MARC engaged in a large project in 2022 to remodel MARC's current office space including additional offices, enhanced conference room technology and a new staff lounge. The project is funded by several different sources including the Tenant Refurbishment Allowance, Indirect Funds, 911 budget, 10% of the Long Term Contingency balance and some costs from other grants. The remodel will be completed by December 2022 with some residual payments in early 2023.

■ Revenue Outlook

With the easing of the pandemic during 2022, federal and state governments, and philanthropy turned their funding toward recovery efforts. Recovery programs focus on many factors which coincide with MARC's policy goal areas such as transportation, economic development, workforce, housing, programs for older Americans and food insecurity. In 2022, we worked with stakeholders to identify opportunities to pursue regional applications or to coordinate local applications. A number of those were awarded resulting in an influx of grant funds in the 2023 budget. Most of these grants are multi-year and will be spent out over the next three years. 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 federal 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 will increase funding for transportation planning and projects over the next five years. With increased motor fuels tax rates in Missouri and stable funding anticipated for the Eisenhower Transportation Legacy program in Kansas, the revenue outlook for transportation planning and projects for the region is positive. 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.

Competitive Economy

MARC will continue to receive the annual EDA planning grant of \$70,000. In 2022, MARC received two grants through the Economic Development Administration for COVID-19 recovery. In addition to direct support to our local governments and update of the region's Comprehensive Economic Development Strategy (CEDS), this funding is being used to support workforce programming as we work with other organizations to engage people in financially viable careers and help small businesses in Wyandotte County. The COVID-19 EDA grants will be completed by the end of June 2023. MARC will continue to work with community partners to pursue public and private funds to support the region's economic recovery.

Effective Local Government

The Government Training Institute is expanding its on-demand and customized consulting programs to respond to membership training and development needs. This fee for service model is a way to diversify our funding base to create a sustainable service model. MARC is leveraging support from philanthropy to identify shared services opportunities through the Regional Housing Partnership, including potential for a regional housing locator service led by Kansas City, MO. In 2023, GTI and the Government-2-University (G2U) initiative are exploring business models to share resources to improve public sector talent

development and recruitment. This work is possible through a combination of grant funding and shared services efforts including the Kansas City Regional Purchasing Cooperation and regional salary survey.

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. 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. Continued funding into 2023 will support work with hospitals, public health and other key health organizations. The Regional Homeland Security Coordinating Council (RHSCC) is undertaking a multi-year strategic planning process to better forecast long-range funding needs for optimal grant management.

Thriving Older Adults and Communities

Stable 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 continue to experience strong demand. Those models have proved valuable to health care entities as demonstrated through contract renewals and expansions. New partnerships are expected in the future.

MARC has been successful working with community partners to obtain grants through the SNAP incentive program. Area foundations have been supportive in providing the required match. Grants from the Kansas Department of Environment and the Health Forward Foundation are expected to continue through 2023 and will support the Regional Community Health Worker Collaborative in building the workforce needed to address social drivers of health.

Quality Early Learning

Funding for Head Start has continued to be strong, and that stability appears it will continue as we enter into another 5-year grant cycle. Specific Head Start funding for COVID-19 improvements, awarded in 2020 and 2021, will end in the spring of 2023. Funding from the state of Missouri for Early Head Start remained steady and continues to be granted based upon strong program performance. The Educare program was rebranded and will continue to provide needed revenue to support small and home-based early learning providers, while expanding to support center-based programs. Local philanthropies continue to support development of quality early learning systems with focus on building workforce. As the economic impact of decreased early learning and child care organizations becomes apparent, funding models that draw in business and governments will 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, Head Start and transportation — by partner agencies. As a result of COVID-19, some federal agencies allowed waivers. This reduced contributed services over the past two years. The 2022 budgeted contributed services was \$2,466,522. The total for the 2023 budget is \$3,803,012.

2023 BUDGETED CONTRIBUTED SERVICES BY POLICY GOAL	Total Revenue	Contributed Services	Percent of Total
Efficient Transportation and Quality Places	\$22,952,945	\$1,159,570	5.10%
Healthy Environment	4,207,115	237,675	5.60%
Competitive Economy	255,108	88,788	34.80%
Effective Local Governments	2,750,579	294,087	10.70%
Safe and Secure Communities	14,761,883	10,000	0.10%
Thriving Older Adults and Communities	18,220,249	2,012,892	11.00%
Quality Early Learning	36,591,063	0*	0.00%

**Head Start has continued to waive In-Kind requirements due to the pandemic*

■ Local Dues and Fees

Local governments support MARC's work in a number of 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 dues are requested from all other cities in the region. These funds make up a small percent of MARC's annual revenue (2.5 percent in 2023), 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 2021	Budgeted 2022	Revised 2022	Budgeted 2023
Local Government Member Dues	\$422,046	\$431,001	\$431,001	439,629
Local Government Voluntary Dues	71,984	80,309	80,309	81,715
State Aid to Regional Planning Councils (Missouri)*	74,690	10,670	59,752	10,670
Aging Local Match	78,265	79,830	79,830	81,427
Emergency Services Contribution	425,896	442,340	423,511	448,335
Transportation Project Fees (biannual)	758,489	—		1,378,839
Government Innovation Forum Contribution	150,907	189,186	184,913	192,968
Government Training Institute				
Membership Fee	79,332	90,815	90,815	92,632
TOTAL	\$2,061,609	\$1,324,151	\$1,350,131	\$2,726,215

Note: 2023 Local Government dues reflect a 2 percent increase which was approved by the Board of Directors in December 2021.

**State of Missouri aid varies from year to year. We budget conservatively.*

■ Other Local Funds

Other local funds total is \$13,790,026 in 2023. 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 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 of the funds in this category are designated for specific programs.

■ Investment Income

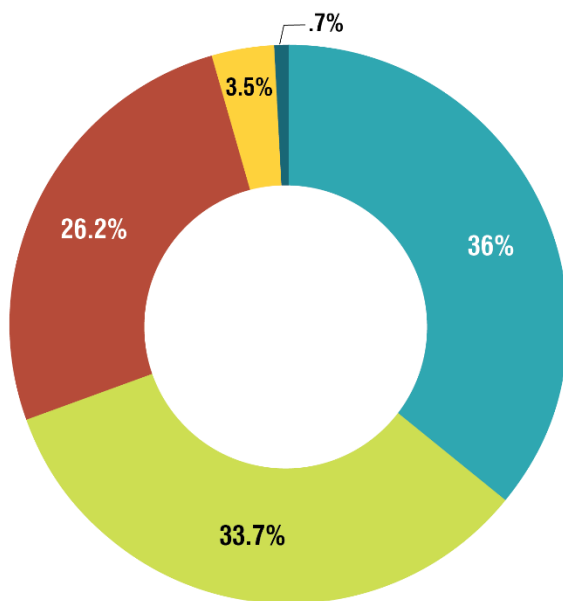
Funds not required for immediate use are invested in accordance with MARC's investment policy, typically in U.S. government securities and collateralized bank notes. Investment income is allocated, as required, to a child care scholarship fund held in trust by MARC and to the Solid Waste Management District, with the remaining amount credited 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 2022, an average of \$3.98 million was invested at any given time. Earnings from 2022 investments are projected to be \$77,000 and \$95,000 for 2023. Two investments were called and reinvested in 2022. Investment earnings are expected to be higher for 2023 because investments that have come due have been reinvested at higher rates. In 2023, two investments are 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 2023 are projected to increase to \$109,520,234 from \$85,087,893 in 2022. The \$24.4 million increase is attributable to several large federal recovery grants, increases to existing grants and biannual transportation fees which occur in 2023. Other changes for 2023 include an increase in staff, which is directly related to capacity to manage the expansion of current programs, building internal capacity, salary increases, anticipated increases in health insurance benefit costs, and technology investments.



2023 EXPENDITURES

- Contractual Services — \$39,389,639
- Direct Program Expenses — \$36,855,368
- Personnel* — \$28,671,534
- Contributed Services — \$3,803,012
- Transfer to Other Funds — \$800,681

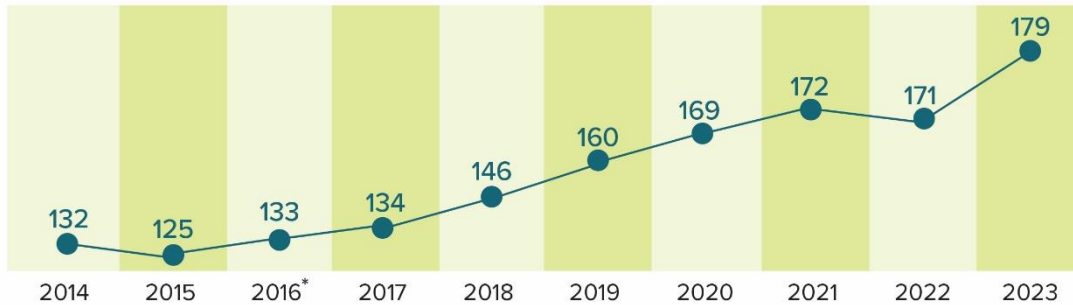
TOTAL — \$109,520,234

* In addition to salaries, personnel includes indirect, fringe and rent. These indirect expenses offset the Indirect Allocation to the Clearing Fund shown as a revenue in the chart on page 47.

■ 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. And sometimes positions are hired related to a specific grant or program and the position is not funded beyond that time. The 2023 budget includes 165 regular full time and 14 part-time employees and interns. 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.

STAFFING LEVELS* | Full-Time, Part-Time and Interns



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

	2021		2022		2023	
	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	0	2	0	2	0
Finance and Administration	25	2	31	3	32	3
Aging/Adult Services	17	0	22	0	24	2
Community Development	45	7	3	2	2	3
Local Government Services	0	0	29	2	30	2
Early Learning	32	0	33	0	34	0
Research Services	13	0	13	0	13	0
Transportation & Environment	24	5	27	4	28	4
	158	14	160	11	165	14
TOTAL	172		171		179	

*New department of Local Government Services was established in 2022

During the budget process, new positions and staffing changes are reconciled for annual numbers. The following **new positions** are included in the 2023 budget:

- **Public Affairs Coordinator** (Finance and Admin) – an additional position to support the increasing demand for communications of all kinds including digital, outreach, social media.
- **Community Engagement Specialist** (Aging) – This role will coordinate a variety of policy- and systems-level programs and initiatives that benefit older adults and the organizations that serve them.
- **Aging Systems Specialist** (Aging) - as the number and complexity of partner organizations, payments, and reports to funders increases, this role will provide additional administrative processing and coordination capacity.
- **Nutrition Innovation Specialist** - the new prescription produce project for the Double Up Food Bucks program requires this program management role. (Aging)
- **Shared Services Program Director** (Local Gov't Services) - this role will support the SAMSHA grant (a federal grant to improve mental health mobile crisis response in four counties in Missouri) and will oversee other programs within the Local Government Services Department.

- **Planner** (Transportation and Environment) – this position will support continued integration of MARC’s transportation and environmental planning work.

Organizational Changes

- The Chief Innovation Officer position was modified to Chief Innovation Officer/Deputy Director of Research Services in order to provide more leadership capacity toward our data and analysis work.
- The vacant data developer position is modified to a Digital Services Manager in Research Services in order to provide more leadership capacity toward our data and analysis work.

Salaries and Benefits

Funds have been budgeted for pay-for-performance salary increases of approximately 4% in 2023. Employee fringe benefits are funded through the Indirect Cost Allocation. Because leave time can not be 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. We continually evaluate our benefits and from time to time make changes to the program.

In 2023, a 9% increase has been included in the budget for health insurance benefits in anticipation of premium increases for the 2023-2024 plan year that will take effect in July. MARC contracts with a benefits consulting firm that will assist in doing a soft assessment of the market in early 2023 and provides ongoing analysis of all benefit programs. The schedule below shows total costs for salaries and traditional (non-leave) benefits.

SALARIES AND BENEFITS	Actual 2021	Budgeted 2022	Revised 2022	Budgeted 2023
Total Salaries (<i>indirect and direct</i>)	\$9,886,092	\$10,970,000	\$10,667,650	\$11,791,088
Total Benefits	3,453,157	3,801,000	3,650,215	4,201,542
Percentage	34.93%	34.60%	34.22%	35.63%

■ Capital Outlay

Due to the nature of our work, MARC does not acquire or own much high value capital. However, two programs, the Regional 911 System and Operation Green Light, make 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 in order 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 2023 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 2023, 52 workstations will be replaced at an estimated of \$400,000.

Geospatial Routing upgrade — Implementation of this equipment and software upgrade will give us the ability to route calls based on location of the caller instead of location of the tower. The estimated cost is \$1,745,664.

An estimated \$2,604,432 will be spent in 2022. Planned expenditures in 2023 are \$2,857,000. Due to a vendor refund, the net budget for capital expenditures is \$2,101,176.

Operation Green Light Capital Outlay

The MARC budget includes operating and construction costs associated with the operations and expansion of the Operation Green Light (OGL) traffic signal program. Under the guidance and leadership of the OGL Steering Committee, annual priorities are established for regional expenditures to ensure traffic signals are upgraded and maintained. Funds to support the systems are paid by member partners and federal pass-through funds.

- **Regional Advanced Transportation System Management Software** — A capital outlay of \$1,203,000 of STBG, CMAQ and local funds are projected in 2022-2023 to update the advanced traffic management system software used to manage and monitor traffic signal operations for the OGL program.
- **Traffic Signal Advancements in Missouri** — A capital outlay of \$525,000 of CMAQ and \$203,000 of local funds are projected in 2023 to enhance traffic response and vehicle detection systems, 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.
- **Traffic Signal Advancements in Kansas** — A capital outlay of \$570,000 in CMAQ and \$213,000 local funds are projected in 2023 to provide infrastructure enhancements with fiber optic communications, upgraded controllers, and closed-circuit cameras to improve operations.

■ Targeted Agencywide Expenditures

Integrated in all grant and enterprise funded work are efforts to support MARC organizational goals. Because MARC has limited discretionary revenue streams, it is challenging to identify funds to directly and 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 2022 Revised and 2023 Budget in the General and Indirect Fund.

Technical capabilities

A new contact and event management software was kicked off in 2022. We will continue to improve our utilization of this product, enhancing our ability to communicate with partners, coordinate events and committees. Annual cost for that platform is \$26,000.

Acquiring a Human Resources information was a goal for 2022, but the contact/events system took longer to bring online than anticipated. In 2023, a selection process will be initiated for a comprehensive Human Resources Information System. Currently, Human Resources processes are an assortment of pdf documents, forms and folders. The Indirect budget includes \$40,000

for the selection process and initial implementation of this platform.

Several organizational structure and position responsibility changes have been made which will bring new skills and capacity to research, data analysis and data visualization. There will be increased salary costs related to these changes.

Expansion of data sources through partnerships will allow us to create timely and comprehensive data will enable us to create and enhance meaningful data hubs and analyses related to key regional issues. The 2023 Budget (Indirect and across other grants) includes about \$25,000 for those subscriptions and memberships.

Integrated systems and strategies

The 2023 General Fund budget includes \$10,000 for continuation of leadership “advance” sessions that are designed to raise awareness, provide learning and enhance relationships in order to enhance our internal systems and by acting upon the integration and overlaps of our work.

Equity at our core

We have made great strides in expanding understanding of diversity, equity and inclusion throughout the organization and putting that understanding to work in modifying policies and practices identified through equity assessments. We will continue to grow our expertise in the use of virtual platforms, expanding opportunities to gather input around our work from larger and diverse audiences. The 2023 budget includes \$24,500 in the Indirect budget for additional training and resources to further these goals.

Responsive processes and nimble structures

In the spring of 2022, a recreated MARC website was launched. Work will continue in 2023 to enhance the site with easily accessible and meaningful information. \$24,000 has been included in the 2023 Indirect budget for further enhancements.

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 with indirect according to these rates, with the resulting amounts transferred to an Indirect Cost Allocation Pool. 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 pool. Fringe benefit costs are calculated similarly.

INDIRECT COST RATES	2019	2020	2021	2022	2023*
Negotiated Indirect Rates	30.4%	31.6%	30.7%	32.0%	32.0%

*For 2023, the indirect rate is pending approval with HHS. The 2023 Budget is based on the provisional rate provided to MARC in 2021.

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 percent 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 Purchases** — The general fund allows MARC to make significant equipment purchases, such as the telephone system, accounting computer network and office modules that are 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. Over time, the long-term contingency fund balance has increased steadily but continues to fall short of the 12% target. The 2023 budget includes an estimated ending balance of \$1,867,034.

In 2022, the Board approved using up to 10% of the Long-Term Contingency balance (approximately \$167,000) toward the office remodel project if needed. These expenditures are not included in the ending balance calculation. In the future, staff will undertake an analysis of the long-term contingency needs and evaluate funding alternatives.