



2026

# 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: 2026 Budget and Work Plan

---

On behalf of the entire Mid-America Regional Council (MARC) staff, I am pleased to present this 2026 Budget and Work Plan. It includes an updated picture of MARC's work in 2025 and our plans for 2026.

Over the past year, we continued to demonstrate our organization's core values and brought support and leadership to key regional goals and collaborative efforts, even as we navigated changes in federal programs and funding uncertainties. I am proud of how these efforts reflect our team's responsiveness and commitment to community impact and service excellence.

On a financial level, I'm pleased to report that MARC's fiscal position remains stable. We budgeted approximately \$120 million in revenue for 2025, and the 2025 revised budget is on track at a slightly lower figure, reflecting the conclusion of several large grant programs and the timing of project work. We are projecting revenues of \$113 million for 2026. This outlook holds some uncertainty, given the fluid federal funding environment, but current indications enable us to project a continuation of most programs — and for our financial foundation to remain sound.

Overall, the 2026 Budget and Work Plan will enable MARC to: A. extend key regional functions, B. foster new initiatives, C. strengthen civic partnerships, and D. invest in our organizational capacity. Following are highlights in each of these goal areas:

- A. Extend key regional functions** — The 2026 Budget and Work Plan projects the extension of key regional functions, though revenues for most functions are expected to remain level while demands for service and costs increase, creating pressure on partner agencies and community responsiveness.
- **Ensure Head Start stability** — The MARC staff and our partners took extraordinary steps to ensure service continuity during the fall 2025 federal government shutdown. The 2026 budget projects a resumption of full program funding through the year that will provide stability to children, families and educators.
  - **Continue in-home support services** — The 2026 budget anticipates extension of the federal Older Americans Act and Missouri state senior funds, both of which support critical services to older and disabled adults, though increases in service demands, federal administrative requirements and program costs will result in waiting lists for new clients.
  - **Extend regional planning and coordination** — Most core regional planning and coordinating functions are projected to continue, with key 2026 goals including:
    - A new Transportation Investment Program based on the long-range transportation plan adopted in 2025.

- Updates of emergency services plans and coordination exercises geared toward preparing the region to host the 2026 World Cup.
- Expansion of cooperative programs serving local governments, such as the launch of a new website for public service job openings and coordinated deployment of mental health crisis response services.
- **Healthy food access** — The 2026 budget includes important funding from the state of Missouri and our local philanthropic community to match the federally supported Double Up Food Bucks program, which provides SNAP recipients across Kansas and Missouri access to fresh produce.

**B. Foster new initiatives** — The 2026 Budget and Work Plan builds on several new or expanded programs launched in 2025 in collaboration with our partners. Examples include MARC’s efforts to:

- **Expand senior nutrition services** by opening a new meal repack and distribution hub for the Silver Plate program, which now has the potential to significantly increase meal production capacity for older adult nutrition programs.
- **Advance bi-state infrastructure** by completing the first phase of the Bi-State Sustainable Reinvestment Corridor planning project, including the design of zero-emission transportation alternatives for that corridor.
- **Promote green infrastructure training** by launching the Mid-America Green Stormwater Infrastructure Certification program, which provides training for local governments and landscape contractors in sustainable stormwater management practices.
- **Empower immigrant families** through a new initiative that enables qualified refugees to become self-sufficient by helping them establish small family child care businesses, expanding economic opportunity while addressing community child care needs.
- **Enhance 911 emergency response** with technological innovation by introducing geospatial routing and photo/video transmission capabilities in the regional 911 system to improve accuracy and information-sharing for first responders.
- **Organize a materials-recovery strategy** as a follow-up to the regional solid waste planning process undertaken in 2025, which has yielded several compelling strategies to foster material-recovery markets to reduce solid waste.

**C. Strengthen civic partnerships** — Our work is built on partnerships, and the 2026 MARC Budget and Work Plan continues efforts to broaden and deepen our relationships with key organizations and communities. By integrating systems, broadening participation and aligning cross-agency resources, we maximize positive regional impacts. Following are examples of our 2026 partnership goals:

- **Contribute to regional preparations for the 2026 World Cup** — MARC will continue to support multi-agency planning for the World Cup events, addressing needs in emergency services, interoperable communications, public health, sustainability, transportation, housing, as well as community communications and outreach.

- **Collaborate on housing and development** — MARC will continue to support the Regional Housing Partnership in 2026 by focusing on the housing construction workforce, public policy and public awareness; launching the Regional Housing Fund to facilitate housing production and affordability; and working with local communities to review land use, development, and building codes and processes.
- **Improve energy efficiency for nonprofits** — 2026 will include continued work on a major Department of Energy retrofit initiative using a \$4.7 million federal grant, assisting 25 to 30 nonprofit organizations in identifying and completing much-needed energy conservation upgrades at their facilities.
- **Protect the environment** — MARC will continue broad community efforts to identify steps that can be taken locally and regionally to support a healthy environment.
- **Building out Child Care Works** — MARC will continue its partnership with Kids Win Missouri and area public and private employers to develop a system for blending public, employer and family resources to expand access to affordable, quality child care.

**D. Invest in organizational capacity** — The 2026 budget projects continued progress in bolstering MARC’s internal capacity to support our regional mission. We created new leadership structures, enhanced technology and data tools, and invested in our staff’s growth and well-being. Key developments include efforts to:

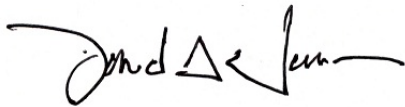
- **Move to a new office space** — MARC will move to a new office location in 2026, following in-depth assessment and evaluation of our space needs. The new facility at 801 Penn will foster staff and committee collaboration.
- **Improve technical and data capacity** — MARC’s newly reorganized Department of Data and Digital Services will continue its strategy to enhance our technological infrastructure through the new MARC Data Catalog, new data visualization platforms, and a capacity-building grant to more fully integrate AI tools into data management and analytics.
- **Expand grant development capability** — We launched the new Office of Resource Development to provide organization-wide leadership in expanding our capacity for grant sourcing, writing, monitoring and reporting. This initiative is already helping us pursue and manage external funding more effectively.
- **Deepen economic research** — The new Office of Economic Research will continue to lead rigorous analysis of the regional economy, develop external research partnerships, and produce data-driven insights to inform economic and workforce policy.
- **Modernize human resources systems** — We selected and implemented a new Human Resources Information System, providing enhanced reporting and self-service information for staff and a more streamlined, professional recruitment and onboarding experience.
- **Invest in staff engagement and development** — We plan to reinforce our commitment to a supportive workplace by holding an employee wellness fair, offering organization-wide training sessions, and continuing a formal mentorship program for staff to foster a healthy internal culture and develop our next generation of leaders.

Overall, the proposed 2026 budget maintains MARC’s long-term commitment to sound fiscal management and good stewardship of the resources entrusted to us as we lead and support collaborative efforts. The plan reflects a balance between capacity-building investments and attentiveness to cost containment — even as we face an uncertain fiscal climate — in order to sustain our critical services for the region.

On behalf of MARC’s management team, I would like to express sincere appreciation to the staff who worked diligently to prepare this comprehensive plan, as well as to those who secure and manage the many grants that support our work. I also want to thank the MARC Board of Directors and the countless committee volunteers whose guidance and engagement in allocating resources and shaping initiatives make our collaborative progress possible.

We look forward to a challenging but rewarding year ahead. With a strong foundation and clear direction, MARC is ready to continue serving Greater Kansas City effectively and innovatively in 2026 and beyond.

Sincerely,

A handwritten signature in black ink, appearing to read "David A. Warm". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

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, 2025**

*Christopher P. Morrill*

Executive Director

# TABLE OF CONTENTS

<b>ABOUT MARC .....</b>	<b>1</b>
BACKGROUND .....	2
REGIONAL VISION .....	2
BOARD OF DIRECTORS .....	3
MANAGEMENT TEAM.....	3
ORGANIZATIONAL CHARTS .....	4
REGIONAL PROFILE .....	6
<b>BUDGET AT-A-GLANCE .....</b>	<b>9</b>
<b>POLICY GOALS AND WORK PLAN .....</b>	<b>13</b>
INTRODUCTION .....	14
PERFORMANCE MEASURES .....	16
EFFICIENT TRANSPORTATION AND QUALITY PLACES .....	20
HEALTHY ENVIRONMENT .....	23
COMPETITIVE ECONOMY .....	26
EFFECTIVE LOCAL GOVERNMENT .....	28
SAFE AND SECURE COMMUNITIES.....	31
THRIVING OLDER ADULTS AND COMMUNITIES.....	35
QUALITY EARLY LEARNING.....	38
EXEMPLARY CORE CAPACITIES .....	41
<b>BUDGET HIGHLIGHTS .....</b>	<b>45</b>
BUDGET STRUCTURE .....	46
REVENUE HIGHLIGHTS .....	47
EXPENDITURE HIGHLIGHTS.....	59
INDIRECT COSTS.....	63
LONG-TERM CONTINGENCY .....	64
<b>FUNDS .....</b>	<b>65</b>
FUND STRUCTURE .....	66
GENERAL FUND .....	67
SPECIAL REVENUE FUND.....	79
ENTERPRISE FUND .....	87
INDIRECT AND CLEARING FUND .....	92
911 CAPITAL FUND .....	94
<b>APPENDICES.....</b>	<b>95</b>
A. BUDGET PROCESS AND TIMELINE .....	96
B. METHODOLOGY.....	98
C. SUMMARY OF FINANCIAL POLICIES .....	99
D. INDIRECT COST ALLOCATION.....	103
E. ADDITIONAL FINANCIAL TABLES .....	105
F. SOLID WASTE MANAGEMENT DISTRICT CHART .....	107
G. PERSONNEL SUMMARY CHART.....	109
H. GLOSSARY OF FINANCIAL TERMS.....	110
I. GLOSSARY OF PROGRAMS AND ACRONYMS.....	113

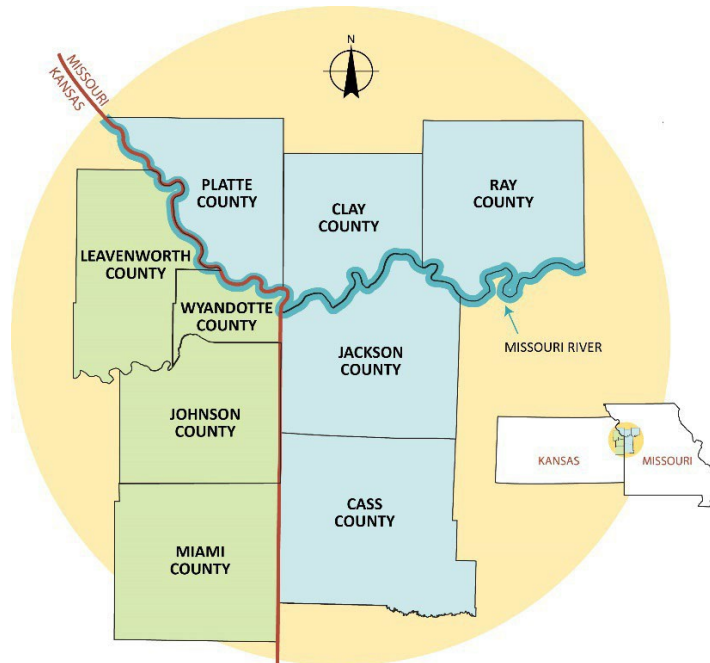


# About MARC

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

## BACKGROUND

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



## REGIONAL VISION

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



## BOARD OF DIRECTORS

### OFFICERS

**Chair** — Janeé Hanzlick, Commissioner, Johnson County

**1st Vice Chair** — Beto Lopez, Mayor Pro Tem, Lee’s Summit, Missouri

**2nd Vice Chair** — Damien Boley, Mayor, Smithville, Missouri

**Treasurer** — Holly Grummert, Councilmember, Overland Park, Kansas

**Secretary** — Bridget McCandless, Councilmember, Independence, Missouri

### MEMBERS

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

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

**Jackson County** — Phil LeVota, County Executive (Alternate: Jalen Anderson, County Legislator); DaRon McGee, County Legislator (Alternate: Megan Smith, County Legislator); Mike McDonough, Mayor, Raytown (Alternate: Leonard Jones, Mayor, Grandview)

**Johnson County, Kansas** — Mike Kelly, Commission Chairman (Alternate: Becky Fast, Commissioner); Commissioner Janeé Hanzlick (Alternate: Jeff Meyers, Commissioner); Mayor Eric Mikkelson, Prairie Village (Alternate: Michael Poppa, Mayor, Roeland Park); Rick Walker, Mayor, De Soto (Alternate: Mickey Sandifer, Mayor, Shawnee)

**Leavenworth County, Kansas** — Mike Stieben, Commissioner (Alternate: Willie Dove, Commissioner); Jeff Culbertson, Commissioner

**Miami County, Kansas** — George Pretz, Commissioner (Alternate: Tyler Vaughan, Commissioner)

**Platte County, Missouri** — Scott Fricker, Presiding Commissioner; Chris Wright, Recorder of Deeds

**Ray County, Missouri** — Sheila Tracy, Presiding Commissioner; (Alternate: Max Hockemeier, Commissioner)

**Unified Government of Wyandotte County/KCK** — Tyrone Garner, Mayor/CEO (Alternate: Mike Kane, Commissioner); Christian Ramirez, Commissioner; Dr. Evelyn Hill, Commissioner; Tom Burroughs, Commissioner; Tom Stephens, Mayor, Bonner Springs; (Alternate: Carolyn Caiharr, Mayor, Edwardsville)

**City of Independence, Missouri** — Rory Rowland, Mayor (Alternate: Bridget McCandless, Councilmember); Jared Fears, Councilmember

**City of Kansas City, Missouri** — Quinton Lucas, Mayor; Eric Bunch, Councilmember; Johnathan Duncan, Councilmember; Nathan Willett, Councilmember

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

**City of Olathe, Kansas** — John Bacon, Mayor (Alternate: Marge Vogt, Mayor Pro Tem)

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

**Public Transportation Advisory Members** — Frank White III, Kansas City Area Transportation Authority; Michael Moriarty, Kansas Department of Transportation; Greg Bolon, Missouri Department of Transportation (Alternate: Jeff Hardy, MoDOT)

## MANAGEMENT TEAM

-David A. Warm, Executive Director

-Ron Achelpohl, Director of Transportation and Environment

-Kristi Bohling-DaMetz, Director of Aging and Adult Services

-Carol Gonzales, Director of Finance and Administration

-Amanda Graor, Director of Data and Digital Services

-Dr. Frank Lenk, Director of the Office of Economic Research

-Marlene Nagel, Director of the Office of Resource Development

-Ashley Z. Hand, Director of Local Government Services

-Dr. Toni Sturdivant, Director of Early Learning

and Head Start

# ORGANIZATIONAL CHARTS

## Mid-America Regional Council Board and Committee Organization Chart

### Board of Directors

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

#### MISSOURI

Cass County	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 Wyandotte Co./KCK
Leavenworth County	City of Olathe
Miami County	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 • Active Transportation Programming Committee • Kansas and Missouri Surface Transportation Program Committees • Mobility Advisory Committee • Transportation Emissions 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 • RAPIO • E-RAPIO • Cybersecurity
- Metropolitan Emergency Managers Committee (MEMC)\*
  - Plans • Situational Awareness and Information Sharing • Community Preparedness • Resource Management • Hazard Mitigation • Medical Reserve Corps • Community Disaster Resiliency Network
- Metropolitan Official Health Agencies of the Kansas City Area
- Hazardous Materials Emergency Preparedness Alliance (HEPA)
  - Training • Plans • Industry
- Mid-America Regional Council Emergency Rescue (MARCER)\*
- Hospitals Committee\*
  - Northern and Southern Health Care Coalitions • Metro Hospital Committee
- Community Disaster Resiliency Network
- Public Safety Communications Board and related committees:
  - Public Safety Communications Users • Regional Interoperability • 911 Peer Support Advisory Committee
- Metropolitan Area Regional Radio System Management Council



#### EFFECTIVE LOCAL GOVERNMENT

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



#### 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
- Renew America's Nonprofits Community Advisory Board
- Solid Waste Management District and related committees:
  - Management Council • Grant Review Committee • Household Hazardous Waste



#### THRIVING OLDER ADULTS AND COMMUNITIES

- Commission on Aging and related committees:
  - Community Center Administrators • Silver-Haired Legislature Delegation
- Community Support Network Community-Based Organization Coalition
- Community Support Network Advisory
- Leadership in Aging Network
- Regional Community Health Worker Collaborative



#### COMPETITIVE ECONOMY

- Regional Workforce Intelligence Network
- KC Rising Data and Analytics Resource Team



#### QUALITY EARLY LEARNING

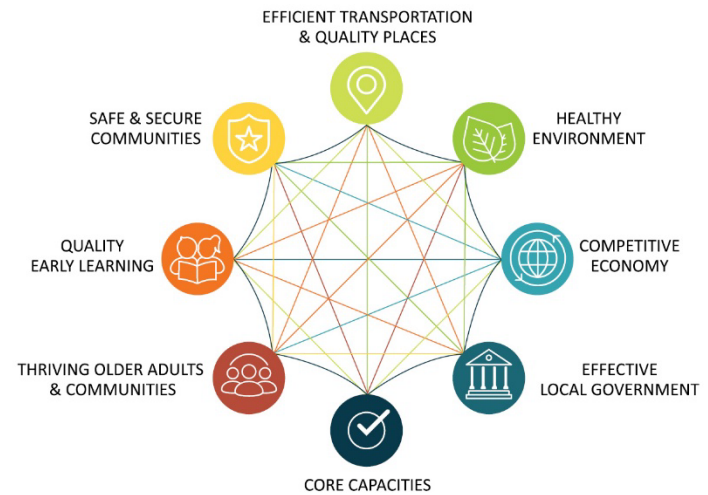
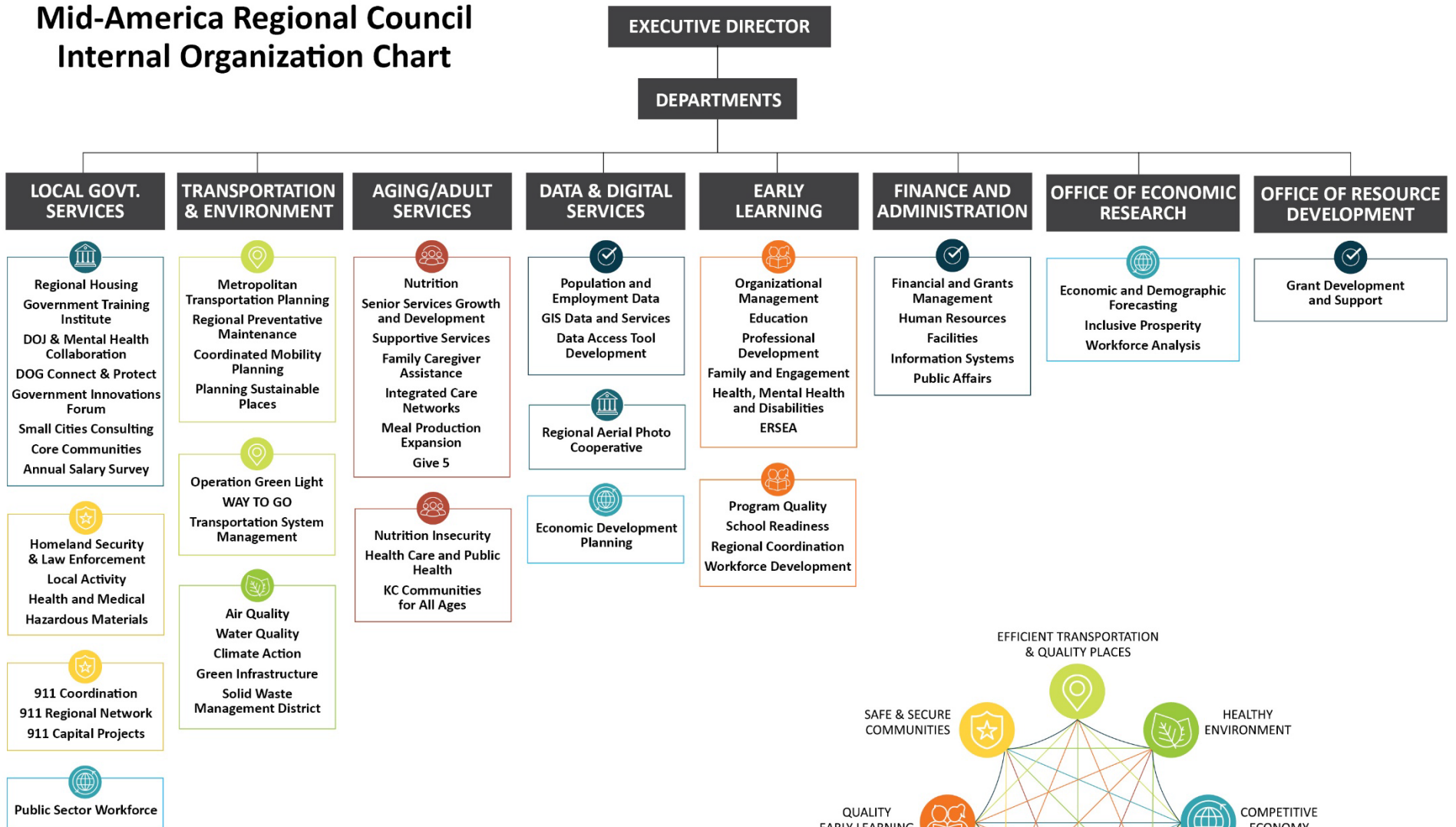
- Early Childhood Leadership
- Head Start Policy Council
- Head Start Advisory Committee
- Head Start Health Advisory Committee



#### EXEMPLARY CORE CAPACITIES

- MARC Employee Council
- MARC Core Values Committee
- MARC Green Team

# Mid-America Regional Council Internal Organization Chart



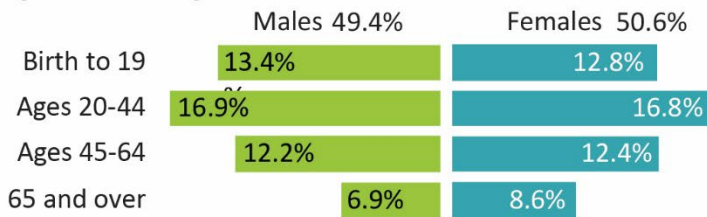
# REGIONAL PROFILE



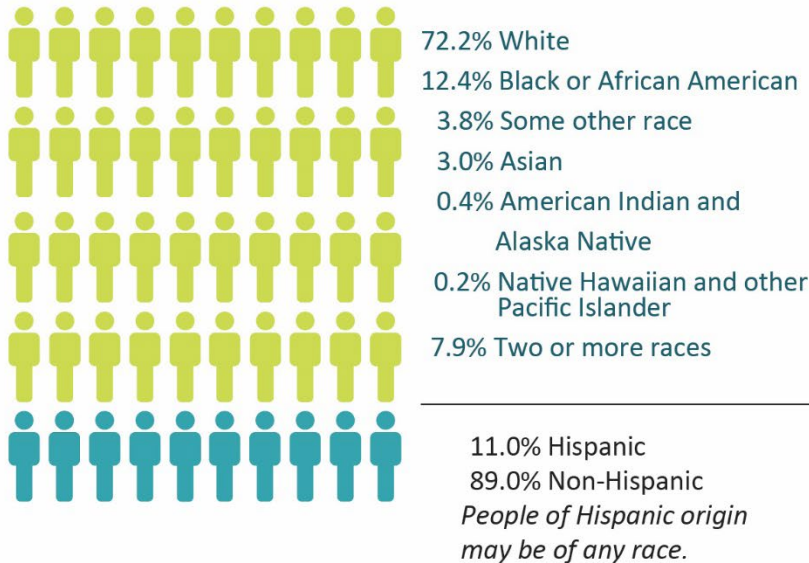
**Population**  
2,113,039

**Median age**  
36.7 years

## Population by sex



## Race and Hispanic origin

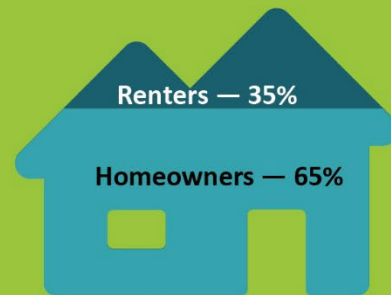


## Housing stock

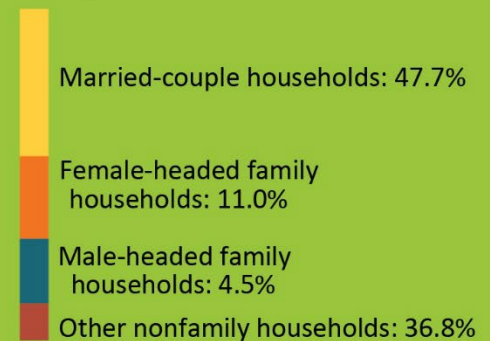
**910,561** occupied housing units

**62,850** vacant housing units

## Owners versus renters



## Types of households



**Total school enrollment**  
508,352

Nursery school	Kindergarten to 12th grade	College or graduate school
33,954	366,970	107,428

## Educational attainment

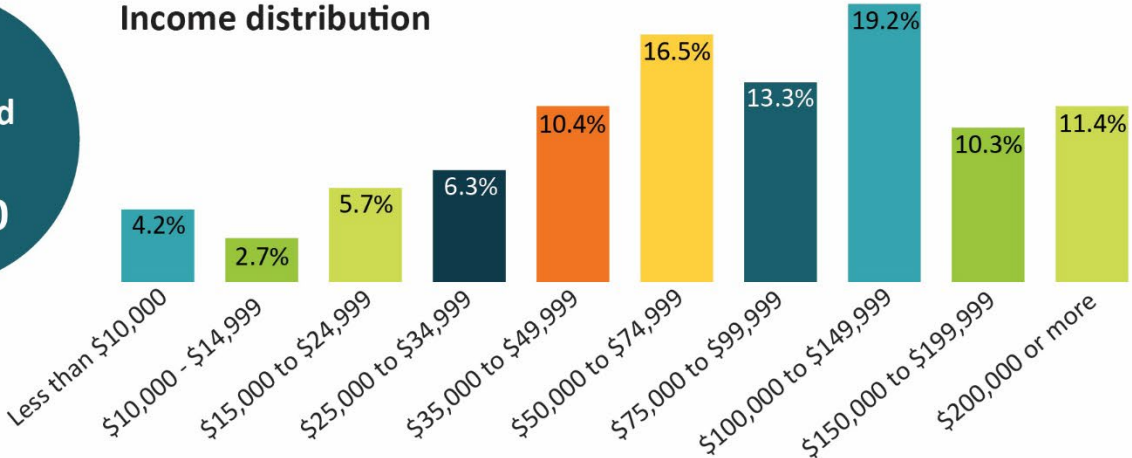
People 25 years and over



Less than high school diploma — 6.8%
High school diploma or equivalency — 24.2%
Some college, no degree — 21.1%
Associates degree — 7.9%
Bachelor's degree — 24.8%
Graduate or professional degree — 15.1%

**Median household income**  
**\$82,840**

**Income distribution**



**Total employment (nonfarm)**  
**1,151,000**

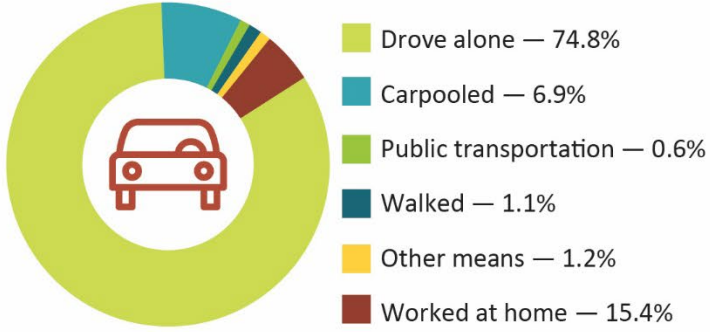
**Employment by industry**

Trade, transportation and utilities 226,200	Professional business services 176,700
Health services and private education 180,700	Government 149,000
Leisure and hospitality 119,200	Manufacturing 91,200
Financial 80,600	Mining, logging and construction 67,100
Other services 43,700	Information 16,600

**Roadway miles**



**Commuting to work**



**Public transit trips**



Including RideKC and KC Streetcar

**Average weekly trips 298,602**

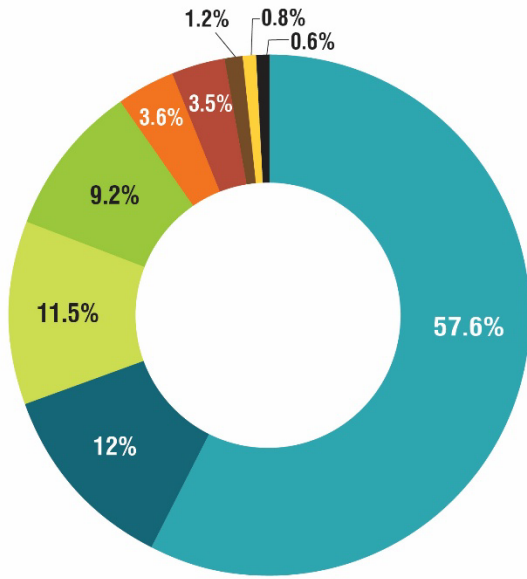
**SOURCES:** American Community Survey 2019-2023, 5-year Estimates; MARC Regional Monthly Workforce Indicators, August 2025 (U.S. Bureau of Labor Statistics); National Transit Database, 2024; Roadway Miles, MARC, 2025 (MARC\_PUB.marcpub.Streets)



# Budget At-a-Glance

- 2026 Revenues and Expenditures
- Expenditures by Fund
- Expenditures by Policy Goal Area
- Pass-Through Funds
- Long-Term Contingency Fund
- Staffing Trends

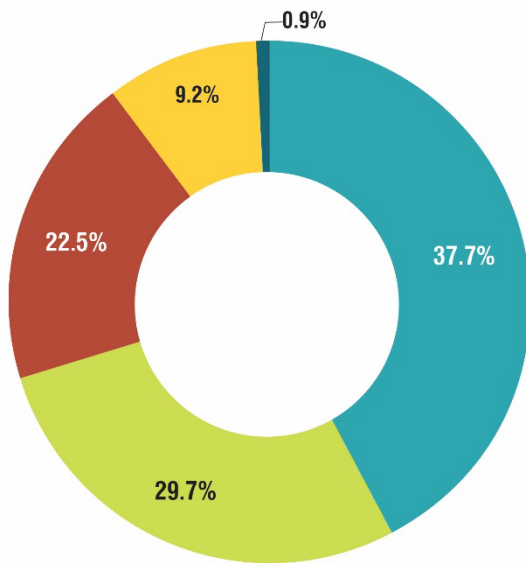
## BUDGET AT-A-GLANCE — AGENCYWIDE



### 2026 REVENUES

- Federal and State Funds — \$65,190,191
- Other Local Funds — \$13,548,747
- Indirect Allocation to Clearing Fund — \$13,017,518
- Contributed Services — \$10,399,582
- Private Funds — \$4,103,632
- Fees for Services — \$3,926,977
- Local Dues and Fees — \$1,405,742
- Transfers from Other Funds — \$897,445
- Investment Income and Other Financing Sources — \$621,000

**TOTAL — \$113,110,834**










### 2026 EXPENDITURES

- Contractual Services — \$42,489,617
- Personnel\* — \$33,507,192
- Direct Program Expenses — \$25,340,680
- Contributed Services — \$10,399,582
- Transfer to Other Funds — \$897,445

**TOTAL — \$112,634,516**

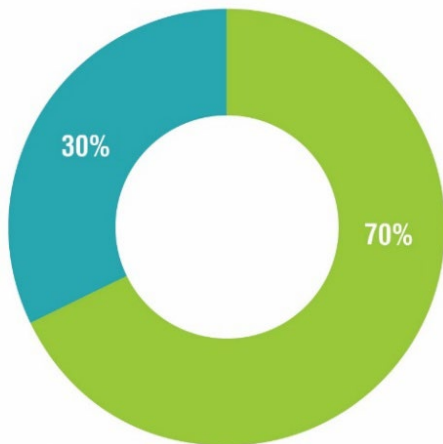
\*Personnel includes salaries, indirect, fringe and rent. The Indirect Allocation to the Clearing Fund, shown as a revenue above, offsets indirect expenses included in Personnel. Note: Overall annual revenues and expenses often differ due to fluctuations in fund balances.

EXPENDITURES BY FUND CATEGORY	ACTUAL 2024	APPROVED 2025	REVISED 2025	BUDGETED 2026
General Fund	\$1,665,874	\$1,285,235	\$1,459,106	\$2,026,250
Special Revenue Fund	101,274,295	97,822,815	98,863,255	94,820,455
Enterprise Fund	1,832,895	1,606,030	1,728,705	1,676,475
911 Capital Fund	2,413,999	1,475,000	1,514,666	1,510,000
Indirect and Clearing Fund	11,489,541	15,309,807	11,922,434	12,601,336
Total Expenditures (Cash)	118,676,604	117,498,887	115,488,166	112,634,516
Less Contributed Services	(13,126,118)	(11,302,309)	(14,160,326)	(10,399,582)
<b>NET EXPENDITURES</b>	<b>\$105,550,486</b>	<b>\$106,196,578</b>	<b>\$101,327,840</b>	<b>\$102,234,934</b>

EXPENDITURES BY POLICY GOAL AREA	Approved 2025	Revised 2025	Approved 2026
 EFFICIENT TRANSPORTATION AND QUALITY PLACES	\$16,495,589	\$17,069,382	\$13,507,452
 HEALTHY ENVIRONMENT	5,751,553	2,582,972	6,327,234
 COMPETITIVE ECONOMY	99,633	126,481	100,746
 EFFECTIVE LOCAL GOVERNMENT	3,738,285	2,334,075	2,179,785
 SAFE AND SECURE COMMUNITIES	16,161,341	15,073,487	17,764,445
 THRIVING OLDER ADULTS AND COMMUNITIES	16,704,139	19,321,120	16,390,111
 QUALITY EARLY LEARNING	45,857,641	46,163,980	42,997,218

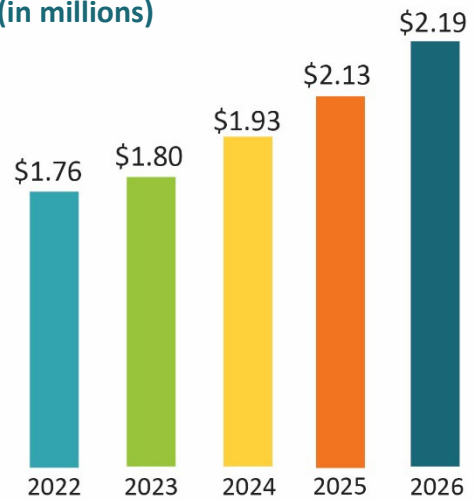
### PASS-THROUGH FUNDS

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



■ Pass-Through Funds  
■ MARC Coordination Services

### LONG-TERM CONTINGENCY FUND (in millions)



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

### STAFFING TRENDS (full- and part-time employees)





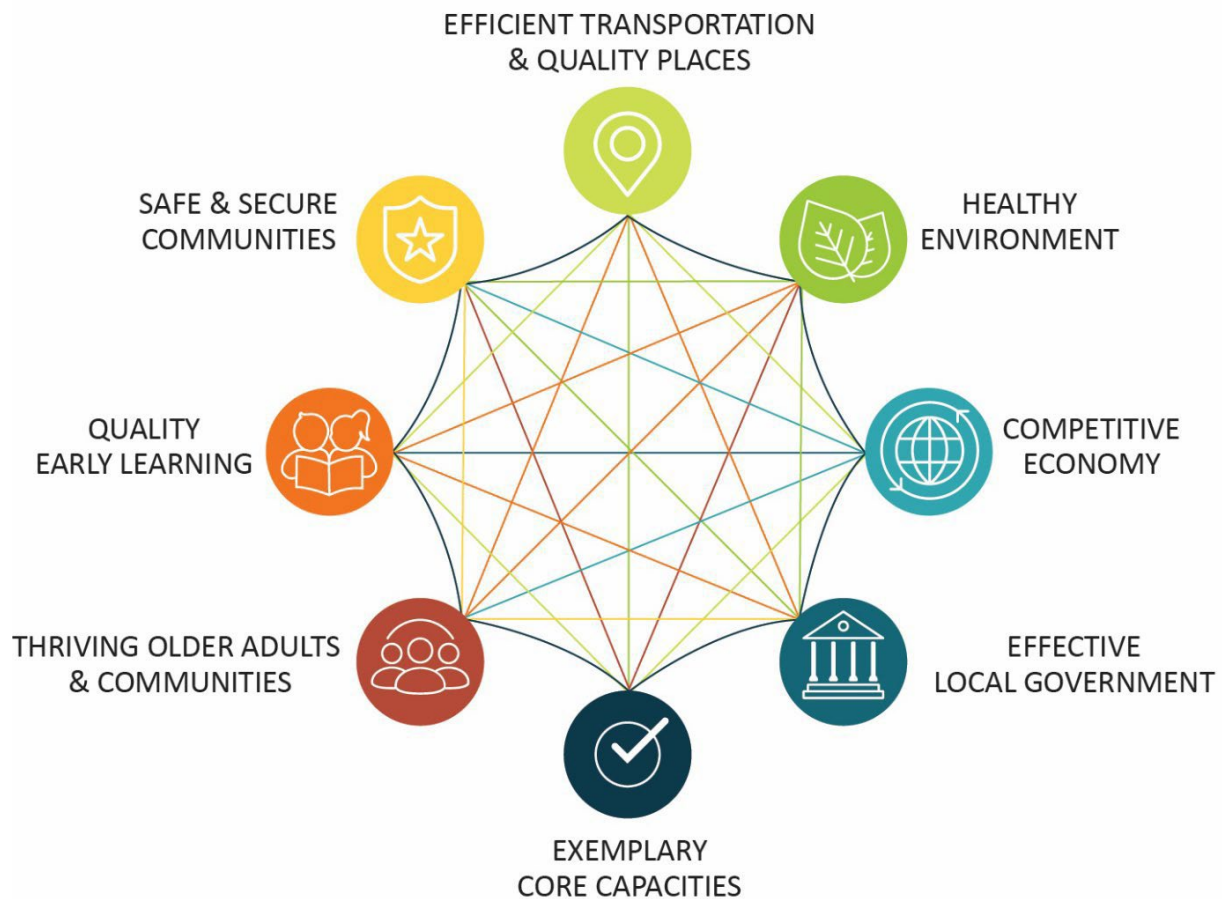
# Policy Goals and Work Plan

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

## INTRODUCTION

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

***“Greater Kansas City is a region of opportunity. Its robust economy, healthy environment and social capacity support the vitality of all 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 2026 were modified from 2025, as we continue to be agile, adapt to shifting federal priorities and make changes that will enable us to best accomplish our work.

The work outlined for 2026 has been thoughtfully designed to reflect our priorities of extending key regional functions, fostering new initiatives, strengthening civic partnerships and investing in our organizational capacity — ensuring that our work has the most positive impact possible on the region in the face of current challenges: continued political division, a significant shift in federal policy, reduced federal support and increased service needs.

This work plan narrative is not intended to be a comprehensive list of all of MARC's work. It highlights key accomplishments from 2025, describes priority focus areas for 2026 that are advancing our regional vision and outlines ongoing programs that will require significant investment of time and other resources.

# PERFORMANCE MEASURES

Our policy goals provide a framework around which we organize our work to achieve our regional vision. 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 fourth year of identified performance measures. Some measures are biannual so will not show data every year.

## Performance Measures by Policy Goal Area



### EFFICIENT TRANSPORTATION AND QUALITY PLACES

**Program:** Operation Green Light  
**Measure:** Traffic Signal Controller Network Up-Time  
**2024 Actual:** 89%  
**2025 Target:** 100%  
**2025 Projected:** 94%  
**2026 Target:** 100%

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

**Program:** Planning Sustainable Places (every two-year program)  
**Measure:** Percent of funded Surface Transportation Program (STP)/Transportation Alternatives Program (TAP) projects that implement former MARC Planning Sustainable Places (PSP) program recommendations

**2024 Target:** 40%  
**2024 Actual:** 37%  
**2026 Target:** 40%

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

**Program:** Metropolitan Transportation Planning (every two-year program)  
**Measure:** Percent of funded Surface Transportation Program (STP)/Transportation Alternatives Program Funds (TAP) projects which are aligned or highly aligned with regional vision stated in ConnectedKC 2050

**2024 Target:** 95%  
**2024 Actual:** 97%  
**2026 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 (every two-year program)  
**Measure:** Percent of transportation projects funded that include green infrastructure components  
**2024 Target:** 75%  
**2024 Actual:** 68%  
**2026 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

---



## EFFECTIVE LOCAL GOVERNMENT

---

**Program:** Government Training Institute  
**Measure:** Earned revenue from custom training and consulting services  
**2024 Actual:** \$158,266  
**2025 Target:** \$180,000  
**2025 Projected:** \$155,000  
**2026 Target:** \$160,000  
**Explanation:** GTI’s goal is to provide high quality trainings, event planning and consulting services that directly address local government needs. GTI offers discounted rates for these services to GTI members. GTI is offering more custom trainings and right-sizing its open enrollment program to be more responsive to customer needs. Monitoring earned revenues ensures that GTI is covering its costs while preserving the affordability of its services.



## SAFE AND SECURE COMMUNITIES

---

**Program:** Public Safety Communications: 911 Coordination  
**Measure:** Number of Public Safety Answering Point (PSAP) personnel trained on core competencies  
**2024 Actual:** 191 PSAP personnel per quarter  
**2025 Target:** 200 PSAP personnel per quarter  
**2025 Projected:** 200 PSAP personnel per quarter  
**2026 Target:** 210 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  
**2024 Actual:** Added 89 enrollments  
**2025 Projected:** Program was discontinued due to lack of funding  
**2025 Target:** Program was discontinued due to lack of funding  
**Explanation:** The goal of MARC’s Aging and Adult Services is to ensure access to information, supportive and supplemental services, and resources to empower the region’s older adults to live and thrive in their communities through the power of choice. The consumer-directed approach allows individuals to identify and select their own service providers. Identification of the trajectory of client needs and outcomes is achieved by using valid and reliable instruments, and predictive analytics.



## QUALITY EARLY LEARNING

---

**Program:** Head Start/Early Head Start  
**Measure:** Elevating parent voice through parent engagement  
**2024 Actual:** 46 staff, community and parents trained, 650 participants in the Parent Café  
**2025 Target:** 100 staff, community and parents trained, 700 participants in the Parent Café  
**2025 Projected:** 32 staff, community and parents trained, 740 participants in the Parent Café  
**2026 Target:** 55 staff, community and parents trained, 750 participants in the Parent Café  
**Explanation:** Parent engagement is critical to success of the Head Start program.

**Program:** Head Start/Early Head Start  
**Measure:** Implementation of telehealth, mobile clinics and school-based well-check visits  
**2024 Actual:** 330 well-child visits completed  
**2025 Target:** 420 well-child visits  
**2025 Projected:** 385 well-child visits  
**2026 Target:** 450 well-child visits  
**Explanation:** Head Start children will have greater access to well-child visits through the use of telehealth, mobile medical clinics and school-based access, including clinics located in Excelsior Springs Early Childhood Center and Emmanuel Family and Child Development Center. This will result in an improvement in the children's overall health.

**Program:** Early Learning  
**Measure:** Percentage of Early Learning programs participating in the Early Learning Program Profile that will implement and achieve at least one quality enhancement goal  
**2024 Actual:** 100%  
**2025 Target:** 85%  
**2025 Projected:** 90%  
**2026 Target:** 85%  
**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

**2024 Actual:** 8.91%

**2025 Target:** 9.47%

**2025 Projected:** 10.23%

**2026 Target:** 9.94%

**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:**

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

**2026 Budget in Brief**

**REVENUES**

Federal and State Funds	\$10,060,919
Other Local Funds	1,170,083
Transfer from Other Funds	824,691
Contributed Services	721,060

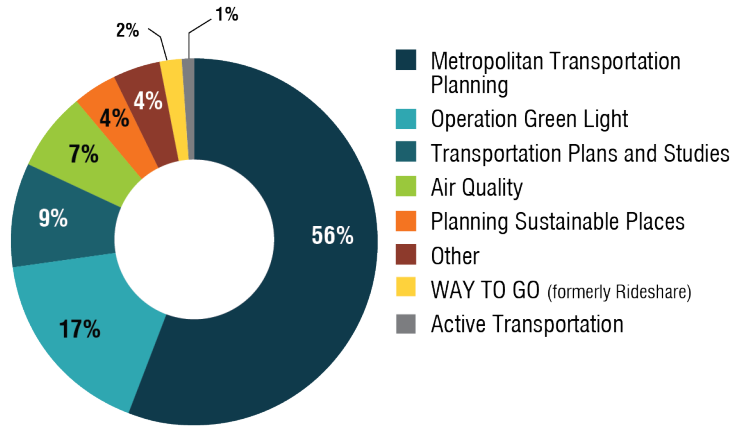
**Total Revenues \$12,776,753**

**EXPENDITURES**

Direct Program Expenditures	\$334,761
Contractual Services	5,422,033
Personnel*	6,260,153
Transfer to Other Funds	769,445
Contributed Services	721,060

**Total Expenditures \$13,507,452**

**2026 Expenditures by Program**



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

## Key Accomplishments for 2025

**Active Transportation** — Initiated an update to the regional bikeways plan. Collected data for the 2026 Regional Bikeways map.

**Centers and Corridors** — Explored integrating economic indices into planning. Engaged stakeholders about activity centers as part of developing the centers and corridors strategy for the Metropolitan Transportation Plan. Updated data in the activity center map, including freight data.

**Transportation Resilience** — Completed phase one of the transportation resilience study. Took steps toward creating a performance target for greenhouse gas emissions.

**Connected KC 2050 Update** — Drafted and adopted an update to the long-range transportation plan; informed other planning work and guided investments in the Transportation Improvement Plan (TIP).

**Corridor Planning** — Completed phase one of the Bi-State Sustainable Reinvestment Corridor; initiated design and engineering of high-capacity public transportation options. Supported community outreach.

**Freight Planning and Transportation** — Completed the Freight Planning and Transportation Strategic Plan.

**Regional Preventative Maintenance Program** — Completed effort to resurface 83 lane miles in the area.

**Planning Footprint Expansion** — Integrated Ray County, Missouri, into key planning products.

**Operation Green Light** — Implemented regional traffic signal system software enhancements. Supported World Cup planning. Completed a USDOT project for arterial performance measures. Completed an update to the strategic plan. Responded to 220 roadway events and 379 traffic signal issues.

**Performance Management** — Completed the 2024 system performance measures report, as part of the Connected KC 2050 update. Refreshed data on the performance management Storymap.

**Planning Sustainable Places** — Administered 17 PSP projects across the region. Highlighted PSP projects at the Vibrant Success Stories event.

**WAY TO GO** — Promoted the WAY TO GO website, app and services. Supported World Cup transportation planning and public engagement for the Smart Moves Transit and Mobility Plan.

**Transit Planning** — Initiated an update of the Smart Moves Plan. Completed the Coordinated Public Transit Human Services Transportation Plan. Supported local and regional transit studies.

**TIP** — Developed the 2026-30 TIP. Updated the call for projects selection process.

**Modeling Capacity** — Supported MTP and TIP analyses. Began work toward developing a next-generation travel model. Supported state and local government planning studies.

**Transportation Safety** — Initiated development of the Comprehensive Safety Action Plan. Completed crash data analysis, and high-injury and high-risk networks. Developed a crash data dashboard.

**Committee Restructure** — Benchmarked transportation planning and programming committee process against peer metropolitan planning organizations. Consulted with stakeholders to assess committee process; made recommendations to streamline.

**Recertification** — Completed federal recertification of MARC’s transportation planning process. Achieved full certification with no corrective actions and several commendations.

**Title VI** — Updated the region’s Title VI plan to comply with requirements of the Civil Rights Act of 1964.

## Priority focus areas for 2026

**Active Transportation** — Complete update of the 2026 regional bikeways map, with special focus on World Cup activity locations.

**Centers and Corridors** — Continue adding freight to activity center map. Work with municipalities to define centers and corridors in the region.

**Transportation Resilience** — Initiate phase two of the transportation resilience study. Finalize a performance target for greenhouse gas emissions.

**Connected KC 2050 Update** — Integrate the plan into other planning documents, including Unified Planning Work Program (UPWP) and Transportation Improvement Program (TIP).

**Corridor Planning** — Complete the environmental documentation for transportation alternatives.

**Freight Planning and Transportation** — Convene a freight and economic development roundtable. Integrate the plan into other planning documents

**Operation Green Light** — Implement up to 182 traffic signal timings. Update software. Support World Cup traffic management. Work with Mission, Kansas, to add signals to the traffic management system.

**Performance Management** — Update federally required targets. Consider voluntary targets.

**Planning Sustainable Places** — Issue call for projects, select and announce projects; begin procurement.

**WAY TO GO** — Expand employer outreach, increasing participation in the Green Commute Challenge, hosting education and networking events, and supporting commuters during the World Cup.

**Public Participation** — Update and issue a revised public participation plan.

**Transit Planning** — Complete an update to the Smart Moves Plan. Facilitate a transit planning roundtable as part of the committee restructuring effort.

**Transportation Improvement Program** — Solicit applications, evaluate submissions with committees and approve funding recommendations for fiscal years 2029 and 2030.

**Modeling Capacity** — Complete next-generation travel model. Support state and local planning studies.

**Transportation Safety** — Develop the administrative crash data dashboard. Adopt new safety performance measure targets-setting methodology. Adopt plan and present to partner jurisdictions.

**Committee Restructure** — Stand up new committees and roundtables.

**Recertification** — Address recommendations from federal recertification process.

## Ongoing activities

**Active Transportation** — Support public education campaigns for Bike Month and Walk to School Day.

**Disadvantaged business enterprise (DBE) goal** — Monitor DBE goals and participate on the Missouri certification committee, as needed.

**Operation Green Light** — Work with KC Scout and other partners to coordinate regional transportation system operations and traffic incident management activities. Resolve traffic signal malfunctions and manage real-time incidents.

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

**WAY TO GO** — Support commuters with transportation resources. Host the annual Green Commute Challenge and other events. Promote transportation options in coordination with mobility partners.

**Public Participation** — Ensure ample opportunities for public engagement in transportation planning.

**Transportation Improvement Program** — Maintain the region's inventory of federally funded and significant transportation projects. Work with state and local governments to manage ongoing program fund balances. Lead and complete TIP amendments and related modifications.

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

**Transportation Safety** — Support the Destination Safe Coalition. Report and analyze data; develop education and enforcement strategies. Advance Comprehensive Safety Action Plan recommendations.

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

---

### Lead Committees

**Total Transportation Policy Committee** — Co-Chairs Mayor Leonard Jones, Grandview, Missouri, and Mayor Eric Mikkelsen, Prairie Village, Kansas

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

### Staff Contacts

Ron Achelpohl, Director of Transportation and Environment

Martin Rivarola, Assistant Director of Transportation/Land-Use Planning

Ray Webb, Director of Traffic Operations

# HEALTHY ENVIRONMENT



**MARC's Role:**

Develop and implement collaborative initiatives that catalyze community and environmental health by keeping the region's air and water clean, reducing the amount of waste sent to landfills, protecting watersheds and conserving green infrastructure, restoring brownfield sites, and advancing energy efficiency and renewable energy.

**2026 Budget in Brief**

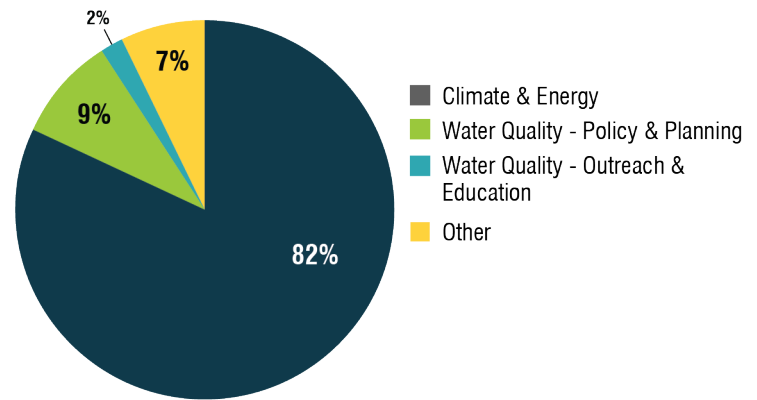
**REVENUES**

Federal & State Funds	\$4,388,687
Private Funds	1,264,070
Other Local Funds	529,476
Fees for Services	5,000
Contributed Services	140,000
<b>Total Revenues</b>	<b>\$6,327,233</b>

**EXPENDITURES**

Direct Program Expenditures	\$4,742,254
Contractual Services	710,287
Personnel*	734,692
Contributed Services	140,000
<b>Total Expenditures</b>	<b>\$6,327,233</b>

**2026 Expenditures by Program**



## Key accomplishments for 2025

**Climate Action** — Supported the heat island reduction program, including planting 1,500 trees. Completed the Kansas City Regional Climate Action Technical Report and key performance metrics. Finished the first phase of an assessment of the region's transportation system resilience. Completed a Regional Electric Vehicle Readiness Plan and launched an interactive map to support implementation. Planned and held a Vibrant Success Stories event featuring Planning Sustainable Places projects.

**Building Energy Efficiency** — Supported architects, engineers and affordable housing providers in meeting Kansas City, Missouri, energy code requirements. Completed energy audits for nonprofit-owned buildings for the Renew America's Nonprofits grant. Offered education events to support building code adoption. Collaborated with the state of Missouri to develop an implementation framework for Solar for All grants, prior to suspension of the program. Completed a report featuring insights from local experts and market development opportunities for energy efficiency investments.

**Air Quality** — Integrated air quality co-benefits analysis into the Kansas City Regional Climate Action Technical Report. Activated additional community sensors. Partnered with the state of Kansas to update the smoke management plan. Completed a mass notification study. Began efforts to redesign the AirQKC.org website. Coordinated planning with states on particulate matter standards.

**Green Infrastructure** — Developed two four-hour, on-demand virtual trainings in English and Spanish focused on maintenance and inspection as part of the Mid-America Green Stormwater Infrastructure (GSI) Certification Program. Continued development of five hours of in-person GSI maintenance training for online certified individuals for delivery in spring and summer 2026. Hosted three workshops for a total of 10 hours on the regional need for riparian restoration and practicalities of restoration management.

**Water Quality** — Finalized and sought approval of the updated regional stormwater engineering standards. Continued development of the Little Blue River Flood Risk Mitigation and Ecosystem Restoration Feasibility Study in partnership with the U.S. Army Corps of Engineers and seven local governments. Held a regional stormwater conference for over 250 participants on topics including watershed planning, civil works projects, and municipal separate storm sewer systems/combined sewer overflow programs. Finalized a redesign of CleanWaterMetroKC.org to KCRainKeepers.org.

**Solid Waste Management District** — Completed an integrated solid waste management plan with feedback from district counties. Through extensive stakeholder engagement, developed a regional material recovery plan. Participated in a materials flow study. Convened four workshops about the circular economy. Continued implementation of the food waste reduction plan. Created outreach materials for the Food Waste Bites food waste reduction campaign. Launched a backyard composting train-the-trainer program. Completed a study on reuse in the region, specifically thrift stores. Offered \$551,718 in grants to community organizations to support solid waste management programs, including reusable cups at Arrowhead Stadium. See Solid Waste Management District budget on page 107.

**Brownfields Assessments** — Assessed 15 residential and two multi-family properties, as well as a grocery store, community garden and four community projects.

## Priority Focus Areas for 2026

**Climate Action** — Support implementation of the heat island reduction program. Complete the second phase of the region’s transportation system resilience assessment. Continue to promote the regional climate action plan. Hold a success stories event.

**Building Energy Efficiency** — Complete construction and most energy efficiency projects for the Renew America’s Nonprofits grant.

**Air Quality** — Activate and evaluate data from community sensors. Launch redesigned website.

**Green Infrastructure** — Host a series of five-hour, in-person GSI maintenance trainings in spring and summer. Host an additional three workshops for a total of 10 hours on riparian restoration for leaders and practitioners. Develop and promote a riparian restoration best practices manual tailored to the Kansas City region.

**Water Quality** — Deliver a series of trainings for stormwater and restoration professionals on the adopted stormwater engineering standards and riparian restoration best practices. Begin tracking adoption of the American Public Works Association 5600 Stormwater Standards. Continue facilitation of the Little Blue River Flood Risk Mitigation and Ecosystem Restoration Feasibility Study in partnership with the U.S. Army Corps of Engineers and seven local governments. Promote the launch of KCRainKeepers.org through social media and partner collaborations.

**Solid Waste Management District** — Implement strategic initiatives from the regional material recovery plan, including increasing accessibility to drop-off recycling in rural areas and borrow, rental and repair options. Identify and track data related to waste-to-energy activities in the region. Offer \$795,538 in grants to community organizations to support solid waste management programs. Fund the reestablishment of mattress recycling in Kansas City.

**Brownfields Assessments** — Assess residential lots, multi-family properties and businesses.

## Ongoing Programs and Initiatives

**Climate Action** — Support local community climate action and align local and regional planning with state-level planning. Convene the Climate and Environment Council to foster collaborative plan implementation and guidance on regional sustainability initiatives. Integrate environmental priorities into regional plans and

programs. Issue a newsletter in partnership with Climate Action KC. Respond to media, resident and partner inquiries.

**Air Quality** — Implement the region’s Clean Air Action Plan, including strategies related to transportation connectivity, technology and public engagement. Integrate air quality, climate, land use and transportation strategies. Continue public education and media outreach around air quality issues, including Ozone Action Alerts. Respond to the new federal standards. Coordinate planning with state and federal agencies to ensure compliance with the Clear Air Act.

**Green Infrastructure** — Host two four-hour, on-demand virtual trainings in English and Spanish focused on maintenance and inspection as part of the Mid-America GSI Certification Program.

**Water Quality** — Offer small grants to organizations supporting water quality efforts in the region. Provide education, professional development, and resources to partners and residents.

**Solid Waste Management District** — Work with Solid Waste Management District member communities to host mobile household hazardous waste collection events in five Missouri counties. Maintain and promote RecycleSpot.org and KCFoodWise.org. Work with partners to reduce illegal dumping. Participate in statewide workgroup to develop extended producer responsibility policy for paint recycling.

**Outreach, Education and Engagement** — Conduct annual outreach and education campaigns for air quality, water quality and recycling. Support workshops, training and conferences through the Academy for Sustainable Communities. Engage residents and stakeholders in efforts to support a healthy environment.

---

#### **Lead Policy Committees**

**Air Quality Forum** — Vacant chair

**Air Quality Public Education Committee** — Vacant chair

**Water Quality Public Education Committee** — Co-Chairs Hobie Crane, Platte County, Missouri, and Justin Stuedemann, Lenexa, Kansas

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

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

#### **Staff Contacts**

Tom Jacobs, Environment Director

Dianna Bryant, Solid Waste Management Program Manager

Karen Clawson, Air and Mobility Programs Manager

Ashley Sadowski, Former Executive Director of Building Energy Exchange

# COMPETITIVE ECONOMY



**MARC's Role:**

Strengthen the region's economic strategies through data, research and analysis. Convene local government, economic and workforce development stakeholders to encourage implementation of strategies that enhance the performance of the metropolitan economy and expand economic opportunity for all.

**2026 Budget in Brief**

**REVENUES**

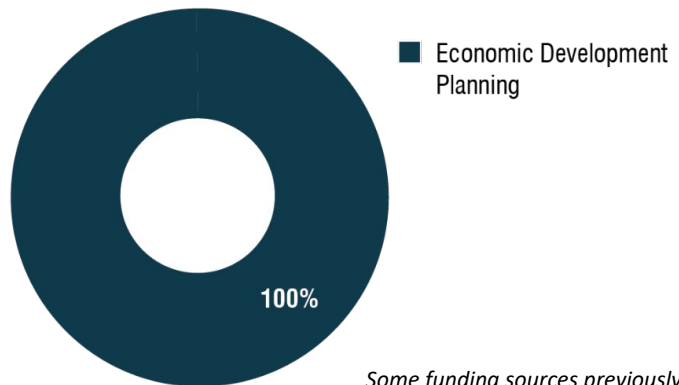
Federal & State Funds	\$70,746
Contributed Services	30,000
<b>Total Revenues</b>	<b>\$100,746</b>

**EXPENDITURES**

Direct Program Expenditures	1,500
Personnel*	69,246
Contributed Services	\$30,000
<b>Total Expenditures</b>	<b>\$100,746</b>

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

**2026 Expenditures by Program**



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

## Key Accomplishments for 2025

**Workforce Development** — With the Civic Council of Greater Kansas City, initiated implementation of a talent pipeline management system to bridge the gaps between workforce demand and supply in key economic sectors. Prepared a needs assessment for the regional housing development sector.

**Sector Strategies** — Advised on the Civic Council of Greater Kansas City's KC Investment Playbook for the region, which identified projects with potential to advance prosperity. Advanced civic awareness and discussion of the playbook as part of the 2026 Economic Outlook conference convened in partnership with the Federal Reserve Bank of Kansas City. Advised KC BioHub on the preparation of a grant for a second round of Tech Hubs funding and provided data and analytics. In partnership with stakeholders, identified key projects for investment by the state of Kansas.

**Economic Development** — Developed a new five-year Comprehensive Economic Development Strategy (CEDS) plan to support the region's Economic Development District. Participated in statewide economic development planning conducted by the Missouri Department of Economic Development and Kansas Department of Commerce to include Kansas City regional economic priorities in their state plans.

**Economic Research** — Analyzed the impact of the potential loss of 10% of the federal workforce on the Kansas City area economy. Partnered with the Federal Reserve Bank of Kansas City to provide a 2026 Economic Outlook conference, sharing national research and a local economic forecast, as well as a panel discussion on the KC Investment Playbook. Presented demographic shifts and economic trends in the long-range forecasts to the broader community. Began work on an economic mobility study in partnership with area universities and the Kauffman Foundation.

**Innovation** — Hosted the Data and Digital Summit, which featured tracks on economic mobility and AI. Supported regional conversations on relevant economic topics, including data centers.

**World Cup** — Supported planning through data and research. Hosted a Managers Roundtable discussion focused on World Cup impact on municipalities.

**Transportation Plan Analysis** — Prepared data and analysis in support of the Connected KC 2050 long-range transportation plan update, including a custom population estimate for the region.

## Key Areas of Focus for 2026

**Workforce Development** — Develop a workforce research agenda. Support ongoing implementation of a talent pipeline management system through data and analysis. Begin work on capacity-building grant to integrate workforce development into internal programs and processes.

**Sector Strategies** — Continue supporting implementation of the KC Investment Playbook.

**Economic Development** — Improve integration of economic development, housing, transportation and workforce plans and strategies. Continue to work with state economic development initiatives, including the Kansas Association of Regional Organizations.

**Economic Research** — Continue and expand regional partnerships to support the economic forecast and regional economic analysis. Begin updating the long-range forecast in light of changes to immigration policy. Share demographic shifts and economic trends in the long-range forecasts to the broader community. Complete economic mobility study in partnership with regional stakeholders.

**Innovation** — Continue to convene partners around new economic trends and issues.

## Ongoing Programs and Initiatives

**Workforce Development** — Convene the Regional Workforce Intelligence Network, which is comprised of 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 plan goals and strategies for priority attention and ensure workforce development efforts build the talent needed to meet labor market needs. Maintain online dashboard of labor force data to track trends in employment and unemployment.

**Census Data** — Monitor planning efforts for the 2030 Census. Analyze census data regarding population. Track trends in income, poverty, educational attainment and housing costs.

**Economic Development** — Use the new CEDS plan to support economic development strategies, including the KC Investment Playbook. Track and display building permits and new construction data.

**Economic Research** — Monitor trends, changes in policy and other activities that might impact growth rate and breadth of economic prosperity of the region.

---

### Lead Committee

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

### Staff Contacts

Frank Lenk, Director of the Office of Economic Research

Amanda Graor, Director of Data and Digital Services

Lisa Danbury, Small Cities Program Manager

Jay Heermann, Data Services Manager

Sara Hintze, Digital Services Manager

# EFFECTIVE LOCAL GOVERNMENT



**MARC's Role:**

Convene partners and develop collaborative efforts to find solutions to common community issues. Provide shared services to help cities and counties work more efficiently and effectively.

**2026 Budget in Brief**

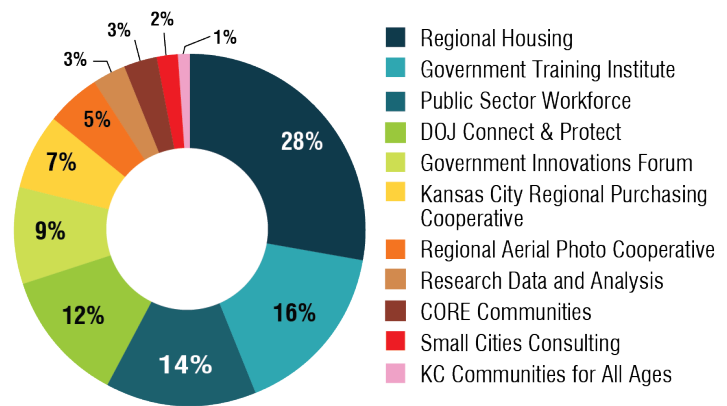
**REVENUES**

Federal & State Funds	\$160,044
Private Funds	971,823
Other Local Funds	61,200
Local Dues & Fees	293,977
Fees for Services	703,531
Contributed Services	102,160
<b>Total Revenues</b>	<b>\$2,292,735</b>

**EXPENDITURES**

Direct Program Expenditures	\$302,721
Contractual Services	376,130
Personnel	1,398,774
Contributed Services	102,160
<b>Total Expenditures</b>	<b>\$2,179,785</b>

**2026 Expenditures by Program**



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

**Key Accomplishments for 2025**

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

- Facilitated cooperative purchasing for the automated license plate reader program, a cooperative initiative between the Kansas City, Missouri, and the Independence, Missouri, police departments.
- Maintained contract partnership with IBTS to provide local communities with plan review and inspection support for projects such as the Panasonic project in De Soto, Kansas.
- Implemented the aerial imagery program to provide MARC members with updated data for GIS.
- MARC's Kansas City Regional Purchasing Cooperative issued and administered contracts that 10 local governments used to purchase more than \$884,000 in products and services during 2025, saving \$54,000. Under the partnership with the Houston-Galveston Area Council's HGACBuy program, 27 local governments purchased over \$2.5 million in equipment or services with total savings of \$252,000.

**Partner Engagement** — Continued the ongoing facilitation and grant administration of multi-jurisdictional 988/mobile crisis response collaborative and Eastern Jackson County, Missouri, co-responder programs. Worked to establish a framework, training and resources for community and partner engagement. Convened and supported strategic planning sessions with member communities.

**Outreach** — Supported World Cup planning and coordination. Planned and held an emerging

professionals event as part of the annual MARC Regional Assembly. Participated in #CityHallSelfie Day. Facilitated community engagement events in support of MARC programs. Convened MARC members to learn and share best practices through the Managers Roundtable, Eastern Jackson County Shared Services and other convenings.

**Housing** — Began a mapping exercise of the regional housing ecosystem, established a coordinating council and convened a launch event for the Regional Housing Partnership. Built out leadership and engagement strategies around established goals and published several data stories. Implemented the Community Land Trust Business Plan. Established a workgroup for the Regional Housing Fund and secured initial investments. Established the groundwork to review land use, development, zoning and building codes, and processes across the metro. Hosted a short-term rental housing roundtable.

**Government Training Institute (GTI)** — Expanded to multiple MARC programs to provide quality event management. Continued training support, including over 500 trained through the Community Health Worker Collaborative and more than 40 emergency services trainings. Developed custom training for member communities including Olathe, Kansas; Smithville, Missouri; Miami County, Kansas; Kansas City, Missouri; and Prairie Village/Edgerton/Leawood (joint training) in Kansas. Provided high-demand trainings, such as grant writing. Used market research to advance GTI and improve program.

**Small Cities Program** — Supported projects to provide administrative, planning and information resources. Provided technical assistance to small communities with outstanding American Rescue Plan Act (ARPA) reporting. Supported projects with grant administration services to Camden Point, Henrietta and Wood Heights in Missouri. Provided technical assistance on ARPA and other federal reporting requirements to Baldwin Park, Camden Point, Cleveland, Creighton, Crystal Lakes, Drexel, Excelsior Estates, Freeman, Harrisonville, Holt, Lake Annette, Lake Waukomis, Levasy, Mosby, Oakview, Sibley and Weston in Missouri. Conducted outreach to Crystal Lakes, Excelsior Springs, and Platte County Water Districts #2 and #8 on future project development. Offered ARPA assistance to 15 additional small cities to support Missouri Municipal League outreach efforts.

**Public Sector Workforce** — Worked on pilot projects to connect governments with local talent. Built on the work of the Government to University (G2U) Coalition to create greater awareness of and interest in the public sector for students. Procured and developed KCGovJobs.org, a new regional public sector jobs board to automate processes and support recruitment.

**Legislative Priorities** — Provided updates to state and federal representatives on the changing federal funding landscape and impact to regional programs and services. Closely monitored changing orders from the federal government and its agencies to ensure compliance.

## Priority Focus Areas for 2026

**Shared Services** — Develop a strategic plan for the ongoing evolution of the regional purchasing cooperative to align with member needs. Launch a new salary survey tool to help members compare salaries for key positions.

**Partner Engagement** — Evaluate available federal grants and lead sustainability and strategic planning for ongoing support of the Eastern Jackson County co-responder program and the 988/mobile crisis response collaborative, both of which are in their last year of funding. Expand support for partner engagement through a community of practice to support best practices in engagement.

**Outreach** — Support World Cup planning and coordination. Continue to facilitate community engagement and event planning in support of MARC programs. Develop a member service program to help connect our 119 cities and nine counties to MARC resources.

**Housing** — Launch research and campaign development around changing the housing narrative. Lead regional discussions related to best practices and opportunities for improvement in policy and development review. Define and pursue a housing research agenda. Begin development of a state of

housing report. Develop a long-range housing and transportation coordination study.

**GTI** — Establish a strategy to sustain program through focusing on regional expertise, technical skills and public sector capacity-building. Integrate training activities across MARC to identify any gaps in services.

**Small Cities Program** — Update the focus and scope to meet the evolving needs of member communities. Establish a framework for providing cost-effective technical assistance for small cities. Support existing projects with administrative, planning and information resources. Respond to technical assistance inquiries with information sharing, outreach and referrals.

**Public Sector Workforce** — Expand the public sector jobs board and support local governments in publishing jobs. Provide additional content on internships and related workforce information. Build a model for small-scale career events to connect local governments to local talent.

## Ongoing Programs and Initiatives

**Shared Services** — Administer cooperative agreements with partners for regional shared services related to IT, grants, compensation and building development. Offer the annual regional salary survey compensation system. Identify opportunities for local governments to find cost savings through cooperative purchasing.

**Partner Engagement** — Continue convening the First Suburbs Coalition to address issues unique to first suburb communities and share information to strengthen partnerships. Grow and support self-organized partnerships to pilot regional collaborative strategies, including an Eastern Jackson County, Missouri, partnership among the cities of Blue Springs, Independence, Grandview, Lee’s Summit and Raytown and the CORE Communities.

**Outreach** — Issue monthly Management Matters newsletter to share local government updates and changes, including funding opportunities and upcoming events. Convene local governments to support information sharing and collaboration.

**Housing** — Produce quality data analysis and tools to explore regional housing issues. Maintain and promote online tools. Present to local communities and organizations. Highlight the Regional Housing Partnership’s work through a newsletter and online articles.

**GTI** — Refine and implement strategies to position GTI to best meet the training and organization development needs of public agencies in the region.

**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.

**Legislative Priorities** — Develop positions and outreach for state and federal legislative issues important to the region. Support legislative platforms brought forward by local governments and planning committees and approved by the MARC Board of Directors.

**Data Management** — Strengthen MARC’s ability to collect, store, share, access and use data effectively internally and in support of external projects and member governments.

**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.

---

### **Staff Contacts**

Ashley Hand, Local Government Services Director

Julie Phillips, Shared Services Program Director

Ashlyn Stone, Government Training Institute Program & Special Events Manager

Hannah Mitchell, Regional Housing Program Manager

# 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, mitigate, respond and recover with coordinated plans and high-quality training, exercises, technology and specialized equipment.

**2026 Budget in Brief**

**REVENUES**

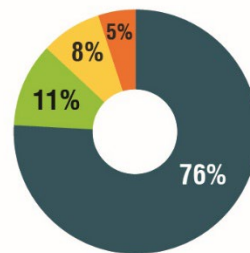
Federal & State Funds	\$5,597,079
Private Funds	125,661
Other Local funds	11,787,988
Local Dues & Fees	462,226
Fees for Services	100
Investment Income	235,000
<b>Total Revenues</b>	<b>\$18,208,054</b>

**EXPENDITURES**

Direct Program Expenditures	\$8,198,081
Contractual Services	5,051,219
Personnel*	4,515,145
<b>Total Expenditures</b>	<b>\$17,764,445</b>

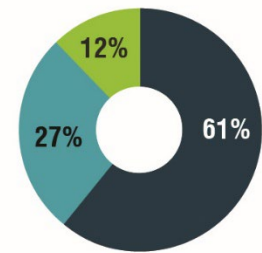
\*Personnel includes salaries, indirect, fringe and rent.

**2026 Expenditures by Program**



**Emergency Services**

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



**Public Safety Communications**

- 911 Coordination
- 911 Regional Network
- 911 Capital Projects

## Key Accomplishments for 2025

**Regional Homeland Security and Emergency Management Preparedness** — Advanced regional emergency preparedness through the following activities:

- Strategic planning and grant administration: Updated regional strategic plan. Monitored and communicated federal grant changes, impacts and opportunities while continuing service delivery.
- Training and exercises: Developed the multi-year calendar and delivered 100 courses to 2,193 responders. Expanded multi-disciplinary training. Conducted eight exercises with more than 200 participants. Planned a regional drone summit.
- Regional coordination and plan updates: Enhanced coordination with tactical/hazmat teams and completed a regional tactical capabilities survey. Updated the Hostile Event Response Plan and training curriculum, and Missouri Regional Hazard Mitigation Plan and Recovery Framework. Assessed badging/accountability system. Identified existing targeted violence prevention programs and resources in the area and gaps.

**World Cup** — Collaborated with the Kansas City, Missouri, Police Department. Participated in KC2026's Advisory Committee and supported regional safety and security plan developments. Coordinated regional safety and security efforts, including a dedicated training webpage and hosting a range of courses in the lead-up. Hosted four exercises with World Cup relevance. Partnered with KCPD to streamline 18 FIFA safety and security focus areas into five regional committees, including a health and medical committee co-led by KC2026 and the Regional Health Care Coalition, including participation

from local, state and federal agencies to coordinate planning and share new information when known and minimize duplication. Facilitated multi-level agency collaboration (local, state, federal) for safety and security planning. Supported KC 2026 in drafting a regional operations framework building on existing plans. Promoted the use of the MARC World Cup membership calendar for regional situational awareness during the World Cup timeframe. Began assessing regional information-sharing platforms for World Cup applicability and conducted outreach to policymakers. Conducted two hazmat exercises with more than 100 participants, including World Cup-related scenarios. Supported World Cup planning through Health Care Coalition, EMS prehospital care and public health.

#### **Regional EMS, Hospital, and Public Health Preparedness and Coordination —**

- Health care response: Completed an assessment of the health care supply chain. Conducted two regional medical surge and infectious disease exercises with 145 participants and contributed to three other exercises involving patient movement, infectious disease and incident notification.
- Public health: Monitored disease reports for measles and tuberculosis. Drafted unified public health messaging in case measles cases were confirmed in the metro area.
- EMS prehospital care: Continued to explore options and best practices for information sharing. Built capacity and worked to secure resources for implementation of a whole blood program to reduce fatalities at the scene of accidents. In coordination with local agencies, began supporting implementation of an electronic patient-tracking system.

**Hazardous Materials Preparedness** — Updated the regional hazmat plan through multi-jurisdictional, public-private collaboration. Piloted facility identification for hazmat listings project. Invested in improving hazmat team capabilities and hospital decontamination. Launched efforts to implement a regional hazmat modeling program.

**Next Generation 911 (NG911)** — Implemented geospatial routing. Launched a pilot program with Johnson County, Kansas; Kansas City, Missouri; and Independence, Missouri, to advance photo and video transmission, as well as language translation support. Completed international emergency number research.

**911 Cybersecurity** — Implemented a disaster recovery system. Adopted additional security enhancements for the regional 911 system.

**911 Training** — Offered dispatchers a series of World Cup-related workshops. Produced and launched a MARC specific, 24-hour crisis intervention team online training with 466 in-progress learners.

**Software and Hardware Upgrades** — Increased system capacity to support the deployment of new features and functionality.

**Dispatch Needs Assessment** — Worked with contractor to complete and share results of this study, which addressed staffing challenges in Jackson County.

**Data Analysis and Mapping** — Completed a refresh of regional 911 maps incorporating aerial imagery. Implemented new 911 mapping software used by dispatchers. Worked with cities and counties to ensure 911 location data exceeded national standards for accuracy.

**Interoperable Communications** — Provided three training opportunities and one exercise in support of regional World Cup preparation.

## **Priority Focus Areas for 2026**

**Regional Homeland Security and Emergency Management Preparedness** — Advance the regional strategic plan to enhance situational awareness, bidirectional information sharing and capability development. Administer about \$10 million in homeland security funds. Prepare 2026 Kansas State Homeland Security Program and Urban Area Security Initiative grant applications. Finalize the Regional Coordination Guide's Resource Annex and develop ESF-14. Update ESF-15. Promote participation in the regional resource-sharing agreement. Continue coordinated planning for Family and Friends Notification, Reception Center (FFNRC)

and Family Assistance Center (FAC) operations. Conduct a regional mass notification system study. Explore use of AI in emergency preparedness and operations.

**World Cup** — Host World Cup lead-up workshops, exercises and training. Support the regional coordination center through staffing and information and resource sharing during the tournament. Support Multiagency Coordination Center (MACC) operations for information and resource sharing, and the KC2026 regional operations center. Gather lessons learned from the World Cup. Consider hazardous materials preparedness, health care response, hospitals and public health in preparation.

**Regional EMS, Hospital and Public Health Preparedness and Coordination** — Continue activities related to:

- Health care response: Complete an extended downtime health care delivery impact assessment. Complete a cyber assessment at the health care coalition level.
- Hospitals: In coordination with EMS, implement an electronic patient-tracking system. Initiate use of a radio channel for inter-hospital redundant communications.
- Public health: Work with local public health departments to monitor disease events, prepare coordinated information, plan for monitoring and hold trainings and exercises, as needed.
- EMS prehospital care: Continue implementing the electronic patient-tracking system. Pilot whole blood program.

**Hazardous Materials Preparedness** — Review and update the regional hazardous material plan and hold related exercise. Expand project to identify facilities in other jurisdictions that should be added to the hazardous materials listings. Implement common hazmat regional modeling program.

**NG911** — Establish connectivity with neighboring systems to support call transfers between systems using caller location information.

**911 Training** — Support dispatchers during the World Cup. Pursue opportunities to incorporate AI into scenario-based training.

**Software and Hardware Upgrades** — Deploy a new solution to enable live call transcription and translation, as well as photo and video support.

**Data Analysis and Mapping** — Add airports and helipads to dispatcher map data.

**Interoperable Communications** — Work with a consultant to evaluate Metropolitan Area Regional Radio System (MARRS) equipment to determine replacement schedules and secure efficient pricing for regional agencies.

## Ongoing Programs and Initiatives

**Regional Homeland Security and Emergency Management Preparedness** — Serve as a regional forum for homeland security prevention, protection, response and recovery. Coordinated bistate efforts and regional emergency management of all-hazards preparedness efforts. Secure, administer and account for homeland security financial resources for the region. Prepare bi-monthly reports for progress and transparency. Plan and conduct needs assessments. Plan and coordinate training and exercises and hold after-action reviews for exercises and real-world events. Manage procurement and reporting. Support the Kansas City Regional Fusion Center. Convene local emergency managers and partners. Provide oversight to PrepareMetroKC.org. Host an annual joint meeting with the Community Disaster Resiliency Network (CDRN) to help community organizations prepare.

**Regional EMS, Hospital and Public Health Preparedness and Coordination** — Support response to ongoing and emerging threats. Sustain 24/7 Health Care Coalition duty officers and eICS/EMResource for information sharing. Update health and medical regional preparedness and response plans. Support public health efforts to improve community health. Monitor the availability of vaccines and immunization activity, and disease threats. Advocate for effective patient transport, support communications and coordination.

Find cost savings through cooperative purchasing. Offer scholarships to EMS students. Expand community paramedic programs.

**Hazardous Materials Preparedness** — Share hazardous materials information, build public-private relationships, and plan and offer multi-jurisdictional training and exercises. Ensure membership requirements are met. Maintain a regional inventory of chemicals stored at Tier II facilities for use by local emergency response agencies, including 911 dispatchers.

**NG911** — Upgrade equipment and provide capacity for improvements to the system.

**Administration and Financial Management** — Provide quarterly financial reporting.

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

**911 Training** — Offer courses and trainings to hundreds of dispatchers through online and in-person courses. Train roving peer support members for command-level and dispatcher teams that provide 24/7 support by phone or text. Offer free wellness app to all dispatchers. Share training tips.

**Software and Hardware Upgrades** — Keep 911 software up to date following manufacturer recommendations. Continue planned lifecycle replacements of hardware and software.

**Data Analysis and Mapping** — Partner with cities and counties to share mapping best practices. Work with phone providers to ensure accurate customer records. Ensure accuracy through data audits and test calls.

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

**Outreach** — Hold the annual Telecommunicators Appreciation Celebration and Outstanding Performing Awards. Coordinate educational events and presentations. Respond to inquiries.

**Interoperable Communications** — Collaborate with partner agencies on sustainment plans to continue operations for MARRS.

**State Support** — Support NG911 initiatives in Kansas and Missouri. Serve on state 911 board committees.

---

#### **Lead Policy Committees**

**Regional Homeland Security Coordinating Committee** — Co-Chairs Bryan Dehner, Overland Park, Kansas, and Donna Lake, Lee's Summit, Missouri

**Mid-America Regional Council Emergency Rescue** — Chair Dave York, Lee's Summit, and Vice Chair Mark Heath, Kansas City Kansas Fire

**Metropolitan Emergency Managers Committee** — Chair Dante Gliniecki, City of Independence, and Vice Chair Jared McPhee, Overland Park, Kansas

**Hazardous Materials Emergency Preparedness Alliance** (KS Local Emergency Planning Committee/MO Local Emergency Planning District) — MO LEPC Chair Jason Bonney, Central Jackson County Fire Protection District, and KC Mid America LEPC Chair Lane Sekavec, Union Pacific Railroad

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

**Public Safety Communications Board** — Co-Chairs Mayor Kris Turnbow, Raymore, Missouri, and Deputy Chief Eric Houston, Overland Park, Kansas

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

#### **Staff Contacts**

Ashley Hand, Local Government Services Director

Erin Lynch, Homeland Security and Emergency Services Program Director

Eric Winebrenner, Public Safety Communications Program Director

# THRIVING OLDER ADULTS AND COMMUNITIES



**MARC's Role:**

Empower our region's residents, including older adults, and strengthen community infrastructure to provide wrap-around services that promote independence, healthy living and engagement for residents of all ages.

**2026 Budget in Brief**

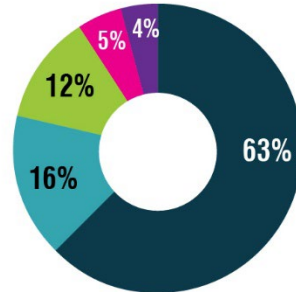
**REVENUES**

Federal & State Funds	\$10,500,211
Private Funds	1,464,782
Local Dues & Fees	86,410
Fees for Services	3,168,026
Transfer from Other Funds	78,000
Contributed Services	1,149,217
<b>Total Revenues</b>	<b>\$16,446,646</b>

**EXPENDITURES**

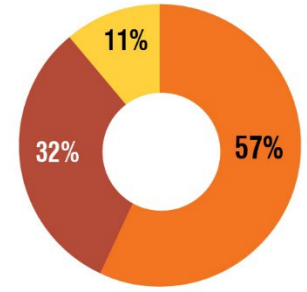
Direct Program Expenditures	\$9,144,271
Contractual Services	2,386,273
Personnel	3,632,350
Transfer to Other Funds	78,000
Contributed Services	1,149,217
<b>Total Expenditures</b>	<b>\$16,390,111</b>

**2026 Expenditures by Program**



**Aging and Adult Services**

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



**Healthy Communities**

- Health Care & Public Health
- Nutrition Insecurity
- Other

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

**Key Accomplishments in 2025**

**Education and Engagement** — Continued education and engagement activities, including:

- KC Communities for All Ages: Began work on a tool kit, identified funding sources, expanded the peer city network, held three workshops and quarterly peer cities meetings, and surveyed program impact.
- Give 5: Hosted five cohorts, expanded volunteer projects and launched a newsletter.
- Leadership in Aging Network: Held bi-monthly meetings and an annual legislative event.
- Silver-Haired Legislature: Convened committee regularly to gather feedback and plan activities.
- During Older Americans Act Month in May, held the annual Age Positive Conference for more than 200 aging services professionals and the Age of Celebration, a 60+ block party with nearly 500 attendees.

**Master Plan on Aging** — Hosted a town hall to review a draft of the Missouri statewide plan. Provided social media support for online public comments.

**Nutrition Incentives** — Offered Double Up Food Bucks at 168 locations, allowing SNAP customers to access more fresh fruits and vegetables. Identified funding opportunities to continue the program, including additional funds from the state of Missouri and a USDA Gus Schumacher Nutrition Incentive Program award.

**Produce Prescription** — Hosted a third cohort of KC Fresh Rx, a food-as-medicine program. Added translations and interpretation in Spanish, Arabic, Vietnamese and Somali. Provided transportation options to participants.

**Older Adult Services** — Worked to ensure the needs of older adults are met through:

- Nutrition: Evaluated opportunities to expand operations at KC Meal Link, MARC's frozen meal repack facility, and broaden funding strategies. Assessed the need for a volunteer program. Explored partnerships to best use the facility. Pursued financial support to offer medically tailored meals. Completed renovations.

- Invested in senior centers, including a back-up generator at the Ray County Senior Center, kitchen remodel at the Belton Senior Center and dining room furniture at the Palmer Senior Center. Provided a freezer van to Ray County Transit and supplemental funding for van purchases for Liberty Silver Center and Don Bosco Senior Center. Supported nutrition and community operations for Palestine Senior Activity Center.
- Offered the Aging Mastery Program for Caregivers to provide tools and resources.
- Enabled 17 children to attend summer camp as part of GRANDPass respite program for older guardians.
- Sponsored the Heartland Caregiving Conference.

**Ombudsman** — Served 11,665 residents. Adapted to a reduction in funding through various changes to program, including the Resident Advocacy Flex Plan to manage complaints. Supported resident safety through emergency closures and emergency evacuations.

**Community Care Hub** — Continued to deliver services to patients experiencing heart failure. Advanced work plan objectives for USAging Center of Excellence grant. Launched Community Support Network Advisory and Community-Based Organization Coalition. Expanded programs and services.

**Community Health Workers (CHWs)** — Promoted the enhanced integration of CHWs into health care teams. Developed tools and guidance documents to support reimbursement of CHWs by Medicare and Kansas Medicaid and enhanced integration of CHWs into health care teams. Updated the trainings.

**Veteran-Directed Care** — Collaborated with the Kansas City VA Medical Center to provide outreach materials. Implemented training to educate and grow person-centered counselors. Served over 75 veterans.

**Evidence-Based Programming** — Introduced a mental health program, planned regional training, added two physical activity programs and expanded impact through community partnerships.

**Data Management** — Launched new client-management system and senior center kiosk software.

## Priority Areas of Focus for 2026

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

- KC Communities for All Ages: Complete tool kit. Identify funding sources to support and continue the program. Distribute an impact report.
- Give 5: Host cohorts.
- Leadership in Aging Network: Hold regular meetings and annual legislative event.
- Silver-Haired Legislature: Provide support covering MARC’s service region.
- Hold the annual Age Positive and Age of Celebration events.
- CHWs: Convene CHWs and employers to support collaboration and continue to build the profession. Develop and promote tools and offer technical assistance to support reimbursement for CHW services and enhanced integration of CHWs into health care teams.

**Nutrition Incentives** — Continue to assess and share information about the benefits of the Double Up Food Bucks program with community partners and elected officials, particularly in Kansas.

**Produce Prescription** — Identify ways to sustain KC Fresh Rx after the USDA grant ends. Evaluate activities in support of the food-is-medicine effort. Build on the success of the past three years and explore ways to include more participants and make it easier for providers to refer patients.

**Older Adult Services** — Expand home-delivered meal operations to serve more clients, ensuring quality and nutritional value. Build infrastructure for medically tailored and culturally appropriate meals. Establish alternative payment models for clients who do not qualify for assistance programs. Explore expansion of transportation access services to Cass County.

**Ombudsman** — Advocate for increased personal needs allowance as well as updated regulations to adjust it for cost-of-living increases.

**Community Care Hub** — Explore additional funding for Community Support Network evidence-based programs. Successfully complete a USAging Center of Excellence workplan. Expand programs and services. Strengthen statewide community care hub model and collaboration across hubs.

**CHWs** — Convene CHWs and employers to collaborate and advance the profession. Promote tools and technical assistance to sustain services and improve CHW integration into health care teams through reimbursement.

**Veteran-Directed Care** — Prepare to serve additional veterans. Await authorization to expand program.

**Evidence-Based Programming** — Facilitate regional provider training for mental health focused evidence-based programming. Add additional community-based organizations to the network.

**Data Management** — *Forthcoming.*

## Ongoing Programs and Initiatives

**Education and Engagement** — Support education and engagement activities, including legislative education efforts. Collaborate with statewide groups.

**Nutrition Incentives** — Improve access to produce for SNAP users. Support grocers and farm-direct locations.

### Older Adult Services

- Nutrition: Work with partners to provide hot and frozen home-delivered meals to older adults and people with disabilities. Work to enhance service quality and expand participation at congregate meal sites.
- Caregiving: Explore options to support caregivers.
- Supportive services: Coordinate nutrition, transportation, in-home care, legal, case management and other services for older adults and support the volunteer ombudsman program.
- Service quality: Ensure clear, accurate monitoring of all services and activities to enhance quality.

**Ombudsman** — Improve the quality of care for long-term care residents. Educate families, facility staff and residents in long-term care facilities about their rights and self-advocacy. Increase awareness and involvement in long-term care issues including inappropriate discharges. Maintain and support the volunteer core.

**Integrated Care** — Secure and manage Community Support Network contracts. Initiate services.

**CHWs** — Support efforts to expand training for CHWs, increase the number of agencies employing CHWs and use of the sustainability toolkit to establish reimbursement mechanisms. Develop and distribute advocacy materials to promote the profession. Convene CHWs and employers. Continuing education opportunities.

**Veteran-Directed Care** — Connect veterans to services from the Kansas City VA Medical Center and work to reach more veterans. Advocate for support for veterans to address the needed level of care.

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

**Data Management** — *Forthcoming.*

---

## Lead Policy Committees

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

**Community Health Worker Collaborative** — Co-Chairs Dr. Manuel Solano, retired, Samuel U. Rodgers Health Center and Alma Vargas, Misión Alcance and CHW trainer

## Staff Contacts

Kristi Bohling-DaMetz, Director of Aging and Adult Services

Melody Elston, Assistant Director of Aging and Adult Services

Donna Martin, Public Health Program Manager

Marlene Nagel, Director of the Office of Resource Development

# 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.

**2026 Budget in Brief**

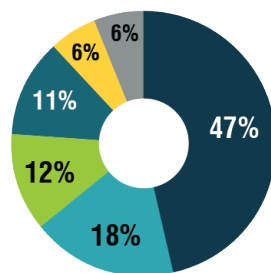
**REVENUES**

Federal & State Funds	\$34,412,505
Private Funds	277,298
Fees for Services	20,270
Transfer from Other Funds	50,000
Contributed Services	8,257,145
<b>Total Revenues</b>	<b>\$43,017,218</b>

**EXPENDITURES**

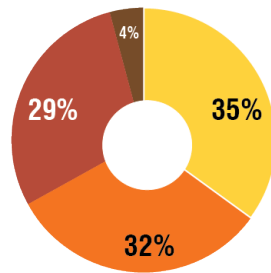
Direct Program Expenditures	\$1,175,883
Contractual Services	28,026,017
Personnel	5,538,173
Contributed Services	8,257,145
<b>Total Expenditures</b>	<b>\$42,997,218</b>

**2026 Expenditures by Program**



**Head Start/Early Head Start**

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



**Early Learning**

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

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

## Key Accomplishments for 2025

**Collaborative Networks** — Continued to partner with Futures First, formerly known as The Family Conservancy, Local Investment Commission and Youth Alliance of St. Joseph to administer and coordinate the Preschool, Infant Toddler and Home-Based Collaborative Networks for the northwest region of Missouri. Supported the launch of the Program Support Network to advance these efforts.

**Facility Improvements** — Updated and renovated multiple facilities. At Thomas Roque, upgraded HVAC and fire panels, plus completed plumbing improvements and other needs to meet licensing requirements. Installed updated playground equipment at Learn A Lot Academy and security cameras at Render’s Hope.

**School Readiness** — Applied school readiness assessments and reporting for programs participating in the Kansas City and St. Louis PreK Cooperatives, reaching 1,500 students — many of which showed significant progress in school readiness. Conducted school readiness assessments on 1,793 MARC Head Start students three times a year to inform instruction.

**Mobile Medical Unit/Telehealth** — Continued to secure sustainable support to provide services for families and children. Explored new clinic locations with partners. Helped families with Medicaid renewal. Provided mobile clinic services to families at 60th anniversary of Head Start resource fair. Celebrated one year of the Excelsior Springs Early Learning Center’s Swope KidsCARE clinic.

**Physical, Mental and Developmental Wellness** — Reached goal of 10% enrollment for students with disabilities. Participated in mental health and wellness conferences. Supported MARC Head Start service providers in completing a wellness program. Continued the Food Equality Initiative. Awarded an American

Heart Association incentive for pre-natal care for Early Head Start parents. Launched a wellness committee open to all Head Start grantees.

**Quality Improvement** — Doubled the number of assessed programs using the Early Learning Program Profile to 43. Increased the amount of mini-grants to 36 centers and seven family home providers, in addition to offering technical assistance. Conducted 245 CLASS assessments for programs participating in the Early Learning Program Profile, Pre-K Cooperative and Start Young programs in 2025.

**Stakeholder Coordination** — Continued sharing resources with stakeholders. Supported implementation of Connecting the PIECES KC through the Partners in Quality committee, including a workforce recruitment and training event. Supported the launch of Child Care Works. Advanced efforts to connect parents and providers to policy makers.

**Community Leaders** — Partnered with the Missouri Early Connections program to make it easier for families and professionals to navigate the state's early care and education system.

**Workforce** — Fostered communities of practice for teachers and teacher assistants, and Head Start directors. Continued supporting 12 Head Start teaching staff obtaining their bachelor's degrees at the University of Central Missouri. Helped seven participants enroll their child care business in the Refugee Family Childcare Microenterprise Development Program.

**Healthy Technology** — Sustained and expanded the use of the Come on Now! application to include ongoing health referrals for children.

**Quality Improvement** — Conducted CLASS observations on over 230 classrooms and completed the Early Learning Program Profile (ELPP) on 23 child care centers and the Family Child Care Profile (FCCP) on five family child care providers.

**Communications** — Increased awareness about the 60th anniversary of national Head Start. Launched ECEKC.org online resource. Expanded opportunities to share information with local media outlets. Partnered with the MARC Data and Digital Services team to create and launch the Greater Kansas City Early Learning Landscape tool.

**Parent and Community Engagement** — Hosted the MARC Family Fun Resource Fair in honor of the 60-year anniversary of national Head Start, reaching more than 250 families and residents. Involved parents in Child Advocacy Day activities in Jefferson City, Missouri. Continued the Regional Parent Advisory Council. Supported Parent Cafés parent curriculum. Identified \$20,000 for car seat safety and installations.

**Shared Services** — Leveraged shared services to respond to needs, including 17 early learning programs joining the Show Me Childcare Resources cost efficiency program.

**Project Approach** — Transfer Project Approach website content to [marcheadstart.org](http://marcheadstart.org).

**Provider Transitions** — Minimized disruption for children and families during the closure of the YMCA and Ability KC Head Start sites. Recruited two new providers and expanded four current providers to continue early learning services for 346 children and families. Provided training and support for new providers. Reallocated equipment and supplies to other regional Head Start and early learning partners. Secured a \$50,000 donation from Durwood Foundation to assist with transitioning programs.

## Key Areas of Focus for 2026

**Program Support Network** — Support training and technical assistance. Increase use of the child care subsidy in Missouri.

**Facility Improvements** — Improve preschool playground at Thomas Roque facility.

**School Readiness** — Increase communication with PreK Cooperative coaches to support teachers in using data for instruction. Continue school readiness assessments for Head Start program.

**Mobile Medical Unit/Telehealth** — Expand partnership with Kansas City University to provide additional health services to families and parents. Continue to support families and students through mobile health clinics and telehealth.

**Physical, Mental and Developmental Wellness** — Use American Heart Association incentive funding to support doula services for Early Head Start parents. Maintain 10% enrollment for students with disabilities.

**Stakeholder Coordination** — Continue recruitment and implementation for Child Care Works. Grow ECEinKC.org website. Support workforce recruitment and connections with policy makers.

**Community Leaders** — Build further awareness of resources available to families and professionals navigating the state's early care and education system.

**Workforce** — Continue supporting Head Start teaching staff working to obtain degrees at the University of Central Missouri. Continue training Refugee Family Childcare Microenterprise Development Program cohort participants.

**Communications** — Work with media outlets to share program stories.

**Parent and Community Engagement** — Select parents to attend Missouri Head Start advocacy training. Continue the Regional Parent Advisory Council. Support Parent Cafés parent curriculum. Partner with the University of Missouri to increase father involvement.

**Project Approach** — Complete transfer of Project Approach website content to [marcheadstart.org](http://marcheadstart.org).

## Ongoing Programs and Initiatives

**Facility Improvements** — Monitor and evaluate Head Start facilities to maintain standards and safety.

**Central intake** — Perform central intake for all MARC Head Start programs

**Program Profiles** — Implement a program profile similar to the Early Learning Program Profile for center-based and family child care providers. Continue implementation of the Family Child Care program profile.

**Stakeholder Coordination** — Share resources with stakeholders.

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

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

**Parent and Community Engagement** — Support Head Start parent curricula to empower families to improve parenting and life skills.

**Project Approach** — Offer the Young Investigators Training to educators and coaches, and provide follow-up coaching. Hold the annual Project Approach KC Exhibit. Share exemplary projects from around the MARC Head Start network.

---

### Lead Committees

**Partners in Quality** — Co-Chairs Deidre Anderson, Starting Early and Paula Neth, The Family Conservancy

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

**Mid-America Head Start Advisory Committee** — Chair Molly Merrigan

**Mid-America Head Start Policy Council** — Chair Danielle Sandefur

### Staff Contacts

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

Kasey Lawson, Head Start Director

Brandy Peterson, Shared Services Director

## EXEMPLARY CORE CAPACITIES



### **MARC's Role:**

*Develop and enhance the agency's capacity to deliver core functions necessary to ensure effective operation of all programs, including financial management, human resources, facilities coordination, information technology, data management, research and communications.*

---

### **2026 Budget in Brief**

Revenues and expenditures 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 expenditures paid by specific programs summarized on the previous pages or through the agency's indirect cost allocation.

---

### **Key Accomplishments for 2025**

**Financial Reporting** — Achieved the Government Finance Officers Association (GFOA) Certificate for Distinguished Budget Presentation for the 2025 Budget and Work Plan and the Certificate of Achievement for Excellence in Financial Reporting for the 2024 Annual Comprehensive Financial Report (ACFR). Provided MARC Board of Directors with financial reports. Enhanced reporting for program staff.

**Process Improvements** — Streamlined accounting processes to increase efficiency.

**System Updates** — Updated computer equipment to Windows 11. Replaced server. Evaluated additional Microsoft Copilot AI licenses for staff. Supported implementation of a new Aging Department client management tool. Added to the incident response plan library. Supported set up of MARC's food repacking facility.

**Cybersecurity** — Continued ongoing internal and external scans, phishing tests and employee training. Prioritized single sign-on for new platforms.

**Strategic Communications** — Continued to strengthen and refine communications for agency. Trained staff on new equipment. Built relationships with local and regional media outlets.

**Digital Communications** — Initiated a redesign of AirQKC.org. Evaluated a redesign for CleanWaterKCMetro.org. Completed a content audit of marc.org. Trained staff to meet digital accessibility guidelines.

**Facility Management** — Assessed and evaluated office space options. Negotiated a lease and planned for a move to 801 Penn in June 2026. Used data to manage and better understand facility needs.

**Staff Engagement** — Expanded the internal MARC newsletter. Convened staff to define community engagement at MARC and develop an organizational approach.

**Human Resources** — Implemented a new human resources information system (HRIS). Reviewed and updated the MARC employee handbook. Refreshed recruitment, hiring and performance appraisal processes through new HRIS.

**Resource Development** — Advised and assisted staff in grant development. Developed a systematic approach to grant development, convened an internal work group, offered grant training and worked on building new funder relationships. Began work on a library of official documents and resources for internal use to increase access across the organization.

**Technical Capacity** — Identified opportunities to use AI and updated MARC's AI policy. Continued to

participate on committees related to data in support of regional initiatives. Hosted the inaugural Data and Digital Summit focused on local government capacity and AI in partnership with the University of Missouri-Kansas City.

**Internal Sustainability Initiatives** — Provided all workstations with standardized recycling and trash containers. Set up an office supply swap shop and developed components of a green meetings initiative. Recycled and donated items from storage area cleanup. Provided guidance for hybrid and electric MARC fleet vehicles.

**Records Management** — Developed file management guidance for staff in preparation for office move. Developed naming conventions and file structures. Digitized personnel files. Assessed and reduced physical records in storage.

**World Cup Planning** — Launched an event coordination tool to assist cities and counties in planning and resource allocation. Supported communications. Provided technical capacity support to the World Cup host committee, KC2026, including connections to data platforms for use in planning.

## Priority Focus Areas for 2026

**Financial Reporting** — Achieve GFOA distinguished certificates for 2026 Budget and Work Plan and 2025 ACFR. Provide MARC Board of Directors with regular financial reports. Continue to enhance reporting for program staff.

**Process Improvements** — Implement a new platform for processing and coding credit card expenses. Improve the accounts payable workflow. Update contract management and monitoring protocols; train staff. Consolidate fiscal policies and procedures.

**System Updates** — Prepare to replace the financial management system. Manage transition of IT equipment to new office building at 801 Penn. Initiate upgrades and replacements for servers. Update and finalize incident response plans.

**Strategic Communications** — Further integrate video and storytelling into MARC campaigns. Hold a graphic design training for staff.

**Digital Communications** — Complete redesign of AirQKC.org and CleanWaterKCMetro.org. Meet digital ADA accessibility guidelines.

**Facility Management** — Complete move to 801 Penn. Develop new processes for efficient facilities management.

**Staff Engagement** — Develop and implement an annual employee satisfaction survey. Launch mentorship and professional development programs. Design a toolkit for MARC staff to enhance current practices for those engaging with external stakeholders and the broader community.

**Human Resources** — Implement a professional development program. Continue refresh of recruitment, hiring and performance appraisal processes through HRIS.

**Resource Development** — Expand use of library of official documents and resources related to grant writing and applications. Continue to build relationships with public and private funders.

**Technical Capacity** — Continue to explore emerging technologies, including AI, to increase efficiency. Launch a regional data portal.

**Internal Sustainability Initiatives** — Roll out green meetings initiative. Transfer recycling, composting and durable tableware programs to new office building. Request estimates for solar installation at the MARC meal repack facility. Launch green purchasing initiative.

**Records Management** — Organize and clean up physical and digital files. Expand naming convention and file structure systems to broader organization.

**World Cup Planning** — Support World Cup planning, technical capacity, communications and fiscal obligations.

## Ongoing Programs and Initiatives

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

**Strategic Communications** — Identify effective delivery methods to share key messages with relevant audiences. Plan and support events. Inform and engage MARC staff. Support public outreach campaigns for MARC programs and regional initiatives. Ensure ample opportunity for resident input in regional decision making.

**Digital Communications** — Maintain and update marc.org and satellite sites. Train and support staff using the GrowthZone contact management database. Manage social media accounts that support MARC initiatives and programs.

**Facility and Fleet Management** — Maintain MARC conference center, training facilities, fleet and workspaces.

**Staff Engagement** — Hold employee appreciation events. Issue an internal staff newsletter. Use and expand intranet site, Compass, to facilitate staff connection and engagement.

**Technical Capacity** — Create, maintain and update tools to distribute, analyze and visualize data. Strengthen regional partnerships to share data with and among community organizations.

**Internal Sustainability Initiatives** — Coordinate comprehensive office recycling, composting and durable tableware programs. Provide engagement opportunities to staff, including regular staff meeting updates, lunch 'n learns, special events and community engagement opportunities.

**Research, Analysis and Data** — Expand regional capacity to collect and store high-quality data; serve as a hub for data access and look for efficiencies. Help local governments and other partners make better use of data to solve problems through analyzing and visualizing data.

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

**Bi-State Commission** — Provide administrative services, including producing an annual report of remaining funds and expenditures.

---

## Staff Contacts

Carol Gonzales, Director of Finance and Administration

Amanda Graor, Director of Data and Digital Services

Frank Lenk, Director of the Office of Economic Research

Marlene Nagel, Director of the Office of Resource Development

Sasan Baharaeen, Information Technology Director

Erika Benitez, Finance Director

Joy Edwards, Grant Compliance and Engagement Manager

Kristin Johnson-Waggoner, Public Affairs Program Director

Jeremy Medlin, Human Resource Manager

Photo Credit:  
Fair Share Farms  
Clay County, Missouri

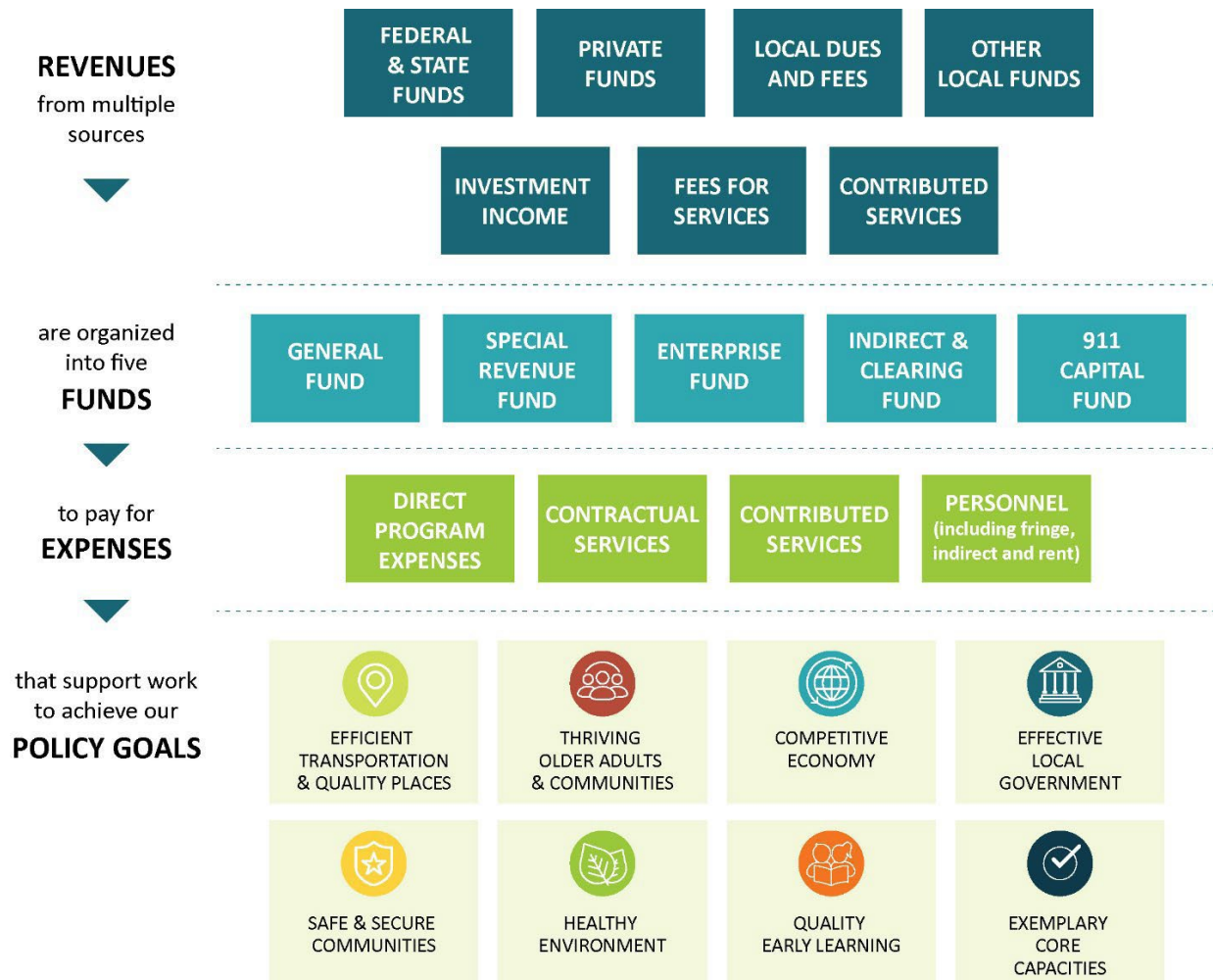


# Budget Highlights

- 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 for services make up a smaller, but significant part of the budget. Contributed services (the value of cash, personnel time and goods and services that are used as in-kind match for grant funds) are also tracked as both a revenue and an expenditure. Per federal guidelines, MARC uses an indirect cost allocation method to charge indirect and fringe benefit costs to grants and programs based upon worked hours. MARC is also intentional in making an annual contribution to the long-term contingency fund. The following pages provide a high-level overview of these critical budget elements, along with notable changes in 2025 and for 2026.



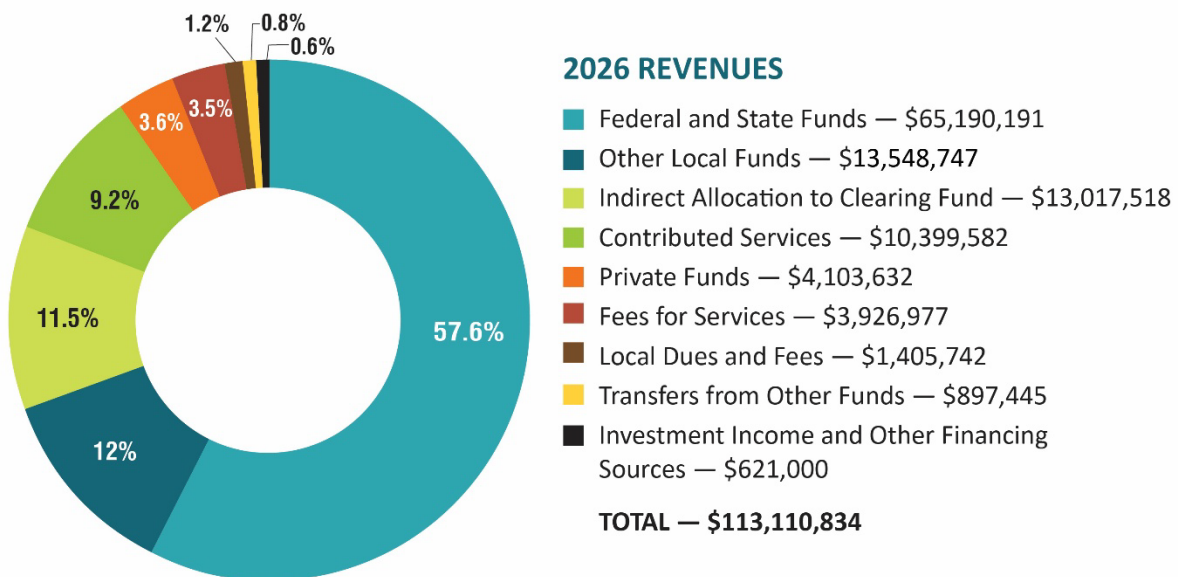
## REVENUE HIGHLIGHTS

MARC receives funds through federal, state and philanthropic grants, local government dues and voluntary contributions, program income, fees for services and investment income. The majority 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 scope than many of its counterparts. MARC serves as the official Metropolitan Planning Organization (MPO) 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.

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

2026 budgeted resources have decreased \$6,862,713 compared to the 2025 Budget. This change is attributable to several large and small grants ending and timing of some contributed services requirements.



**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 59.

## ■ Notable Changes in 2025 and 2026

As indicated by the work plans outlined in the policy goal areas, our overarching goals remain mostly the same from year to year. Some programs, such as transportation planning and services for older adults, support ongoing work and have had fairly consistent funding streams over many years. Some, like the Head Start grant, must be reapplied for periodically. However, many of MARC's programs and projects are shorter term by nature. These types of grants support studies and projects that develop recommendations to address current and future concerns. Some include immediate and short-term projects that tackle urgent or very timely issues, and some are stand-alone projects that fit as part of a longer-range plan.

During 2025, the new federal administration has created change at an unusually fast pace. MARC has responded to ensure that resources continue to support the Kansas City region in ways that are consistent with federal and regional goals. Most grants have remained intact and the goals for outcomes are similar to the original scope. However, there have been some modifications in approach, and some bodies of work, such as energy efficiency, have diminished. The revised 2025 budget and the 2026 budget reflect the following new and ending programs.

### New Grants and Programs in 2025 and 2026

#### Efficient Transportation and Quality Places

##### **Missouri CMAQ Arterial Performance Measures - \$527,100**

This funding will be used to purchase an analytics software platform that uses crowdsourced data (cell, fleet and other probes sources) to help provide signal and arterial performance measures for the Missouri region of the Operation Green Light partners.

##### **Kansas PROTECT planning grant - \$300,000**

This funding will be used to conduct Phase 2 of the Natural Hazard Transportation Risk Assessment which will provide a detailed summary of public engagement, asset inventory and hazard identification, determination of criticality, a vulnerability and risk assessment, and strategic recommendations for future planning and investment to improve the resilience of regional transportation infrastructure.

#### Healthy Environment

##### **EPA-CWP KC Regional Water Workforce Initiative - \$165,505**

MARC is a subrecipient of Center for Watershed Protection in partnership with Bridging the Gap, Metropolitan Community College and Groundwork NRG to establish Kansas City regional industry and workforce development collaborations to address water utility needs and coordinate candidate development. The grant will primarily fund the creation of new curriculum and coordination of the Mid-America GSI Certification Program managed by MARC and will support the development of a green infrastructure workforce development program through grant partners.

#### Effective Local Government

##### **Kauffman Capacity Building Grant - \$250,000 (just awarded, not included in budget numbers)**

The work funded by this grant will support MARC's workforce development activities through cross-department capacity-building and strategic realignment. This work will include engaging MARC members through outreach and training opportunities around economic data analysis, the impact of

technological innovation, and the Comprehensive Economic Development Strategy (CEDS) to support regional growth and economic mobility.

## Safe and Secure Communities

### **USDOT Safe Streets and Roads – Post-Crash Care - \$410,936 federal, \$228,795 state and local match**

This funding will support preparing a supplement to the regional transportation plan to address post-crash care by EMS; and the design and launch of a demonstration program to enable EMS to utilize whole blood in the treatment of patients at the scene of serious accidents to reduce fatalities. Matching resources will be provided by the Kansas Infrastructure Hub.

### **Department of Homeland Security – Urban Area Security Initiative (UASI) \$3,982,080**

The main focus of the UASI grant is to enhance the ability of high-threat, high-density urban areas to prepare for, protect against, and respond to terrorism and other catastrophic incidents. It does this by funding a wide range of activities, including planning, training, equipment, and exercises, all based on risk-driven, capability-based needs assessments. The program aims to build and sustain core capabilities for preventing, protecting, mitigating, responding to, and recovering from threats. Although the UASI grant is not new to MARC, the FY 2025 award—currently under review—has experienced several unexpected developments within a brief timeframe, fluctuating from \$1.3M to \$3.9M to \$7.8M within a period of two months. The federal government has since issued an information bulletin reducing the grant amount back to \$3.9M to be expended by September 20, 2026.

## Thriving Older Adults and Communities

### **Missouri Department of Health and Senior Services (MDHSS), Senior Services Growth and Development Fund (SSGDP), Year 1: \$3,942,681 Year 2: \$1,416,945 Year 3: \$1,632,181**

MDHSS established the SSGDP to provide additional funding to enhance services for senior adults. Fifty percent of these funds are designated for the development and expansion of the senior multipurpose center services, programs and facilities. The other 50% have to be used for activities and programs that enhance services for older adults in MARC’s planning and service area of Cass, Clay, Jackson, Platte and Ray counties. This is year 3 of this funding.

### **MDHSS Diabetes Self-Management Program Network, Year 1: \$30,000, Year 2: \$100,000**

The Diabetes Self-Management Program Network is a statewide collaboration designed to support individuals with diabetes in managing their health through evidence-based programs, individual diabetes education and the KC Fresh Rx program. The deliverables include facilitating approximately 10 Diabetes Self-Management Program (DSMP) workshops, engaging approximately 120 participants, administering social determinants of health screenings, facilitating referrals for supportive community services when risks are reported, recruiting three new Missouri clinics to refer patients to the KC Fresh Rx program, and implementing a cross-referral process between the KC Fresh Rx program and DSMP workshops. Year 2, ending June 29, 2026, includes \$30,000 for DSMP programming and approximately \$70,000 for the KC Fresh Rx program.

### **MDHSS Give 5 Volunteer Matching Program, \$120,250**

MARC is a subrecipient of this funding from MDHSS through the Missouri Association of Area Agencies (MA4). The Give 5 Program connects older adults with meaningful volunteer opportunities. Participation requires a commitment to five day-long classes, which include guest speakers, nonprofit site visits and a graduation ceremony. Each Give 5 class experience allows participants to learn about

public and community service trends, experience a wide variety of volunteer opportunities to find a role that matches their passions.

**USDA Double Up Food Bucks 2025-2028 - \$5,034,000 federal, plus \$5,034,000 match**

MARC will continue to coordinate a network of grocers and markets and provide outreach and education. This program allows SNAP households, when shopping at any participating farmers market or grocery store, to receive a \$1 for \$1 financial incentive for fresh produce. The program operates at nearly 160 locations throughout the KC metro area, the rest of the state of Kansas, and most of the rest of Missouri. Match is supported by \$2 million of new funding from the state of Missouri through DSS until June 2026 (specific to Missouri DUFB). Other private funders supporting the program include the Kansas Health Foundation, Blue Cross Blue Shield of Kansas City, Health Forward Foundation, Hall Family Foundation, Marion and Henry Bloch Family Foundation, the Patterson Family Foundation, Kansas State University – Olathe campus, and the Elevance Health Foundation.

**Community Health Worker Collaborative Policy and Training: \$150,000 from the Sunflower Foundation and the Kemper Foundation; KDHE \$30,000; MDHSS \$60,000**

These grants will support the KC Regional CHW Collaborative’s work to strengthen the workforce by training new and existing CHWs, promoting hiring of CHWs by healthcare and community organizations, and expanding the use of reimbursement mechanisms through Medicare and Medicaid.

### Quality Early Learning

**MoDOT FY25-26 – Car Seats Underserved - \$20,000**

This grant is in support of Missouri’s Strategic Highway Safety Plan. It funds the purchase of car seats and installation instruction for underserved individuals. It is being implemented with Head Start partners.

**Administration for Children and Families to support the Refugee Family Child Care Microenterprise Development Program, \$250,000**

This program enables refugees to become self-sufficient by helping them establish small family childcare businesses. The program offers training and technical assistance in professional childcare and microenterprise development, financial literacy education, help navigating the childcare business licensing process, and financial assistance to prepare homes for childcare operations.

### Core Capacities

**Health Forward Equity, Transparency and Fairness in the Community Partnerships, \$50,000 in 2024 and \$50,000 in 2025; and \$50,000 in 2026.**

MARC has been awarded funding to continue its Community Partners work. Over the last several months an internal workgroup of staff from across the organization has been working to move forward with work around community partnerships and community engagement.

## **Ending Grants and Projects**

### **Efficient Transportation and Quality Places**

**MoDOT CRRSAA Regional Overlay Project - \$8,393,333 Grant ends 10/1/26 but work is almost complete**

The regional overlay program supports asphalt mill and overlay projects in local communities. Projects were awarded to Missouri cities in the MARC region over 5,000 in population as well as the rural portions of four Missouri counties.

**USDOT Bistate Sustainable Reinvestment Corridor - \$5,600,000 federal, plus \$1,400,000 community match**

**Grant ends 3/30/2026**

This planning study is advancing infrastructure, transportation and economic development along a 24-mile corridor connecting Independence, Missouri; Sugar Creek, Missouri; Kansas City, Missouri; and Kansas City, Kansas.

### **Healthy Environment**

**KDHE Watershed Restoration and Protection Strategy (WRAPS) - \$150,000 Grant ended 9/30/2025**

Through this program, MARC funded the development of phase 2 content for the update to MARC/APWA 5600 stormwater design and engineering standards. Multiple local governments and other public agencies collaborated in this project and provided funding which will support this work until completion. Once adopted by APWA and local communities, these standards will guide development of stormwater management in the region.

**Mid-America Collaborative for Code Workforce Development and Implementation Program - \$205,185 Original grant period 1/1/24 – 9/30/27, received a stop work order on 3/31/2025**

MARC was contracted through Metropolitan Energy Center, and this program was intended to deliver jobs training and resources for Kansas and Missouri workers interested in energy efficiency related trades. The grant also supported upskilling existing technical professionals, construction trades and housing developers to support more durable, healthy and energy efficient housing.

### **Effective Local Government**

**DOJ Automated License Plate Readers - \$963,000 Grant ends 6/30/2026**

Funding for a second year of this grant is in the federal appropriations process but has not been approved. This was a cooperative project between Kansas City, Missouri, and Independence, Missouri to install license plate readers in key areas in order to increase the solvability of violent crimes.

**SAMHSA-988 - \$2,952,478 federal, plus \$330,000 community match Grant ends 9/29/2026**

This grant was multi-year, and awarded to enhance existing mobile crisis response programs in five community mental health centers, with the goal of ensuring agencies work collaboratively and the service is delivered in a consistent way across the region. Mobile crisis response provides an immediate, de-escalating in-person support for someone experiencing a mental health or substance use crisis. A strong system has been developed to accomplish these goals. The communities served by this grant include Clay, Jackson, Platte and Ray counties in Missouri.

**Dept. of Justice Connect and Protect Program - \$550,000 plus \$219,818 community match  
Grand ends 9/30/2026**

The communities served by this grant includes Blue Springs, Independence, Lee's Summit, Grain Valley, Grandview, Oak Grove and Raytown in Missouri. This grant is expanding and enhancing the existing Eastern Jackson County co-responder program in which mental health professionals work alongside law enforcement to assist officers during encounters with people with mental health and substance use disorders.

**Thriving Older Adults and Communities**

**USDA GusNIP Produce Prescription Program - \$500,000 plus \$50,000 community match  
Grant ends 12/31/2025**

KC Fresh Rx offers financial incentives and education to encourage participants to eat more fresh produce. The program works with local health clinics to identify pre-diabetic and/or pre-hypertensive Medicaid patients, who then receive a gift card to purchase fresh produce at Balls Food stores. Participants have seen positive results: 59% of those tested had lower A1C blood sugar and 43% of those tested had lower systolic blood pressure.

**Quality Early Learning**

**Kids Win Missouri - Community Partner - Strategic Planning and Advocacy, \$5,000 Grant ended  
September 2025**

Grantees attended ECE strategic planning and advocacy capacity-building sessions in Jefferson City, participated in strategic planning activities online and in their communities, and encouraged support from local stakeholders in building MO's tri-share model.

**Kids Win Missouri - Child Care Exchange Development, \$35,000 – funding sunsets December 2025**

MARC organized local conversations with parents, providers, employers, and other stakeholders throughout the planning and design phases and convened team members to plan and elevate the MO tri-share model.

**Kids Win Community Engagement Partner, FY 25-26 \$10,000 – funding sunsets in June 2026**

As a Community Engagement Partner, MARC is working to ensure Kids Win Missouri fellows are meaningfully connected to local planning efforts and state and local advocacy opportunities; and to generate public awareness and media around childcare and early education issues.

**Kids Win Missouri – Child Care Works, FY 25-26 \$50,000 – funding sunsets in June 2026**

As a consultant, MARC submitted an application and was selected for Child Care Works as a regional intermediary. MARC will also attend and participate in TOOTRIS trainings, host at least two employer outreach and education events, hold at least two provider outreach events, and implement an outreach and information campaign for employers and providers.

**Community Leaders – Blair Oaks, \$30,750 – funding sunsets in May 2026**

This agreement aims to enhance early childhood education and care throughout the state by closely aligning regional efforts with state-wide strategic goals of MO's Department of Elementary and Secondary Education, Office of Childhood. As a community leader, MARC has and will convene stakeholders, share state resources with the community and share information back with the state.

**Hall Foundation Early Learning project support, \$135,000 – funding sunsets in 2025**

This funding provided support for research and exploration regarding provider needs and vendor

options. MARC has begun to organize early childhood providers into a collective that will provide shared services such as: an employee assistance program and emergency mental health support, insurance, access to a substitute system, shared job fairs and recruitment efforts, along with current MARC offerings of coordinated child and classroom assessments, and professional development.

**UMB - Operational Funding, \$25,000 – funding sunsets in 2026**

This is a general grant to support Early Learning Regional Coordination.

**Missouri Department of Elementary and Secondary Education, Office of Childhood, Home Based, Infant Toddler and Preschool Collaborative Networks, \$2,961,656 Grant ended 5/23/2025**

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

**United for Children, \$80,600 – funding sunsets in 2025**

This funding was used to develop and implement a Missouri statewide Early Learning Landscape (ELL) mapping tool platform. MARC staff developed a statewide implementation of the existing Early Learning Landscape (ELL) tools that was previously developed for the Kansas City and St. Louis regions.

**United for Children – Community Leader, \$11,500 – funding sunsets in 2025**

This funding was used to assist in identification and facilitation of regional collaborative partnerships; support early care and education (ECE) outreach activities to increase understanding and community support for a coordinated ECE system; identify and collect information about local resources for families and ECE professionals; and promote the mission and work of ECE resource and referral and Office of Childhood at the local level.

**Program Support Network-LINC, \$208,570 – funding sunsets in June 2026**

The Program Support Network (PSN) is an initiative to support childcare professionals in gaining knowledge and improving skills through professional development opportunities, individualized technical assistance, and access to additional DESE quality initiative services. By utilizing Community Partnerships across the state, support services will be intentional to meet the local needs of each community.

**ChildCare Aware MO, \$62,400 – funding sunsets in June 2026**

Child Care Aware of Missouri (CCAMO) is contracted with the Office of Childhood to administer the statewide contract for the MO Childhood Resource and Referral (MCRR) center. As a Regional Community Partner (RCP) MARC is providing customer service to families applying for subsidy or seeking resources on the statewide call center.

**Potential Projects Not Included in the Budget**

**ACL Chronic Disease Self-Management Education Program (CDSMEP) Support, Year 1: \$13,000  
Year 2: \$22,000**

MARC is a subrecipient of this funding from the Administration for Community Living through the Kansas Department of Health and Environment (KDHE). The CDSMEP Education Program allows MARC staff to provide leader trainings, data collection, and technical assistance on marketing, recruitment, and sustainability of programs with the Bureau of Health Promotion at KDHE. The

agreement is currently making its way through the approval process at KDHE, but it is anticipated that it will be renewed at an increased amount for a second year. Program year 1 funds expired in May 2025.

### **MDHSS Heart Disease Self-Management Program Network, Year 1: \$15,000**

The MDHSS Heart Disease Self-Management Program Network is a statewide collaboration designed to support individuals with heart disease in managing their health through a Blood Pressure Self-Management Program. The deliverables include recruiting facilitators to participate in the Healthy Heart Ambassador Blood Pressure Self-Monitoring Program (HHA-BPSM) training, implementing marketing strategies to boost program awareness, referrals and enrollment and delivering the HHA-BPSM program for 50 qualified participants. Program year 1 funds will expire on June 29, 2026.

## ■ **Revenue Outlook**

The transition back to pre-pandemic relief funding has caused challenges, requiring some significant reductions in services, especially related to older adult nutrition and care planning. Overall, revenues have been more uncertain over the past year than in previous years primarily due to the rapid pace of change by the new federal administration. During the first few months of the administration there was considerable uncertainty about what programs would continue to be funded and/or what would be significantly modified. During the summer, the situation settled somewhat, however the government shut down that began Oct. 1 and ended Nov. 12 created additional uncertainty. At this time, it appears that MARC can confidently count on the large consistent federal programs that are coordinated for the region to continue – transportation planning, Older Americans Act, Head Start and homeland security. That assumption is the basis for the 2026 Budget.

Private philanthropy has continued to be strong, trying to fill some gaps and supporting critical analysis and planning work around key issues. MARC will continue to work with partners to provide data and technical assistance to ensure that government and philanthropic resources are maximized in our region. Due to reductions in federal funding to many nonprofits across the region, resources have been stretched, which might result in a decrease in philanthropic revenue for MARC going forward.

Local government supported programs such as 911 and Operation Green Light are led by partners and guided by comprehensive and long-term plans. Funding for those programs continues to be stable. Additionally, several programs MARC coordinates, such as KC Regional Purchasing Cooperative (KCPRC) and Mid-America Regional Council Emergency Response (MARCER), continue to maximize efficiencies through joint purchases and service models. MARC's administrative costs for these programs continue to be covered adequately.

MARC will continue to monitor governmental and economic changes and how they impact the region as we work toward further regional prosperity.

Following are observations more specifically 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 sources with matching funds provided by state and local governments. Over half of the funding from the Infrastructure Investment and Jobs Act (IIJA) is being allocated through the U.S. Department of Transportation which has increased funding for transportation planning and projects through 2026. MARC's \$5.6 million USDOT Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant will be expended in 2026. The revenue outlook for both Missouri and Kansas transportation dollars is stable and will continue to provide opportunities for impactful planning and projects for the region. MARC and its regional partners continue to monitor recent inflationary trends which may affect buying power for these revenues.

## **Healthy Environment**

The Infrastructure Investment and Jobs Act (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 programming support and partnerships have supported multiple community partners through those sources. MARC's \$1 million EPA Climate Pollution Reduction Grant will be fully expended in 2026. DOE awards for Renew America's Nonprofits and Resilient and Efficient Codes Implementation program grants have continued so far and demonstrate the potential to help community partners achieve important energy conservation objectives.

## **Competitive Economy**

MARC is expected to continue to receive the annual EDA planning grant for its role as the Economic Development District for the Kansas City region and continues to evaluate ways to continue engagement on the region's Comprehensive Economic Development Strategy (CEDS). MARC will continue to work with community partners to pursue public and private funds for data and research to support the region's economic development. A \$250,000 grant from the Kauffman Foundation will fund capacity-building work for MARC and local governments around workforce development and economic mobility. MARC has leveraged funding from philanthropy to support development and ongoing work of the Regional Housing Partnership. This work continues to be a priority for funders.

## **Effective Local Government**

The Government Training Institute is continuing its evolution based on the results of a marketing study and an evaluation of which programs are most successful. More emphasis will be on event management, technical assistance and training. These fee-for-service models are a way to diversify our funding base to enhance fiscal sustainability.

## **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. Most of the counties currently have dedicated revenues while some rely on general funds to cover their costs. The program expects to have adequate funding to support their work going forward, however increased costs for all technology impacts projects.

MARC administers numerous grants that support regional response and recovery efforts for hazardous materials, emergency management, and homeland security coordination and planning. Federal grants that are awarded through the states somewhat underfund the level of work that is expected. Local emergency services contributions are a small but vital funding source to ensure local match for state/federal grants

and flexible funding for new initiatives. Local governments have continued to support these programs with funding.

MARC has been awarded two sequential grants to support mental health and law enforcement co-response with partners in Jackson County, Missouri. Additionally, MARC is wrapping up the fourth and final year of funding to support enhanced and consistent delivery of mobile crisis response in Clay, Jackson, Platte and Ray counties. In both instances MARC has facilitated the grants and implemented a shared service model. Funding for collaborative support of these services expires in 2026. MARC hopes to identify and support collaborative opportunities to sustain these programs beyond 2026.

## **Thriving Older Adults and Communities**

Older Americans Act (OAA) funding flows through the state of Missouri and supports a variety of wrap-around services for older adults in the five county MARC Area Agency on Aging (AAA) region. State fiscal year 2026 service delivery contracts were reduced in a return to pre-pandemic funding levels and flat OAA funding in the federal budget. Allotment tables show relatively level funding for AAAs in Missouri since 2008, with the exception of temporary funding increases such as ARPA, despite the impact of inflation and a growing aging population. Federal funding for all Titles of the OAA has not kept pace with growth in the older adult demographic. The Senior Growth and Development Program was created by the state of Missouri in 2019. This critical funding supplements federal Title III funding and programs in the AAA budget.

While services focus on whole-person support, nutrition and caregiver support are key priorities for the upcoming year. The newly purchased and renovated KC Meal Link property will foster collaborative approaches to reduce food insecurity and promote access to healthy, medically tailored meals.

Grant funding supports key work in nutrition, community engagement and age inclusive planning, community health worker (CHW) training, and expansion of the Mid-America Community Support Network (CSN). Recognized nationally as an advanced community care hub (CCH), the CSN includes a strong foundation of community-based organizations, an established and growing workforce of community health workers (CHW) and partnerships with health care entities, optimizing an infrastructure of health-related social needs support services throughout the Kansas City community and MARC bistate region.

The Double Up Heartland Collaborative that delivers the Double Up Food Bucks program is funded through a USDA grant which requires a 50% match. Regional foundations and state funds contribute to the match. MARC and partners continue seeking sustainable match funding for Kansas and Missouri to ensure food access for families and individuals.

## **Quality Early Learning**

FY 2025 saw flat funding for the Head Start programs across the nation and U.S. territories. MARC continued its partnership with Missouri DESE to offer state-funded Early Head Start slots. MARC has been successful in obtaining federal and state support through competitive grant and contract processes including a renewal of a grant to assist refugees in starting family childcare businesses and MO DESE funded professional development opportunities for early educators. Additionally, MARC was able to secure state funding to braid multiple funding streams to cover the cost of childcare for some residents. Expanding this cost-sharing private-public partnership and stabilizing the early childhood workforce will be continued priorities in FY 2026.

■ **Contributed Services**

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

Contributed Services also include non-cash amounts contributed to MARC programs — primarily Aging and Adult Services, Early Learning and Transportation and Environment — by partner agencies. The timing of collection and allocation of contributed services varies by grant and program. The 2025 approved budget contained \$11,302,309 of contributed services and the Revised 2025 Budget includes \$14,162,077. This increase is attributable to more senior centers than usual reporting in-kind during 2025 and timing issues between 2024 and 2025. The 2026 Budget includes \$10,399,582 of contributed services.

<b>2026 BUDGETED CONTRIBUTED SERVICES BY POLICY GOAL</b>	<b>Total Revenue</b>	<b>Contributed Services</b>	<b>Percent of Total</b>
Efficient Transportation and Quality Places	\$12,776,753	\$721,060	5.6%
Healthy Environment	6,327,233	140,000	2.2%
Competitive Economy	100,746	30,000	29.8%
Effective Local Governments	2,292,735	102,160	4.5%
Safe and Secure Communities	18,208,054	-	-
Thriving Older Adults and Communities	16,446,646	1,149,217	7.0%
Quality Early Learning	43,017,218	8,257,145	19.2%

■ **Local Dues and Fees**

Local governments support MARC’s work in several ways, most notably through collaborative committees and boards that support regional planning and decision-making. Cities and counties also contribute financially through dues, fees and voluntary contributions. Per capita membership dues are paid by MARC’s incorporating members (nine counties and six largest cities) and voluntary per capita contributions are requested from all other cities with population over 5,000 in the region. These funds make up a small percent of MARC’s annual revenue (\$1,411,354 or 1.2% in 2026), 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. (See table next page.)

<b>LOCAL DUES AND FEES</b>	<b>Actual 2024</b>	<b>Budgeted 2025</b>	<b>Revised 2025</b>	<b>Budgeted 2026</b>
Local Government Member Dues	\$448,430	\$457,407	\$457,407	\$466,561
Local Government Voluntary Dues	83,107	84,507	84,507	85,898
State Aid to Regional Planning Councils (MO)	59,752	10,670	59,752	10,670
Aging Local Match	83,055	84,716	84,716	86,410
Emergency Services Contribution	412,369	455,883	455,883	462,226
Government Innovation Forum Contribution	193,115	196,977	196,977	200,917
GTI Membership Fee	94,479	93,636	93,636	98,672
<b>TOTAL</b>	<b>\$1,374,307</b>	<b>\$1,383,796</b>	<b>\$1,432,878</b>	<b>\$1,411,354</b>

*Note: 2026 Local Government dues reflect a 2% increase which was approved by the Board of Directors in January 2025.*

### Other Local Funds

The total of Other Local Funds is \$13,548,747 in 2026. 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 fees for services to the Regional 911 System paid by counties and selected Aging and Adult Services programs for the metro area. It also includes the water quality education program, biannual transportation fees and Operation Green Light. All funds in this category are dedicated to support specific programs.

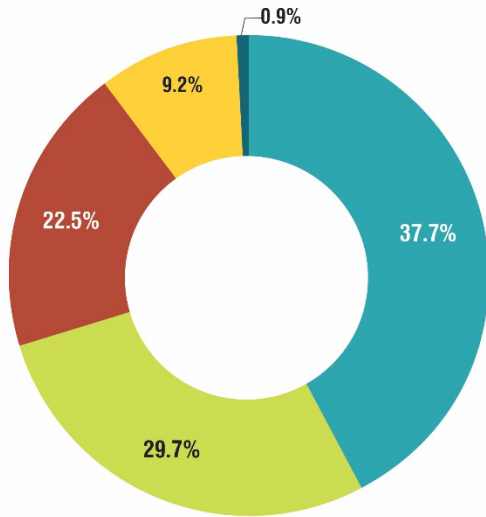
### Investment Income

Funds not required for immediate use are invested according to MARC's investment policy, typically in U.S. government securities and collateralized bank notes. Investment income is allocated, as required, to a child care scholarship and the Solid Waste Management District, two funds held in trust by MARC. Interest is also distributed to the 911 program, which is a fee based program with restricted funds. The remaining amount of investment income is allocated to the General Fund as unrestricted funds. Per policy, half of the ending unrestricted fund balance is transferred into the Long-Term Contingency Fund each year.

Interest rates were stable in 2024 and 2025. Several investments came due and higher interest rates were captured when the funds were reinvested. Yields for certain securities were expected to decrease in 2025 but have held fairly steady resulting in an increase from 2025 budgeted interest income to 2025 revised amounts. Investment income for 2026 is projected to be flat. In 2025, an average of \$5 million was invested at any given time. Total earnings from investments are projected to be \$504,300 in 2025 and \$498,400 in 2026. One investment was called and reinvested in 2025. In 2026, one investment is scheduled to mature.

## EXPENDITURE HIGHLIGHTS

Expenditure categories vary by program, but generally include personnel costs (including salaries, fringe benefits, indirect and rent), direct program expenditures, contractual services and contributed services. Overall expenditures (cash and non-cash) for 2026 are projected to decrease from \$117,498,887, the 2025 approved budget, to \$113,110,834. The decrease is due to several large and small grants ending in 2026, and the timing of some contributed services allocations.



### 2026 EXPENDITURES

- Contractual Services — \$42,489,617
- Personnel\* — \$33,507,192
- Direct Program Expenses — \$25,340,680
- Contributed Services — \$10,399,582
- Transfer to Other Funds — \$897,445

**TOTAL — \$112,634,516**

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

## Staffing

With the fluidity of grant work, sometimes additional program staff are quickly needed to support a new grant or address an urgent need. Consequently, there are times positions are created and added during a budget year. Similarly, sometimes positions are included in the budget, but the work does not ramp up as quickly as anticipated, so they are not filled. Sometimes positions are hired related to a specific grant or program and the position is not funded beyond that time. As vacancies occur, positions are reevaluated and may be modified to better meet program needs.

Staffing remains stable between 2025 and 2026. The 2025 Budget funded 168 full-time and 15 part-time positions and the 2026 Budget funds 168 full-time and 14 part-time positions. All positions included in the budget are fully funded with known grants, program revenue, or other funding sources. 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.



	2024		2025		2026	
	Full Time Employees	Part Time and Interns	Full Time Employees	Part Time and Interns	Full Time Employees	Part Time and Interns
<b>New Positions and Staffing Changes</b>						
<b>Executive Director's Office</b>	2	1	3	1	3	1
<b>Finance and Administration</b>	32	3	32	3	33	3
<b>Aging/Adult Services</b>	28	2	24	0	24	0
<b>Local Government Services</b>	35	3	34	3	34	3
<b>Early Learning</b>	38	0	35	1	35	1
<b>Data and Digital Services</b>	13	0	12	0	12	0
<b>Transportation &amp; Environment</b>	30	4	28	7	27	6
<b>Total</b>	178	13	168	15	168	14
<b>COMBINED YEARLY TOTAL</b>	<b>191</b>		<b>183</b>		<b>182</b>	

During the budget process, new positions and staffing changes are reconciled. The following includes information about position changes during 2025 (represented in the 2025 Revised and 2026 Budget). There were no new positions included in the 2026 Budget:

- An additional Accountant was added in the Head Start program in 2025 in anticipation of attrition due to retirements.
- A planner position in Transportation was vacated in 2025. Responsibilities were reallocated across other positions.

## Salaries and Benefits

Due to uncertainty related to federal changes, salary increases were budgeted conservatively, with a pool of 2% of total salaries. Employee fringe benefits are funded through fringe benefits allocation, and for 2026 the value of employer-provided benefits (not including leave time) is approximately 32.8% of total salaries. Because leave time is not charged directly to grants and programs, costs incurred related to leave are included in the fringe benefit cost pool and are allocated based upon negotiated rates.

Fringe benefits are a significant part of the compensation package that MARC uses to attract and retain high quality employees. It is MARC's goal to provide a benefits package that is as competitive and economical as possible, while at the same time remaining conscious of our fringe benefits rate and the impact that higher rates have on grants and funders. Benefits are continuously evaluated, and from time to time changes are made to the program.

Health insurance continues to be a high-cost benefit for MARC and its employees. An 8% increase has been included in the budget in anticipation of premium increases for the 2026-2027 plan year. MARC contracts with a benefits consulting firm that will assist in doing a soft assessment of the market in early 2026. The following schedule shows total costs for salaries and traditional (non-leave) benefits.

<b>SALARIES AND BENEFITS</b>	<b>Actual 2024</b>	<b>Budgeted 2025</b>	<b>Revised 2025</b>	<b>Budgeted 2026</b>
Total Salaries (indirect and direct)	\$12,569,804	13,080,324	\$12,650,738	\$13,349,712
Total Benefits	4,206,341	4,454,473	4,155,011	4,379,740
<b>Percentage</b>	<b>33.5%</b>	<b>34.1%</b>	<b>32.8%</b>	<b>32.8%</b>

## ■ Capital Outlay

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

### 911 Capital Outlay

The Public Safety Communications Board approves a capital outlay plan each year to ensure that the Regional 911 System is maintained at levels that will maximize use of new technologies and mitigate potential malfunctions due to equipment failures. These funds are included in the MARC budget to provide a complete picture of the revenues and expenditures of the 911 program. The budget reflects ongoing, planned replacement of equipment and software license renewals. Large, planned projects for 2026 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 2026, 60 workstations will be replaced at an estimated cost of \$600,000. \$250,000 is planned to be invested in work station equipment e.g. switches and monitors.
- **Microwave Network/Point-to-Point (PTP) Links** — Work will continue to take place in 2026 to maintain, repair and upgrade the point-to-point links in order to improve the 911 network and its reliability. The estimated cost is \$250,000.
- **Servers** – Ongoing maintenance plan includes replacing three servers per year for four years.

Planned capital expenditures in 2026 are \$1,510,000. Additional information on planned 911 capital purchases can be found on page 94.

## ■ Targeted Agencywide Expenditures

Internal organizational goals in 2026 are to strengthen civic partnerships and invest in our organizational capacity. Strategies for achieving these goals include expanding staff skills that support our role as a leader and a convener, implementing innovative new approaches including new technology and fostering a culture and environment that supports, encourages, empowers, and sustains the well-being of MARC staff.

Because MARC has limited discretionary revenue streams, it is challenging to identify funds to intentionally move organization-wide and support function projects forward. The primary source for those projects is indirect funding, but it is used conservatively, because increased costs can drive that rate upward and cut into direct services of grants. The General Fund has some limited funding available for organizational initiatives. In 2025 and 2026, private philanthropy is supporting two significant capacity building programs. The following projects have been identified as priorities and funding has been allocated for them in the 2025 Revised and 2026 Budget.

### Indirect and Clearing Fund

- Exploration and planning for a new financial system. Research and evaluation will occur in 2026, with implementation planned at the end of first quarter 2027. \$75,000 is budgeted in 2026 for this work.

### General Fund

- Moving the offices to a new location at 801 Pennsylvania. The lease at 600 Broadway ends July 31, 2026, and after a year-long due diligence process, the decision was made to relocate. This new space will have organizational benefits of locating the majority of staff on the same floor in an open collaborative environment and a higher level of safety and security, especially as it relates to parking. Rent costs will increase slightly due to the new lease.
- Employee wellness and engagement events: \$14,000 in 2026.
- Management and leadership training. Costs for general leadership and management training are usually not an allowable cost for grants. MARC has identified several key public sector leadership programs and encourage staff to participate. \$20,000 is budgeted in 2026.

### Grant Funded

- Health Forward has funded a third allocation of \$50,000. The purpose of the funding is to enable MARC staff to examine existing community engagement efforts and develop an organization-wide approach for engaging with external stakeholders. stakeholder engagement.
- Kauffman Foundation has awarded \$250,000 to support MARC's workforce development activities through cross-department capacity-building and strategic realignment. This work will include engaging MARC members through outreach and training opportunities around economic data analysis, the impact of technological innovation, and the Comprehensive Economic Development Strategy (CEDS) – a requirement of the U.S. Economic Development Administration – to support regional growth and economic mobility.

## 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 certain support function costs to grants. 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 indirect costs. In addition to core support staff, some agency non-personnel expenses are included in the indirect cost category.

Each year, MARC negotiates indirect and fringe rates with the U.S. Department of Health and Human Services (HHS), our cognizant federal agency. Programs are charged fringe costs based upon direct salaries worked and are charged indirect costs based upon direct salaries worked plus charged fringes.

<b>INDIRECT COST RATES</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026*</b>
Negotiated Indirect Rates	32.0%	30.3%	33.8%	35.7%	33.2%

\*For 2026, the indirect rate is pending approval with HHS. The 2026 Budget is based on the 2025 rate.

## 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 leveraged for specific purposes. It is the policy of the MARC Board of Directors to establish a long-term contingency fund (LTC) that holds an amount equal to 12% of annual direct salaries, fringe benefits, indirect costs and rent, excluding pass-through programs. The policy states that this reserve is to be funded by restricting at least one-half of the ending unrestricted component of the General Fund at the end of each fiscal year and transferring it into the LTC. This reserve is intended to provide financial support if needed by the agency for:

- **Cash Flow** — The majority of MARC’s grants are on a reimbursement basis.
- **New Opportunities** — Reserve funds allow MARC to take advantage of opportunities for new programs and services and respond to requests for assistance as they arise. Matching funds or staff resources and support may be required for new grants obtained.
- **Safety Net** — MARC is vulnerable to changes in federal and state legislation that may affect grant programs, cutbacks in state matching funds, delays in grant awards, and other potential funding challenges.
- **Equipment and Facility Related Purchases** — Reserve funds to allow MARC to address unexpected equipment and facility needs.

This fund is accounted for separately but resides within the General Fund. Each year, the amount that should be transferred to the long-term contingency fund is calculated. Over time, the long-term contingency fund balance has increased but continues to fall short of the 12% target. Trends over time and projections are shown on page 78.

In October of 2025, the MARC Board voted to use reserve funds to support continued Head Start services if necessary. Due to the shut-down of the federal government, the notice of award for the Head Start grant beginning Nov. 1, 2025, was not issued, so funding was uncertain. Along with MARC’s 17 partners, the MARC Board agreed to take the risk for one month and continue offering Head Start services. If the grant did not reimburse back to the grant start date, reserve funds would have been needed to cover costs incurred to continue operations. At this time, the government has reopened and reimbursements were made for costs beginning Nov. 1, 2025, so using reserves was not necessary.



# Funds

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

## FUND STRUCTURE

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

- The General Fund includes contributions from local governments, additional state income, investment income, and other charges for services and events.
- The Special Revenue Fund is used to manage grants awarded, certain fee for service programs, and shared services contributions paid for designated purposes.
- The Enterprise Fund includes activities and programs that operate much like those in the private sector.
- The Indirect and Clearing Fund is used to account for the indirect cost and fringe benefit pools.
- The 911 Capital Fund is used to plan and track large-cost projects for the Regional 911 System.

REVENUES BY FUND	ACTUAL 2024	APPROVED 2025	REVISED 2025	BUDGETED 2026
GENERAL FUND	\$1,750,073	\$2,752,633	\$2,909,906	\$1,640,115
SPECIAL REVENUE FUND	103,034,475	97,890,094	98,913,744	94,840,454
ENTERPRISE FUND	2,321,578	1,528,288	2,387,943	1,837,547
INDIRECT AND CLEARING FUND	11,925,145	16,298,032	12,157,938	13,017,518
911 CAPITAL FUND	1,916,668	1,504,500	1,742,000	1,775,200

EXPENDITURES BY FUND	ACTUAL 2024	APPROVED 2025	REVISED 2025	BUDGETED 2026
GENERAL FUND	\$1,665,874	\$1,285,235	\$1,459,106	\$2,026,250
SPECIAL REVENUE FUND	101,274,295	97,822,815	98,863,255	94,820,455
ENTERPRISE FUND	1,832,895	1,606,030	1,728,705	1,676,475
INDIRECT AND CLEARING FUND	11,489,541	15,309,807	11,922,434	12,601,336
911 CAPITAL FUND	2,413,999	1,475,000	1,514,666	1,510,000

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

## GENERAL FUND

General Fund revenues include contributions from local governments and other agencies, additional income from general state support, investment income and other charges for services and events. The general fund is used to provide a match for federal and state grants and is the primary source of funding for general administrative activities that are not supported by federal, state or private resources. Within the General Fund, six special purpose account are set up as projects to track and maintain their financials individually. Further information regarding these six special purpose accounts is discussed on pages 76-78. General funds are reported using the current financial resources measurement and the modified accrual basis of accounting, which means revenues are recognized when they become measurable and available, and expenditures are recognized when the related fund liability is incurred.

### GENERAL FUND REVENUE AND EXPENDITURES BUDGET

<b>GF-1: ALL PROGRAMS</b>	<b>ACTUAL 2024</b>	<b>BUDGETED 2025</b>	<b>REVISED 2025</b>	<b>BUDGETED 2026</b>
<b>REVENUE</b>				
Local Government Dues	\$674,344	\$637,300	\$686,382	\$649,539
Emergency Services Contributions	411,771	455,883	473,627	462,226
Transportation Project Fees	141,794	1,250,000	1,167,470	-
Fees for Services	37,935	24,450	39,726	30,150
Investment Income	213,291	170,000	218,300	215,000
Miscellaneous Income	37,524	-	135,901	112,200
Other Financing Sources	233,414	215,000	188,500	171,000
<b>TOTAL REVENUES</b>	<b>\$1,750,073</b>	<b>\$2,752,633</b>	<b>\$2,909,906</b>	<b>\$1,640,115</b>
<b>EXPENDITURES</b>				
Automobile	5,453	7,392	7,252	7,352
Capital Outlay/Equipment	-	-	33,814	-
Contractual Services	72,906	110,438	169,643	129,960
Fringe Benefits Allocated to Clearing Fund	70,188	61,772	151,286	144,648
Indirect Costs Allocated to Clearing Fund	81,694	63,121	156,958	147,891
Meetings/Travel	119,067	117,250	135,484	156,874
Memberships/Periodicals	24,165	31,250	38,727	39,800
Other	42,029	8,497	199,382	29,500
Printing/Reproduction	132	150	200	210
Rent/Utilities/Maintenance	6,365	5,088	14,908	166,007
Salaries	132,931	115,138	283,526	269,613
Supplies	6,482	7,100	5,117	6,250
Training	7,463	20,000	30,700	30,700
Transfer to Other Funds	1,096,999	738,039	232,109	897,445
<b>TOTAL EXPENDITURES</b>	<b>\$1,665,874</b>	<b>\$1,285,235</b>	<b>\$1,459,106</b>	<b>\$2,026,250</b>
Excess (Deficiency) of Revenue Over Expenditures	84,199	1,467,398	1,450,800	(386,135)
<b>FUND BALANCE, Beginning of Year</b>	<b>5,907,705</b>	<b>5,991,904</b>	<b>5,991,904</b>	<b>7,442,704</b>
<b>FUND BALANCE, End of Year</b>	<b>\$5,991,904</b>	<b>\$7,459,302</b>	<b>\$7,442,704</b>	<b>\$7,056,569</b>

**GENERAL FUND REVENUES AND EXPENDITURES BUDGET**

	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
<b>GF-2: RESTRICTED FUNDS, Actual 2024</b>					
<b>REVENUES</b>					
Local Government Dues	\$-	\$-	\$-	\$-	\$83,055
Emergency Services Contributions	-	-	-	411,771	-
Transportation Project Fees	-	-	141,794	-	-
Fees for Services	-	-	-	-	-
Investment Income	-	-	-	-	-
Miscellaneous Income	-	-	-	-	17,535
Other Financing Sources	-	172,710	-	-	-
<b>TOTAL REVENUES</b>	\$-	\$172,710	\$141,794	\$411,771	\$100,590
<b>EXPENDITURES</b>					
Local Activity	-	-	30,625	18,400	-
Capital Outlay	-	-	-	-	-
Transfer to Other Funds	-	-	570,294	384,109	77,900
<b>TOTAL EXPENDITURES</b>	\$-	\$-	\$600,919	\$402,509	\$77,900
Excess (Deficiency) of Revenues Over Expenditures	-	172,710	(459,125)	9,262	22,690
<b>FUND BALANCE, Beginning of Year</b>	1,797,906	(21,409)	1,494,392	1,264,259	54,256
<b>SUBTOTAL</b>	1,797,906	151,301	1,035,267	1,273,521	76,946
Transfers Between Components of General Fund	127,573	-	53,149	10,000	-
Fund Balance Transfer					
<b>FUND BALANCE, End of Year</b>	\$1,925,479	\$151,301	\$1,088,416	\$1,283,521	\$76,946

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

**GENERAL FUND REVENUES AND EXPENDITURES BUDGET**

	Unrestricted	Vacation & Sick Leave Reserve	Total General Fund
<b>GF-3: UNRESTRICTED AND OTHER, Actual 2024</b>			
<b>REVENUES</b>			
Local Government Dues	\$591,289	\$-	\$674,344
Emergency Services Contributions	-	-	411,771
Transportation Project Fees	-	-	141,794
Fees for Services	37,935	-	37,935
Investment Income	213,291	-	213,291
Miscellaneous Income	19,989	-	37,524
Other Financing Sources	-	60,704	233,414
<b>TOTAL REVENUES</b>	<b>\$862,504</b>	<b>\$60,704</b>	<b>\$1,750,073</b>
<b>EXPENDITURES</b>			
Local Activity	519,850	-	568,875
Capital Outlay	-	-	-
Transfer to Other Funds	64,696	-	1,096,999
<b>TOTAL EXPENDITURES</b>	<b>\$584,546</b>	<b>\$-</b>	<b>\$1,665,874</b>
Excess (Deficiency) of Revenues Over Expenditures	277,958	60,704	84,199
<b>FUND BALANCE, Beginning of Year</b>	<b>37,695</b>	<b>1,280,606</b>	<b>5,907,705</b>
<b>SUBTOTAL</b>	<b>315,653</b>	<b>1,341,310</b>	<b>5,991,904</b>
Transfers Between Components of General Fund	(190,722)	-	-
<b>FUND BALANCE, End of Year</b>	<b>\$124,931</b>	<b>\$1,341,310</b>	<b>\$5,991,904</b>

## GENERAL FUND REVENUES AND EXPENDITURES BUDGET

	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
<b>GF-4: RESTRICTED FUNDS, Budgeted 2025</b>					
<b>REVENUES</b>					
Local Government Dues	\$-	\$-	\$-	\$-	\$84,716
Emergency Services Contributions	-	-	-	455,883	-
Transportation Project Fees	-	-	1,250,000	-	-
Fees for Services	-	-	-	-	-
Investment Income	-	-	-	-	-
Miscellaneous Income	-	-	-	-	-
Other Financing Sources	-	120,000	-	-	-
<b>TOTAL REVENUES</b>	<b>\$-</b>	<b>\$120,000</b>	<b>\$1,250,000</b>	<b>\$455,883</b>	<b>\$84,716</b>
<b>EXPENDITURES</b>					
Local Activity	\$-	\$-	\$15,700	\$-	\$-
Capital Outlay	-	-	-	-	-
Transfer to Other Funds	-	-	108,090	446,613	103,336
<b>TOTAL EXPENDITURES</b>	<b>\$-</b>	<b>\$-</b>	<b>\$123,790</b>	<b>\$446,613</b>	<b>\$103,336</b>
Excess (Deficiency) of Revenues Over Expenditures	-	120,000	1,126,210	9,270	(18,620)
<b>FUND BALANCE, Beginning of Year</b>	<b>1,925,479</b>	<b>151,301</b>	<b>1,088,416</b>	<b>1,283,521</b>	<b>76,946</b>
<b>SUBTOTAL</b>	<b>1,925,479</b>	<b>271,301</b>	<b>2,214,626</b>	<b>1,292,791</b>	<b>58,326</b>
Transfers Between Components of General Fund	134,496	-	54,191	10,000	-
<b>FUND BALANCE, End of Year</b>	<b>\$2,059,975</b>	<b>\$271,301</b>	<b>\$2,268,817</b>	<b>\$1,302,791</b>	<b>\$58,326</b>

**GENERAL FUND REVENUES AND EXPENDITURES BUDGET**

<b>GF-5: UNRESTRICTED AND OTHER, Budgeted 2025</b>	<b>Unrestricted</b>	<b>Vacation &amp; Sick Leave Reserve</b>	<b>Total General Fund</b>
<b>REVENUES</b>			
Local Government Dues	\$552,584	\$-	\$637,300
Emergency Services Contributions	-	-	455,883
Transportation Project Fees	-	-	1,250,000
Fees for Services	24,450	-	24,450
Investment Income	170,000	-	170,000
Miscellaneous Income	-	-	-
Other Financing Sources	-	95,000	215,000
<b>TOTAL REVENUES</b>	<b>\$747,034</b>	<b>\$95,000</b>	<b>\$2,752,633</b>
<b>EXPENDITURES</b>			
Local Activity	\$531,496	\$-	\$547,196
Capital Outlay	-	-	-
Transfer to Other Funds	80,000	-	738,039
<b>TOTAL EXPENDITURES</b>	<b>\$611,496</b>	<b>\$-</b>	<b>\$1,285,235</b>
Excess (Deficiency) of Revenues Over Expenditures	135,538	95,000	1,467,398
<b>FUND BALANCE, Beginning of Year</b>	<b>124,931</b>	<b>1,341,310</b>	<b>5,991,904</b>
<b>SUBTOTAL</b>	<b>260,469</b>	<b>1,436,310</b>	<b>7,459,302</b>
Transfers Between Components of General Fund	(198,687)	-	-
<b>FUND BALANCE, End of Year</b>	<b>\$61,782</b>	<b>\$1,436,310</b>	<b>\$7,459,302</b>

**GENERAL FUND REVENUES AND EXPENDITURES BUDGET**

	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
<b>GF-6: RESTRICTED FUNDS, Revised 2025</b>					
<b>REVENUES</b>					
Local Government Dues	\$-	\$-	\$-	\$-	\$84,716
Emergency Services Contributions	-	-	-	473,627	-
Transportation Project Fees	-	-	1,167,470	-	-
Fees for Services	-	-	-	(163)	-
Investment Income	-	-	-	-	-
Miscellaneous Income	-	-	-	112,200	-
Other Financing Sources	-	123,500	-	-	-
<b>TOTAL REVENUES</b>	<b>\$-</b>	<b>\$123,500</b>	<b>\$1,167,470</b>	<b>\$585,664</b>	<b>\$84,716</b>
<b>EXPENDITURES</b>					
Local Activity	\$-	\$-	\$243,504	\$406,921	\$-
Capital Outlay	-	33,814	-	-	-
Transfer to Other Funds	-	-	122,815	143	60,817
<b>TOTAL EXPENDITURES</b>	<b>\$-</b>	<b>\$33,814</b>	<b>\$366,319</b>	<b>\$407,064</b>	<b>\$60,817</b>
Excess (Deficiency) of Revenues Over Expenditures	-	89,686	801,151	178,600	23,899
<b>FUND BALANCE, Beginning of Year</b>	<b>1,925,479</b>	<b>151,301</b>	<b>1,088,416</b>	<b>1,283,521</b>	<b>76,946</b>
<b>SUBTOTAL</b>	<b>1,925,479</b>	<b>240,987</b>	<b>1,889,567</b>	<b>1,462,121</b>	<b>100,845</b>
Transfers Between Components of General Fund	204,023	-	54,191	10,000	-
<b>FUND BALANCE, End of Year</b>	<b>\$2,129,502</b>	<b>\$240,987</b>	<b>1,943,758</b>	<b>1,472,121</b>	<b>\$ 100,845</b>

**GENERAL FUND REVENUES AND EXPENDITURES BUDGET**

<b>GF-7: UNRESTRICTED AND OTHER, Revised 2025</b>	<b>Unrestricted</b>	<b>Vacation &amp; Sick Leave Reserve</b>	<b>Total General Fund</b>
<b>REVENUES</b>			
Local Government Dues	\$601,666	\$-	\$686,382
Emergency Services Contributions	-	-	473,627
Transportation Project Fees	-	-	1,167,470
Fees for Services	39,889	-	39,726
Investment Income	218,300	-	218,300
Miscellaneous Income	23,701	-	135,901
Other Financing Sources	-	65,000	188,500
<b>TOTAL REVENUES</b>	<b>\$883,556</b>	<b>\$65,000</b>	<b>\$2,909,906</b>
<b>EXPENDITURES</b>			
Local Activity	542,758	-	1,193,183
Capital Outlay	-	-	33,814
Transfer to Other Funds	48,334	-	232,109
<b>TOTAL EXPENDITURES</b>	<b>\$591,092</b>	<b>\$-</b>	<b>\$1,459,106</b>
Excess (Deficiency) of Revenues Over Expenditures	292,464	65,000	1,450,800
<b>FUND BALANCE, Beginning of Year</b>	<b>124,931</b>	<b>1,341,310</b>	<b>5,991,904</b>
<b>SUBTOTAL</b>	<b>417,395</b>	<b>1,406,310</b>	<b>7,442,704</b>
Transfers Between Components of General Fund	(268,214)	-	-
<b>FUND BALANCE, End of Year</b>	<b>\$149,181</b>	<b>\$1,406,310</b>	<b>\$7,442,704</b>

**GENERAL FUND REVENUES AND EXPENDITURES BUDGET**

<b>GF-8: RESTRICTED FUNDS, Budgeted 2026</b>	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
<b>REVENUES</b>					
Local Government Dues	\$-	\$-	\$-	\$-	\$86,410
Emergency Services Contributions	-	-	-	462,226	-
Transportation Project Fees	-	-	-	-	-
Fees for Services	-	-	-	100	-
Investment Income	-	-	-	-	-
Miscellaneous Income	-	-	-	112,200	-
Other Financing Sources	-	121,000	-	-	-
<b>TOTAL REVENUES</b>	<b>\$-</b>	<b>\$121,000</b>	<b>\$-</b>	<b>\$574,526</b>	<b>\$86,410</b>
<b>EXPENDITURES</b>					
Local Activity	\$-	\$-	\$16,500	\$396,119	\$-
Capital Outlay	-	-	-	-	-
Transfer to Other Funds	-	-	769,445	-	78,000
<b>TOTAL EXPENDITURES</b>	<b>\$-</b>	<b>\$-</b>	<b>\$785,945</b>	<b>\$396,119</b>	<b>\$78,000</b>
Excess (Deficiency) of Revenues Over Expenditures	-	121,000	(785,945)	178,407	8,410
<b>FUND BALANCE, Beginning of Year</b>	<b>2,129,502</b>	<b>240,987</b>	<b>1,943,758</b>	<b>1,472,121</b>	<b>100,845</b>
<b>SUBTOTAL</b>	<b>2,129,502</b>	<b>361,987</b>	<b>1,157,813</b>	<b>1,650,528</b>	<b>109,255</b>
Transfers Between Components of General Fund	62,964	-	55,246	10,000	-
<b>FUND BALANCE, End of Year</b>	<b>\$2,192,466</b>	<b>\$361,987</b>	<b>\$1,213,059</b>	<b>\$1,660,528</b>	<b>\$109,255</b>

## GENERAL FUND REVENUES AND EXPENDITURES BUDGET

	Unrestricted	Vacation & Sick Leave Reserve	Total General Fund
<b>GF-9: UNRESTRICTED AND OTHER, Budgeted 2026</b>			
<b>REVENUES</b>			
Local Government Dues	\$563,129	\$-	\$649,539
Emergency Services Contributions	-	-	462,226
Transportation Project Fees	-	-	-
Fees for Services	30,050	-	30,150
Investment Income	215,000	-	215,000
Miscellaneous Income	-	-	112,200
Other Financing Sources	-	50,000	171,000
<b>TOTAL REVENUES</b>	<b>\$808,179</b>	<b>\$50,000</b>	<b>\$1,640,115</b>
<b>EXPENDITURES</b>			
Local Activity	716,186	-	1,128,805
Capital Outlay	-	-	-
Transfer to Other Funds	50,000	-	897,445
<b>TOTAL EXPENDITURES</b>	<b>\$766,186</b>	<b>\$-</b>	<b>\$2,026,250</b>
Excess (Deficiency) of Revenues Over Expenditures	41,993	50,000	(386,135)
<b>FUND BALANCE, Beginning of Year</b>	<b>149,181</b>	<b>1,406,310</b>	<b>7,442,704</b>
<b>SUBTOTAL</b>	<b>191,174</b>	<b>1,456,310</b>	<b>7,056,569</b>
Transfers Between Components of General Fund	(128,210)	-	-
<b>FUND BALANCE, End of Year</b>	<b>\$62,964</b>	<b>\$1,456,310</b>	<b>\$7,056,569</b>

## Special Purpose Accounts

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

- **Long-Term Contingency**

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

This fund resides within the General Fund which is tracked internally based on fund balance categorization. Over time, the LTC balance fund has increased steadily to a balance of \$1,925,479 at Dec. 31, 2024. MARC's management team is committed to prudent fiscal management of the General Fund and expects the actual percentage achieved figure to increase in 2026. The projected LTC balance in the Revised 2025 and 2026 Budgets is \$2,129,502 and \$2,192,466 respectively.

### LONG-TERM CONTINGENCY FUND

	Actual 2023	Actual 2024	Budgeted 2025	Revised 2025	Budgeted 2026
Base Amount	18,359,738	21,615,919	21,746,387	20,813,260	22,062,064
12% Goal	2,203,169	2,593,910	2,609,566	2,497,591	2,647,448
Long Term Contingency Fund Balance, End of year	1,797,906	1,925,479	2,059,975	2,129,502	2,192,466
Actual percentage	9.8%	8.9%	9.5%	10.2%	9.9%
Actual percentage achieved	81.6%	74.2%	78.9%	85.3%	82.8%

- **Capital Outlay**

Agency-wide expenditures for leasehold improvements, equipment and technology with a useful life of greater than one year are paid with funds from this account and depreciated over time. Depreciation is then charged to programs as part of MARC's negotiated indirect rate. MARC defines a capital expenditure as a purchase over \$5,000. In the 2026 Budget, \$121,000 in other financing sources represents depreciation and there are no capital purchases budgeted.

- **Transportation Planning Reserve**

The Transportation Planning Reserve fund is generated to meet the requirement for non-federal cash match. The fund receives 10% of annual local government dues, along with fees assessed to local governments when federal funds are programmed for transportation projects in their communities. Funds are generally programmed every two years, which leads to significant fluctuations in the reserve balance from year to year.

**TRANSPORTATION FUNDS AVAILABLE FOR PROGRAMMING FY 2025-26**

Surface Transportation Program Funds	\$92,590,000
Carbon Reduction Program Funds	22,600,000
Transportation Alternatives Set-Aside Funds	16,397,510
Congestion Mitigation Air Quality Funds	11,802,000
FTA Section 5310 Funds	
Planning Sustainable Places	
<b>Total Funds Programmed in 2025</b>	<b>\$143,389,510</b>
<b>2025 TRANSPORTATION PLANNING RESERVE</b>	
Beginning Balance	\$1,088,416
Local Government Dues	54,191
Project Fees	1,167,470
Local Match and Direct Costs	(366,319)
<b>2025 Reserve Balance</b>	<b>\$1,943,758</b>
<b>2026 TRANSPORTATION PLANNING RESERVE</b>	
Beginning Balance	\$1,943,758
Local Government Dues	55,246
Project Fees	-
Local Match and Direct Costs	(785,945)
<b>2026 Reserve Balance</b>	<b>\$1,213,059</b>

• **Emergency Services Contributions**

The Emergency Services fund was established for voluntary contributions to support critical regional emergency planning, communications and training systems developed through the Regional Homeland Security Coordinating Committee (RHSCC). These funds, contributed by local governments, hospitals and other public health and fire/EMS district agencies, are used primarily as match for grants in the Special Revenue Fund and for other expenses not funded by grants. Ending fund balances are maintained to sustain operations in 2026 and beyond, in the event state and federal programs end or decline.

**EMERGENCY SERVICES FUNDS**

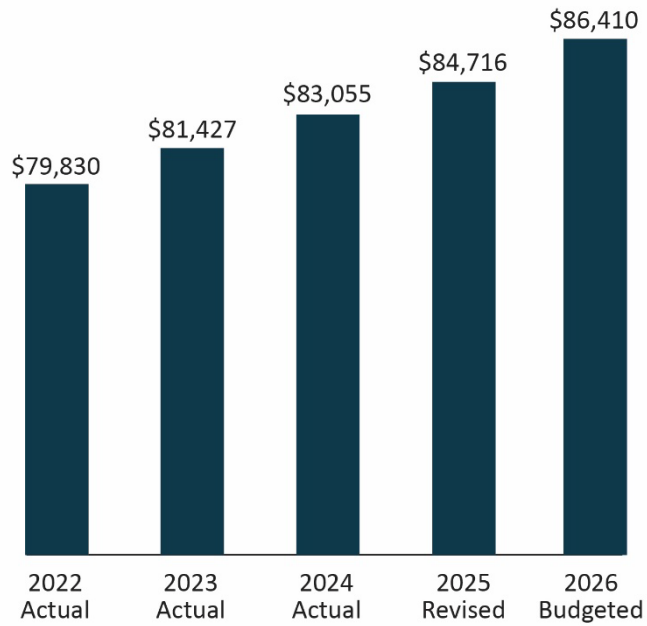
	<b>Actual 2022</b>	<b>Actual 2023</b>	<b>Actual 2024</b>	<b>Budgeted 2025</b>	<b>Revised 2025</b>	<b>Budgeted 2026</b>
General	\$281,705	\$302,645	\$295,332	\$318,158	\$314,102	\$324,501
MARCER	110,620	129,475	114,139	134,825	156,625	134,825
MOHAKCA	4,600	4,800	(400)	-	-	-
MERS	2,900	2,900	2,700	2,900	2,900	2,900
<b>Total</b>	<b>\$399,825</b>	<b>\$439,820</b>	<b>\$411,771</b>	<b>\$455,883</b>	<b>\$473,627</b>	<b>\$462,226</b>

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

• **Aging**

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

## AGING LOCAL MATCH COMPARISON, 2022-2026



- **Sick and Vacation Leave**

In 2012, the MARC Board of Directors approved a resolution to commit a portion of unrestricted General Fund balance to serve as a reserve for the employee accumulated sick and vacation leave liability. This commitment ensures that the liability for MARC employees' sick and vacation leave is fully funded. This value is updated each month based upon net additions to (usage of) leave benefits. In 2024, the Sick Leave policy was changed to have no value upon separation of employment, except for retirement. This policy change has begun to reduce the amount of the overall liability and corresponding reserve.

## SPECIAL REVENUE FUND

The Special Revenue Fund (SRF) is used to manage grants awarded to MARC and certain fee for services programs for designated purposes. Contributed services are also recorded in the SRF and are reflected as both a revenue and expenditure in accordance with the legal requirements of individual grants. Grant revenue is recognized when program expenditures are incurred in accordance with program guidelines. The intent is that the full grant amounts will be expended to achieve the outcomes desired/required for each grant. Fees for services revenues are recognized when an underlying event takes place or when MARC has completed its part of the transaction. Fees for services revenues include programs that operate using shared service business models, such as the Regional 911 System and Operation Green Light. More than 100 unique funding streams are monitored and managed in the Special Revenue Fund.

Special Revenue funds are reported using the current financial resources measurement and the modified accrual basis of accounting, which means revenues are recognized when they become measurable and available, and expenditures are recognized when the related fund liability is incurred.

<b>SRF-1: ALL PROGRAMS</b>	<b>ACTUAL 2024</b>	<b>BUDGETED 2025</b>	<b>REVISED 2025</b>	<b>BUDGETED 2026</b>
<b>REVENUE</b>				
Federal and State Funds	\$74,207,423	\$72,773,756	\$67,794,623	\$65,190,191
Private Funds	4,457,695	4,038,743	2,513,243	4,054,468
Other Local Funds	8,830,433	7,868,943	11,579,323	11,835,147
Fees for Services	1,291,349	1,168,304	2,630,703	2,463,621
Contributed Services	13,126,118	11,302,309	14,162,077	10,399,582
Transfer from Other Funds	1,121,457	738,039	233,775	897,445
<b>TOTAL REVENUE</b>	<b>\$103,034,475</b>	<b>\$97,890,094</b>	<b>\$98,913,744</b>	<b>\$94,840,454</b>
<b>EXPENDITURES</b>				
Automobile	46,389	87,363	\$36,658	\$40,400
Capital Outlay/Equipment	4,068,446	1,613,615	1,142,585	2,259,609
Contractual Services	55,380,083	58,381,545	51,412,898	48,008,688
Contributed Services	13,126,118	11,302,309	14,160,326	10,399,582
Equipment Rental	8,054	-	-	-
Fringe Benefits Allocated	5,030,827	5,409,838	4,890,008	5,223,598
Indirect Costs Allocated	4,937,552	5,550,451	4,949,633	5,362,478
Insurance	59,823	46,907	91,406	85,836
Meals for the Elderly	4,258,593	-	4,635,408	4,555,441
Meetings/Travel	583,293	700,989	550,539	570,355
Memberships/Periodicals	38,279	19,209	42,196	32,283
Nutrition Incentives	2,173,437	1,929,029	2,228,631	1,939,628
Other	152,153	600,833	342,886	620,057
Postage	2,156	61,150	6,198	12,925
Printing/Reproduction	67,862	103,404	243,042	630,056
Rent/Utilities/Maintenance	502,163	528,861	3,470,956	3,753,925
Salaries	9,615,885	10,146,356	9,244,317	9,797,339
Scholarships	1,200	10,000	-	-
Supplies	981,380	1,001,049	1,032,692	1,032,784
Training	240,602	329,907	364,711	495,471
Transfer to Other Funds	-	-	18,165	-
<b>TOTAL EXPENDITURES</b>	<b>\$101,274,295</b>	<b>\$97,822,815</b>	<b>\$98,863,255</b>	<b>\$94,820,455</b>

**SRF-2: BY PROGRAM****AGING**

	<b>ACTUAL 2024</b>	<b>BUDGETED 2025</b>	<b>REVISED 2025</b>	<b>BUDGETED 2026</b>
<b>REVENUE</b>				
Federal and State Funds	\$15,274,306	\$10,255,850	\$10,708,011	\$10,367,657
Private Funds	109,361	44,798	323,813	1,233,528
Other Local Funds	58,510	-	6,910	-
Fees for Services	1,227,438	1,146,164	2,454,627	2,424,110
Contributed Services	3,276,175	1,294,412	3,117,538	1,149,217
Transfer from Other Funds	77,900	103,336	60,817	78,000
<b>TOTAL REVENUE</b>	<b>\$20,023,690</b>	<b>\$12,844,560</b>	<b>\$16,671,716</b>	<b>\$15,252,512</b>
<b>EXPENDITURES</b>				
Automobile	3,773	4,300	2,671	3,500
Capital Outlay/Equipment	3,142,039	979,458	430,564	349,751
Contractual Services	6,322,716	6,752,513	3,611,951	3,411,915
Contributed Services	3,276,175	1,294,284	3,115,787	1,149,217
Fringe Benefits Allocated	715,485	785,935	757,087	789,759
Indirect Costs Allocated	699,853	803,109	762,275	807,471
Insurance	4,416	4,000	7,761	6,553
Meals for the Elderly	4,258,593	-	4,635,408	4,555,441
Meetings/Travel	84,684	61,357	90,249	71,340
Memberships/Periodicals	13,398	1,305	17,206	14,850
Nutrition Incentives	-	-	1,249,448	1,904,255
Other	10,601	264,050	22,373	30,527
Postage	406	300	4,355	10,550
Printing/Reproduction	3,095	1,600	57,633	22,000
Rent/Utilities/Maintenance	96,107	115,982	153,755	196,024
Salaries	1,355,085	1,464,930	1,419,151	1,472,058
Supplies	157,232	262,513	338,183	439,022
Training	72,138	48,923	45,690	18,280
<b>TOTAL EXPENDITURES</b>	<b>\$20,215,796</b>	<b>\$12,844,559</b>	<b>\$16,721,547</b>	<b>\$15,252,513</b>

**SRF-2: BY PROGRAM****COMMUNITY DEVELOPMENT**

	<b>ACTUAL 2024</b>	<b>BUDGETED 2025</b>	<b>REVISED 2025</b>	<b>BUDGETED 2026</b>
<b>REVENUE</b>				
Federal and State Funds	\$4,154,882	\$8,466,583	\$3,743,468	\$5,082,602
Private Funds	3,663,775	3,321,021	1,449,419	2,412,539
Other Local Funds	333,040	159,389	12,456	-
Fees for Services	25,062	-	17,893	14,241
Contributed Services	269,327	143,591	268,295	132,160
<b>TOTAL REVENUE</b>	<b>\$8,446,086</b>	<b>\$12,090,584</b>	<b>\$5,491,531</b>	<b>\$7,641,542</b>
<b>EXPENDITURES</b>				
Automobile	-	-	-	-
Capital Outlay/Equipment	6,073	2,100	-	-
Contractual Services	3,283,459	7,652,674	2,866,013	5,448,427
Contributed Services	269,327	143,591	268,295	132,160
Fringe Benefits Allocated	519,194	531,015	268,574	375,579
Indirect Costs Allocated	512,801	542,618	270,591	384,000
Meetings/Travel	27,191	50,611	88,265	16,420
Memberships/Periodicals	55	2,800	1,000	-
Nutrition Incentives	2,173,437	1,929,029	979,183	35,373
Other	7,668	20,317	156,322	506,067
Postage	1,202	59,569	-	-
Printing/Reproduction	48,722	80,837	35,791	5,143
Rent/Utilities/Maintenance	46,328	43,741	23,350	32,472
Salaries	997,961	989,778	503,318	700,053
Supplies	15,504	39,404	30,829	5,848
Training	-	2,500	-	-
Transfer to Other Funds	-	-	18,165	-
<b>TOTAL EXPENDITURES</b>	<b>\$7,908,922</b>	<b>\$12,090,584</b>	<b>\$5,509,696</b>	<b>\$7,641,542</b>

**SRF-2: BY PROGRAM****EMERGENCY SERVICES/PUBLIC SAFETY**

	<b>ACTUAL 2024</b>	<b>BUDGETED 2025</b>	<b>REVISED 2025</b>	<b>BUDGETED 2026</b>
<b>REVENUE</b>				
Federal and State Funds	\$2,605,180	\$2,849,431	\$2,702,289	\$4,656,392
Private Funds	12,745	50,000	45,359	58,197
Other Local Funds	6,278,872	5,775,697	8,882,963	10,135,588
Fees for Services	6,806	-	16,475	-
Contributed Services	65,513	45,214	10,897	-
Transfer from Other Funds	393,026	438,513	143	-
<b>TOTAL REVENUE</b>	<b>\$9,362,142</b>	<b>\$9,158,855</b>	<b>\$11,658,126</b>	<b>\$14,850,177</b>
<b>EXPENDITURES</b>				
Automobile	39,134	77,663	28,587	31,500
Capital Outlay/Equipment	901,747	568,229	619,035	1,863,858
Contractual Services	2,607,669	3,797,148	3,534,817	5,026,759
Contributed Services	65,513	45,342	10,897	-
Fringe Benefits Allocated	946,783	987,570	917,896	986,726
Indirect Costs Allocated	926,935	1,009,151	928,457	1,008,852
Insurance	25,537	39,407	64,617	75,783
Meals for the Elderly	-	-	-	-
Meetings/Travel	185,697	297,317	215,370	318,496
Memberships/Periodicals	4,968	2,629	5,037	4,858
Other	17,298	48,625	30,145	-
Postage	446	206	300	300
Printing/Reproduction	-	6,217	4,000	15,066
Rent/Utilities/Maintenance	104,580	108,067	3,032,560	3,255,433
Salaries	1,795,629	1,840,765	1,730,357	1,839,189
Scholarships	1,200	10,000	-	-
Supplies	365,398	209,054	396,719	381,157
Training	2,241	44,187	37,550	42,200
<b>TOTAL EXPENDITURES</b>	<b>\$7,990,775</b>	<b>\$9,091,577</b>	<b>\$11,556,344</b>	<b>\$14,850,177</b>

**SRF-2: BY PROGRAM****ENVIRONMENTAL**

	<b>ACTUAL 2024</b>	<b>BUDGETED 2025</b>	<b>REVISED 2025</b>	<b>BUDGETED 2026</b>
<b>REVENUE</b>				
Federal and State Funds	\$724,204	\$992,608	\$995,802	\$610,116
Private Funds	178,627	138,141	108,558	72,906
Other Local Funds	962,628	390,894	789,818	529,476
Fees for Services	898	-	91,858	5,000
Contributed Services	6,150	57,011	57,011	140,000
<b>TOTAL REVENUE</b>	<b>\$1,872,507</b>	<b>\$1,578,654</b>	<b>\$2,043,047</b>	<b>\$1,357,498</b>
<b>EXPENDITURES</b>				
Contractual Services	1,355,257	769,507	1,402,327	678,537
Contributed Services	6,150	57,011	57,011	140,000
Fringe Benefits Allocated	117,230	161,332	126,460	120,116
Indirect Costs Allocated	114,669	169,948	127,404	122,810
Meetings/Travel	12,478	23,066	14,483	16,126
Other	17,718	50,039	21,148	43,137
Rent/Utilities/Maintenance	10,406	13,919	10,961	10,386
Salaries	222,027	314,982	236,993	223,886
Supplies	6,301	18,190	11,374	2,500
Training	660	660	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$1,862,896</b>	<b>\$1,578,654</b>	<b>\$2,008,161</b>	<b>\$1,357,498</b>

**SRF-2: BY PROGRAM****TRANSPORTATION**

	<b>ACTUAL 2024</b>	<b>BUDGETED 2025</b>	<b>REVISED 2025</b>	<b>BUDGETED 2026</b>
<b>REVENUE</b>				
Federal and State Funds	\$15,893,508	\$13,207,711	\$13,363,168	\$10,060,919
Other Local Funds	1,197,383	1,542,963	1,887,176	1,170,083
Contributed Services	838,850	1,504,935	1,498,260	721,060
Transfer from Other Funds	570,294	116,190	122,815	769,445
<b>TOTAL REVENUE</b>	<b>\$18,500,035</b>	<b>\$16,371,799</b>	<b>\$16,871,419</b>	<b>\$12,721,507</b>
<b>EXPENDITURES</b>				
Automobile	3,482	5,400	5,400	5,400
Capital Outlay/Equipment	-	63,828	92,986	46,000
Contractual Services	11,681,276	8,255,220	9,184,043	5,417,033
Contributed Services	838,850	1,504,935	1,498,260	721,060
Equipment Rental	8,054	-	-	-
Fringe Benefits Allocated	1,415,826	1,573,255	1,461,926	1,557,401
Indirect Costs Allocated	1,407,484	1,622,739	1,495,153	1,614,067
Insurance	2,876	3,500	3,500	3,500
Meetings/Travel	30,023	62,395	60,886	64,920
Memberships/Periodicals	10,569	12,475	12,839	12,575
Other	22,261	19,730	19,083	18,680
Postage	102	1,075	1,543	2,075
Printing/Reproduction	12,933	14,750	10,498	18,750
Rent/Utilities/Maintenance	128,233	133,969	131,896	139,085
Salaries	2,748,326	2,974,778	2,803,678	2,963,800
Supplies	141,934	111,550	116,871	125,161
Training	13,662	12,200	11,040	12,000
<b>TOTAL EXPENDITURES</b>	<b>\$18,465,891</b>	<b>\$16,371,799</b>	<b>\$16,909,602</b>	<b>\$12,721,507</b>

**SRF-2: BY PROGRAM****EARLY LEARNING/HEAD START**

	<b>ACTUAL 2024</b>	<b>BUDGETED 2025</b>	<b>REVISED 2025</b>	<b>BUDGETED 2026</b>
<b>REVENUE</b>				
Federal and State Funds	\$35,555,343	\$37,001,573	\$36,281,885	\$34,412,505
Private Funds	493,187	484,784	586,094	277,299
Fees for Services	31,145	22,140	49,850	20,270
Contributed Services	8,670,103	8,257,145	9,210,076	8,257,145
Transfer from Other Funds	80,237	80,000	50,000	50,000
<b>TOTAL REVENUE</b>	<b>\$44,830,015</b>	<b>\$45,845,642</b>	<b>\$46,177,905</b>	<b>\$43,017,219</b>
<b>EXPENDITURES</b>				
Capital Outlay/Equipment	18,587	-	-	-
Contractual Services	30,129,706	31,154,483	30,813,747	28,026,017
Contributed Services	8,670,103	8,257,145	9,210,076	8,257,145
Fringe Benefits Allocated	1,316,309	1,370,731	1,358,065	1,394,017
Indirect Costs Allocated	1,275,810	1,402,886	1,365,753	1,425,278
Insurance	26,994	-	15,528	-
Meetings/Travel	243,220	206,243	81,286	83,053
Memberships/Periodicals	9,289	-	6,114	-
Other	76,607	198,072	93,815	21,646
Printing/Reproduction	3,112	-	135,120	569,097
Rent/Utilities/Maintenance	116,509	113,183	118,434	120,525
Salaries	2,496,857	2,561,123	2,550,820	2,598,353
Supplies	295,011	360,338	138,716	79,096
Training	151,901	221,437	270,431	422,991
<b>TOTAL EXPENDITURES</b>	<b>\$44,830,015</b>	<b>\$45,845,641</b>	<b>\$46,157,905</b>	<b>\$42,997,218</b>

## ENTERPRISE FUND

The Enterprise Fund includes activities and programs that operate much like those in the private sector. These programs charge fees to its customers for services and the determination of net income is necessary or useful to sound financial administration. MARC's program and finance staff regularly monitor the activities and programs in this fund to ensure that revenues will support the expenses. The Enterprise Fund uses the accrual basis of accounting, which means revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. Operating revenues and expenses for the Enterprise Fund largely result from providing training and other coordination services. Examples of these include the Government Training Institute, the bi-annual aerial photography project, the annual salary survey and the Kansas City Regional Purchasing Cooperative.

### ENTERPRISE FUND REVENUE AND EXPENSES BUDGET

<b>EF-1: ALL PROGRAMS</b>	<b>ACTUAL 2024</b>	<b>BUDGETED 2025</b>	<b>REVISED 2025</b>	<b>BUDGETED 2026</b>
<b>REVENUES</b>				
Federal and State Funds	\$-	\$-	\$-	\$-
Private Funds	107,829	225,724	316,055	49,164
Local Dues and Fees	287,594	290,613	293,706	293,977
Other Local Funds	157,775	61,200	73,684	61,200
Fees for Services	1,666,799	911,590	1,518,382	1,266,475
Program Income	-	39,161	186,116	166,731
Transfer from Other Funds	101,581	-	-	-
<b>TOTAL REVENUE</b>	<b>\$2,321,578</b>	<b>\$1,528,288</b>	<b>\$2,387,943</b>	<b>\$1,837,547</b>
<b>EXPENSES</b>				
Contractual Services	\$697,772	\$583,571	\$612,221	\$597,780
Fringe Benefits Allocated	206,130	218,153	251,558	246,897
Indirect Costs Allocated	205,034	234,533	258,797	255,519
Meetings/Travel	43,405	56,705	32,543	32,690
Memberships/Periodicals	1,850	1,515	17,716	240
Other	157,273	3,730	7,691	7,536
Postage	380	620	-	-
Printing/Reproduction	7,595	8,425	1,025	691
Rent/Utilities/Maintenance	22,538	21,809	24,767	24,148
Salaries	400,487	439,171	483,925	468,826
Supplies	54,712	33,298	36,674	39,498
Training	4,004	4,500	1,788	2,650
Transfer to Other Funds	31,715	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$1,832,895</b>	<b>\$1,606,030</b>	<b>\$1,728,705</b>	<b>\$1,676,475</b>
Excess (Deficiency) of Revenues Over Expenses	488,683	(77,742)	659,238	161,072
<b>FUND BALANCE, Beginning of Year</b>	<b>2,493,621</b>	<b>2,982,304</b>	<b>2,982,304</b>	<b>3,641,542</b>
<b>FUND BALANCE, End of Year</b>	<b>\$2,982,304</b>	<b>\$2,904,562</b>	<b>\$3,641,542</b>	<b>\$3,802,614</b>

**EF-1: BY PROGRAM**

<b>COOPERATIVE PURCHASING</b>				
	Actual 2024	Budgeted 2025	Revised 2025	Budgeted 2026
Revenues	\$254,901	\$164,885	\$231,479	\$ 166,731
Expenses	97,813	167,136	162,266	145,345
Excess (Deficiency) of Revenue over Expenses	157,088	(2,251)	69,213	21,386
Fund Balance, Beginning of Year	835,467	992,555	992,555	1,061,768
Fund Balance, End of Year	\$992,555	\$990,304	\$1,061,768	\$1,083,154

<b>ANNUAL SALARY SURVEY</b>				
	Actual 2024	Budgeted 2025	Revised 2025	Budgeted 2026
Revenues	\$24,944	\$24,400	\$45,375	\$8,000
Expenses	20,800	20,800	18,500	-
Excess (Deficiency) of Revenue over Expenses	4,144	3,600	26,875	8,000
Fund Balance, Beginning of Year	13,789	17,933	17,933	44,808
Fund Balance, End of Year	\$17,933	\$21,533	\$44,808	\$52,808

<b>IBTS BUILDING TECHNICAL SERVICES</b>				
	Actual 2024	Budgeted 2025	Revised 2025	Budgeted 2026
Revenues	\$22,494	\$11,187	\$39,199	\$11,000
Expenses	2,223	22,043	8,557	7,565
Excess (Deficiency) of Revenue over Expenses	20,271	(10,856)	30,642	3,435
Fund Balance, Beginning of Year	27,863	48,134	48,134	78,776
Fund Balance, End of Year	\$48,134	\$37,278	\$78,776	\$82,211

<b>GOVERNMENT TRAINING INSTITUTE</b>				
	Actual 2024	Budgeted 2025	Revised 2025	Budgeted 2026
Revenues	\$390,076	\$422,773	\$419,365	\$421,961
Expenses	438,240	406,712	351,675	341,172
Excess (Deficiency) of Revenue over Expenses	(48,164)	16,061	67,690	80,789
Fund Balance, Beginning of Year	431,484	383,320	383,320	451,010
Fund Balance, End of Year	\$383,320	\$399,381	\$451,010	\$531,799

<b>SMALL CITIES CONSULTING</b>				
	Actual 2024	Budgeted 2025	Revised 2025	Budgeted 2026
Revenues	\$69,961	\$30,097	\$82,271	\$46,190
Expenses	44,596	23,184	54,435	47,655
Excess (Deficiency) of Revenue over Expenses	25,365	6,913	27,836	(1,465)
Fund Balance, Beginning of Year	(30,860)	(5,495)	(5,495)	22,341
Fund Balance, End of Year	\$(5,495)	\$1,418	\$22,341	\$20,876

<b>RESEARCH DATA CENTER</b>				
	Actual 2024	Budgeted 2025	Revised 2025	Budgeted 2026
Revenues	\$88,025	\$17,100	\$237,060	\$45,000
Expenses	99,133	9,437	201,886	55,611
Excess (Deficiency) of Revenue over Expenses	(11,108)	7,663	35,174	(10,611)
Fund Balance, Beginning of Year	34,799	23,691	23,691	58,865
Fund Balance, End of Year	\$23,691	\$31,354	\$58,865	\$48,254

<b>KERIT</b>				
	Actual 2024	Budgeted 2025	Revised 2025	Budgeted 2026
Revenues	\$-	\$-	\$-	\$-
Expenses	31,715	-	-	-
Excess (Deficiency) of Revenue over Expenses	(31,715)	-	-	-
Fund Balance, Beginning of Year	31,715	-	-	-
Fund Balance, End of Year	\$-	\$-	\$-	\$-

<b>REGIONAL AERIAL PHOTOGRAPHY</b>				
	Actual 2024	Budgeted 2025	Revised 2025	Budgeted 2026
Revenues	\$122,419	\$-	\$18,575	\$115,036
Expenses	122,546	-	-	112,230
Excess (Deficiency) of Revenue over Expenses	(127)	-	18,575	2,806
Fund Balance, Beginning of Year	(10,783)	(10,910)	(10,910)	7,665
Fund Balance, End of Year	\$(10,910)	\$(10,910)	\$7,665	\$10,471

## EF-2: BY PROGRAM

<b>ENTERPRISE FUND SPECIAL PROJECTS</b>				
	Actual 2024	Budgeted 2025	Revised 2025	Budgeted 2026
Revenues	\$-	\$-	\$38,476	\$-
Expenses	-	-	1,969	-
Excess (Deficiency) of Revenue over Expenses	-	-	36,507	-
Fund Balance, Beginning of Year	-	-	-	36,507
Fund Balance, End of Year	\$-	\$-	\$36,507	\$36,507

<b>KC COMMUNITIES FOR ALL AGES</b>				
	Actual 2024	Budgeted 2025	Revised 2025	Budgeted 2026
Revenues	\$115,010	\$162,998	\$140,265	\$34,164
Expenses	79,511	118,658	49,865	25,714
Excess (Deficiency) of Revenue over Expenses	35,499	44,340	90,400	8,450
Fund Balance, Beginning of Year	500	35,999	35,999	126,399
Fund Balance, End of Year	\$35,999	\$80,339	\$126,399	\$134,849

<b>CORE COMMUNITIES</b>				
	Actual 2024	Budgeted 2025	Revised 2025	Budgeted 2026
Revenues	\$61,201	\$60,828	\$97,024	\$61,200
Expenses	41,166	118,200	67,524	73,073
Excess (Deficiency) of Revenue over Expenses	20,035	(57,372)	29,500	(11,873)
Fund Balance, Beginning of Year	201,184	221,219	221,219	250,719
Fund Balance, End of Year	\$221,219	\$163,847	\$250,719	\$238,846

<b>GOVERNMENT INNOVATIONS FORUM</b>				
	Actual 2024	Budgeted 2025	Revised 2025	Budgeted 2026
Revenues	\$194,084	\$197,952	\$232,802	\$198,589
Expenses	104,810	214,901	136,856	186,558
Excess (Deficiency) of Revenue over Expenses	89,274	(16,949)	95,946	12,031
Fund Balance, Beginning of Year	384,507	473,781	473,781	569,727
Fund Balance, End of Year	\$473,781	\$456,832	\$569,727	\$581,758

<b>VETERANS DIRECTED SERVICES</b>				
	Actual 2024	Budgeted 2025	Revised 2025	Budgeted 2026
Revenues	\$651,038	\$420,068	\$691,286	\$729,676
Expenses	512,614	468,913	634,057	677,274
Excess (Deficiency) of Revenue over Expenses	138,424	(48,845)	57,229	52,402
Fund Balance, Beginning of Year	617,155	755,579	755,579	812,808
Fund Balance, End of Year	\$755,579	\$706,734	\$812,808	\$865,210

<b>EDUCARE/EARLY LEARNING SERVICES</b>				
	Actual 2024	Budgeted 2025	Revised 2025	Budgeted 2026
Revenues	\$32,400	\$16,000	\$25,075	\$-
Expenses	15,336	12,000	6,075	-
Excess (Deficiency) of Revenue over Expenses	17,064	4,000	19,000	-
Fund Balance, Beginning of Year	20,161	37,225	37,225	56,225
Fund Balance, End of Year	\$37,225	\$41,225	\$56,225	\$56,225

<b>COMMUNITY SERVICES NETWORK</b>				
	Actual 2024	Budgeted 2025	Revised 2025	Budgeted 2026
Revenues	\$289,025	\$-	\$89,281	\$-
Expenses	215,705	24,046	35,040	4,278
Excess (Deficiency) of Revenue over Expenses	73,320	(24,046)	54,241	(4,278)
Fund Balance, Beginning of Year	(12,502)	60,818	60,818	115,059
Fund Balance, End of Year	\$60,818	\$36,772	\$115,059	\$110,781

<b>WORKFORCE DEVELOPMENT</b>				
	Actual 2024	Budgeted 2025	Revised 2025	Budgeted 2026
Revenues	\$6,000	\$-	\$410	\$-
Expenses	7,451	-	-	-
Excess (Deficiency) of Revenue over Expenses	(1,451)	-	410	-
Fund Balance, Beginning of Year	(50,858)	(52,309)	(52,309)	(51,899)
Fund Balance, End of Year	\$(52,309)	\$(52,309)	\$(51,899)	\$(51,899)

<b>TOTALS</b>				
	Actual 2024	Budgeted 2025	Revised 2025	Budgeted 2026
Revenues	\$2,321,578	\$1,528,288	\$2,387,943	\$1,837,547
Expenses	1,832,895	1,606,030	1,728,705	1,676,475
Excess (Deficiency) of Revenue over Expenses	488,683	(77,742)	659,238	161,072
Fund Balance, Beginning of Year	2,493,621	2,982,304	2,982,304	3,641,542
Fund Balance, End of Year	\$2,982,304	\$2,904,562	\$3,641,542	\$3,802,614

## INDIRECT AND CLEARING FUND

The Indirect and Clearing Fund is used to account for indirect costs and fringe benefit pools. Expenditures are allocated to grants each pay period using rates negotiated with MARC's federal cognizant agency (U.S. Department of Health and Human Services).

Indirect costs and fringe benefit costs charged to grants and programs are moving targets through the year, and ebb and flow with the amount of direct personnel costs incurred.

### INDIRECT BUDGET

COST CATEGORY	ACTUAL 2024	BUDGETED 2025	REVISED 2025	BUDGETED 2026
Accounting/Audit	\$190,933	\$213,470	\$233,038	\$229,547
Automobile	31,154	40,300	41,768	42,368
Capital Outlay	-	-	-	-
Contractual Services	402,899	379,745	407,952	415,658
Depreciation	172,710	120,000	124,748	126,059
Equipment Rental	6,546	7,570	7,530	8,283
Fringe Benefits Allocated	1,076,410	1,246,859	1,215,413	1,349,163
Insurance	258,011	259,852	240,925	218,728
Meetings/Travel	8,696	28,650	18,300	26,400
Memberships/Periodicals	35,910	27,547	28,546	29,238
Other	96,227	88,700	77,096	87,315
Postage	7,908	9,560	15,840	11,200
Printing/Reproduction	29,637	33,370	32,781	33,270
Rent/Utilities/Maintenance	587,435	155,507	595,674	486,435
Salaries	2,113,780	2,379,659	2,338,022	2,549,112
Supplies	180,914	322,170	278,544	330,706
Training	20,540	44,000	17,300	34,300
<b>TOTAL INDIRECT COSTS</b>	<b>\$5,219,710</b>	<b>\$5,356,959</b>	<b>\$5,673,477</b>	<b>\$5,977,782</b>
Fees for Pass-through Grants	-	(1,000)	-	-
<b>NET INDIRECT COSTS</b>	<b>\$5,219,710</b>	<b>\$5,355,959</b>	<b>\$5,673,477</b>	<b>\$5,977,782</b>
<b>COMPARISON TO ALLOCATED INDIRECT COSTS</b>				
Amount Allocated to Grants	5,381,920	5,990,985	5,510,076	5,911,143
Net Indirect Costs	(5,219,710)	(5,355,959)	(5,673,477)	(5,977,782)
<b>SURPLUS (DEFICIT)</b>	<b>162,210</b>	<b>635,026</b>	<b>(163,401)</b>	<b>(66,639)</b>
FUND BALANCE, Beginning of Year	(501,377)	(339,167)	(339,167)	(502,568)
<b>FUND BALANCE, END OF YEAR</b>	<b>\$(339,167)</b>	<b>\$295,859</b>	<b>\$(502,568)</b>	<b>\$(569,207)</b>

## FRINGE BENEFITS BUDGET

COST CATEGORY	ACTUAL 2024	BUDGETED 2025	REVISED 2025	BUDGETED 2026
FICA Taxes	\$1,081,766	\$1,127,120	\$1,077,458	\$1,120,374
Pension	926,977	\$981,603	934,650	977,320
401k Employer Match	284,445	\$298,365	285,479	299,645
Health Insurance Subsidy	1,366,341	\$1,501,921	1,327,275	1,438,501
Cafeteria Allowance	458,810	\$473,220	444,180	464,640
Disability Insurance	43,906	\$46,538	44,144	46,356
Unemployment Compensation	-	\$4,200	2,046	2,500
Educational Assistance	18,471	\$12,000	29,011	16,000
Technology/Remote Allowance	25,625	\$27,300	26,175	26,175
Vacation	961,036	\$958,337	930,560	961,123
Sick Leave	475,414	\$640,046	506,819	607,042
Holidays	590,641	\$626,598	597,127	634,378
Other Leave	36,399	26,000	44,033	29,500
<b>TOTAL FRINGE BENEFITS</b>	<b>\$6,269,831</b>	<b>\$6,723,248</b>	<b>\$6,248,957</b>	<b>\$6,623,554</b>
<b>COMPARISON TO ALLOCATED INDIRECT COSTS</b>				
Amount Allocated to Grants	6,543,225	7,076,447	6,647,862	7,106,375
Total Fringe Benefits	(6,269,831)	(6,723,248)	(6,248,957)	(6,623,554)
<b>SURPLUS (DEFICIT)</b>	<b>273,394</b>	<b>353,199</b>	<b>398,905</b>	<b>482,821</b>
FUND BALANCE, Beginning of Year	(370,479)	(97,085)	(97,085)	301,820
<b>FUND BALANCE, END OF YEAR</b>	<b>\$(97,085)</b>	<b>\$256,114</b>	<b>\$301,820</b>	<b>\$784,641</b>

## 911 CLEARING FUND BUDGET

	ACTUAL 2024	BUDGETED 2025	REVISED 2025	BUDGETED 2026
<b>REVENUE</b>				
Other Local Funds	\$-	\$3,230,600	\$-	\$-
<b>TOTAL REVENUES</b>	<b>\$-</b>	<b>\$3,230,600</b>	<b>\$-</b>	<b>\$-</b>
<b>EXPENDITURES</b>				
Capital Outlay	-	-	-	-
Contractual Services	-	239,400	-	-
Insurance	-	41,000	-	-
Meetings/Travel	-	-	-	-
Rent/Utilities/Maintenance	-	2,943,200	-	-
Supplies	-	7,000	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$-</b>	<b>\$3,230,600</b>	<b>\$-</b>	<b>\$-</b>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## 911 CAPITAL FUND

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

<b>CPF-1: ALL PROGRAMS</b>	<b>ACTUAL 2024</b>	<b>BUDGETED 2025</b>	<b>REVISED 2025</b>	<b>BUDGETED 2026</b>
<b>REVENUE</b>				
Other Local Funds	\$1,791,944	\$1,504,500	\$1,504,500	\$1,540,200
Investment Income	124,724	-	237,500	235,000
<b>TOTAL REVENUE</b>	<b>\$1,916,668</b>	<b>\$1,504,500</b>	<b>\$1,742,000</b>	<b>\$1,775,200</b>
<b>EXPENDITURES</b>				
Capital Outlay/Equipment	\$2,413,999	\$1,475,000	\$1,514,666	\$1,510,000
<b>TOTAL EXPENDITURES</b>	<b>\$2,413,999</b>	<b>\$1,475,000</b>	<b>\$1,514,666</b>	<b>\$1,510,000</b>
Excess (Deficiency) of Revenue Over Expenditures	(497,331)	29,500	227,334	265,200
<b>FUND BALANCE, Beginning of Year</b>	<b>7,403,620</b>	<b>6,906,289</b>	<b>6,906,289</b>	<b>7,133,623</b>
<b>FUND BALANCE, End of Year</b>	<b>\$6,906,289</b>	<b>\$6,935,789</b>	<b>\$7,133,623</b>	<b>\$7,398,823</b>

### PLANNED EXPENDITURES

	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
Annual Workstation Replacement (60)	\$600,000	\$600,000	\$600,000	\$850,000
Workstation Equipment (Monitors/Switches)	200,000	200,000	200,000	300,000
Microwave and Point-to-Point Upgrades	200,000	200,000	200,000	300,000
Server Replacement (one host/year)	200,000	200,000	200,000	300,000
Commanders Hill Tower Site Replacement	-	500,000	-	-
DC Plant Batteries	-	100,000	-	-
Rapid Deploy	200,000	200,000	200,000	300,000
Miscellaneous and Contingency	110,000	125,000	125,000	200,000
<b>TOTAL</b>	<b>\$1,510,000</b>	<b>\$2,125,000</b>	<b>\$1,525,000</b>	<b>\$2,250,000</b>

The Public Safety Communications Board reviews the 911 Capital Project Plan annually. During its review, the Board prioritizes purchases and projects based on the funds available. Most equipment is on a four-year lifecycle, so planning is done in four-year increments. Purchases and projects generally span calendar years, so allocations are adjusted accordingly, and the balance is brought forward on an annual basis. The planned expenditures listed above are used by the Board for future decision-making to accomplish the goal of maintaining a state-of-the-art 911 system for the MARC region. Additional information about the most significant 2026 investments can be found on page 61.

# Appendices

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

## A. BUDGET PROCESS AND TIMELINE

Unlike cities and counties, regional planning organizations have no legislative requirement to prepare and publish a budget document. MARC's bylaws do require an annual budget which is critical to strategic planning and responsible fiscal management. Each year, we approach the budget process as an opportunity to review and update our goals and corresponding annual work plans. This exercise engages staff in a comprehensive process to clearly articulate the connections between financial projections and desired outcomes in our regional vision, strategic policy goals, and work programs.

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

Because of the federal uncertainty, we began the budget process earlier this year and approached it in a different order. In July, when the first half of the fiscal year closed, finance staff began to compile the labor distribution needed to determine if funding is available for current positions. In August, program staff entered budget information on known approved revenue sources into the budget platform. Those two processes were intended to bring to light any projected large gaps in funding. By early September, with that data showing that 2026 would be similar to 2025, MARC staff began the process of identifying accomplishments, updating 2025 priority projects and articulating goals for 2026.

The Board gives final approval of the next year's budget in December of each year; however the approval of budgeted projects and programs occurs throughout the year. MARC's Purchasing Policy authorization levels prescribe that all expenditures that exceed \$50,000 are brought to the Budget and Personnel (B&P) Committee for review and approval and then are taken to the MARC Board of Directors for final approval. In the same vein, MARC seeks B&P Committee and/or Board approval to apply for grants that exceed those amounts.

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

Following is the timeline and steps for the preparation of the revised 2025 and the 2026 budget.

### 2026 Budget Timeline:

<b>April</b>	<b>Overarching Goals and Strategic Objectives</b> Department directors and the executive director held strategy sessions to discuss federal and state funding priorities and uncertainties.
<b>May</b>	<b>Budget Plan Developed</b> Finance staff met and laid out the plan to begin the 2025R/2026 budget process as soon as the June books were closed.
<b>July</b>	<b>Budget Templates Updated</b> Finance staff refined the budget system structure in the Prophix software system and updated templates to streamline data entry and ensure that revenues and expenditures for each program aligned with policy goals.

<b>August</b>	<b>Budget Entry</b> Program staff entered budgets for more than 100 unique funding streams, each with its own timeline, spending parameters and contractual requirements.
<b>Throughout the year</b>	<b>Committee Budgets, Projects and Grants are Reviewed and Approved</b> Individual committees that oversee funding provided direction for reviewed and approved various grant budgets that make up the larger budget. Some, like 911, OGL, SWMD and MARCER, approved their annual 2026 budget.
<b>August 22</b>	<b>Data Entry Complete</b> Program managers completed all data entry and finance staff began review and generation of tabular data.
<b>August</b>	<b>Personnel Allocations and General Fund and Clearing Fund Budgets</b> While program staff continued data entry, finance staff began to allocate personnel costs (salaries, fringe benefits, indirect and rent) across all grants and developed budgets for the General and the Indirect and Clearing funds.
<b>August</b>	<b>Organizational Priorities</b> Internal discussions were held regarding technology, facilities and organizational development to determine funding for internal organizational needs.
<b>September</b>	<b>Preliminary Numbers Completed and Reviewed</b> Department directors reviewed projected funding and staffing models.
<b>September/October</b>	<b>Policy Goal Team Budget Planning Meetings</b> Public affairs and finance department staff facilitated meetings with policy goal teams to identify accomplishments from 2025 and outline new work plan priorities for 2026.
<b>October</b>	<b>Compiling the Document</b> The budget team began to meet regularly to monitor tasks and discuss issues. Finance staff began to collect performance measure data.
<b>October/November</b>	<b>Final Finance Work</b> Once the numbers and work plans came together, notable changes, revenue trends and key expenditures were developed. Personnel allocations were reviewed with program managers again to resolve discrepancies.
<b>October/November</b>	<b>Budget Document Narratives</b> Work plan content was updated to reflect accomplishments from 2025 and new work for 2026. All narrative content in the budget was updated and shared with relevant staff members throughout the organization for comment.  Public affairs and finance staff reviewed GFOA guidance and addressed improvements recommended by GFOA evaluators during review of the 2025 budget.
<b>November 25</b>	<b>Budget and Personnel Committee and Board Review</b> A draft budget was presented to the B&P Committee and Board of Directors for review and feedback.
<b>November/December</b>	<b>Final Revisions</b> Content was finalized and the document was final reviewed.
<b>December 16</b>	<b>Board Approval</b> The MARC Board of Directors approved the final 2025 Revised and 2026 Budget.

## B. METHODOLOGY

MARC's annual budget is adopted each December for use as a management tool to project financial activity over the next fiscal year (January 1 – December 31). However, like most organizations, MARC has funding streams and programs that overlap and span multiple years. MARC's budget has added complexities because the agency receives funds from more than 100 federal, state and local agencies and programs in a typical year, each with its own start and end dates and reporting requirements.

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

MARC's 2026 Budget format is intended to help stakeholders understand how MARC's work is funded and for staff to measure progress toward goals. The nature of MARC's financial structure is such that revenue streams are inextricably tied to policy goals. Staff members work deliberately to identify funding that supports priorities and programs that further the regional vision. This 2026 Budget shows the clear linkages between revenue, expenditures, policy goals and priority focus areas.

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

Prophix, MARC's software used for budgeting, allows revenues and expenditures to be tracked both by department and by programs within each policy goal, depending on reporting needs. At the same time, financial operations continue to be reported in five funds — the General Fund, Special Revenue Fund, Enterprise Fund, Indirect and Clearing Fund, and 911 Capital Fund — each of which has a specific purpose. (These funds are described in more detail beginning on page 67.) As new programs are identified, the decision of which policy goal they most support and which fund to use to account for their work is deliberated based on planned outcomes, funding type, functional aspects and other factors.

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

- Forecasted revenues for ongoing programs for which grant funding is certain.
- Forecasted revenues for programs and grants which, based on experience and communications with funders, are very likely to come to fruition in 2026.
- Decreased revenues for grants that are expected to come to a close in 2026. Expenditures are also budgeted on what is known today.
- Direct expenditures are based on approved or projected grant budgets.
- The projected value of contributed services is determined using known match requirements and trends from past years.
- Costs allocated for leave time and benefits are based on trend analysis.

## C. SUMMARY OF FINANCIAL POLICIES

### Investment Policy

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

Authority to manage the investment program is granted to two investment officers (the Director of Finance & Administration and the Finance Director). This management authority includes ensuring appropriate internal controls are in place and executing investment transactions.

The investment policy requires MARC to invest in qualified financial institutions. If an investment other than a qualified institution is desired, it must be approved by the Budget and Personnel Committee of the MARC Board of Directors. The policy also requires that investments be diversified to minimize the risk of loss. Allowable investments include U.S. Treasury securities, securities issued by agencies of the U.S. government, repurchase agreements, collateralized public deposits (certificates of deposit), banker's acceptances and commercial paper. MARC maintains various deposit accounts to handle cash receipts, disbursements, and idle cash balances.

An investment report is prepared quarterly to convey the status of the current investment portfolio and transactions made over the last quarter to the Budget and Personnel Committee of the MARC Board of Directors.

### Revenue Recognition Policy

MARC's major sources of revenue are grants, fees for services, contributed services and local government appropriations. Grant revenue is recognized when program expenditures are incurred in accordance with program guidelines. Fees for services revenues are recognized when an underlying event takes place or when MARC has completed its part of the transaction. The value of contributed services is reflected as both a revenue and an expenditure in accordance with legal requirements of individual grants. All contributions, including cash and third-party in-kind, are accepted as part of the recipient's cost sharing or matching when such contributions meet specific criteria. According to MARC bylaws, the 15-member local governments (the nine counties and six largest cities) are required to pay annual appropriations based on population. These appropriations are determined annually and are recognized when assessed. Voluntary local dues are requested of the remaining (non-member) cities in the region and are recognized when assessed. The state of Missouri contributes funding on an annual basis, and these funds are recognized when they are received.

### Fund Balance Constraint Policy

MARC follows GASB Statement No. 54 for fund balance reporting and governmental fund type definitions and classifies its fund balance in five categories: Nonspendable, Restricted, Committed, Assigned and Unassigned.

Nonspendable Fund Balance — includes amounts that are (a) not in spendable form, or (b) legally or contractually required to be maintained intact. The "not in spendable form" criterion includes items that are not expected to be converted to cash. MARC's prepaid items are considered nonspendable fund balance.

Restricted Fund Balance – amounts that are required by external parties to be used for a specific purpose. Constraints are externally imposed by creditors, grantors, contributors or laws, regulations or enabling legislation. MARC does not have restricted fund balance.

Committed Fund Balance — includes amounts that can only be used for specific purposes determined by the highest level of formal action through an approved resolution of MARC’s highest level of decision-making authority, the MARC Board of Directors. Commitments may be changed or lifted only by the MARC Board taking the same formal action that imposed the constraint originally. In 2012, the MARC Board approved a resolution to commit a portion of the fund balance for employee accumulated vacation and sick leave benefits. This value is updated as of Dec. 31 for each fiscal year.

Assigned Fund Balance – amounts intended to be used for specific purposes. This is determined by the governing body, the budget and finance committee or a delegated MARC official. MARC has certain programs with reserves which are classified as assigned fund balance.

Unassigned Fund Balance — is the residual classification for the General Fund and includes all amounts not contained in the other classifications. Unassigned amounts are technically available for any purpose. The general fund is the only fund that reports a positive unassigned fund balance amount. In other governmental funds, if expenditures incurred for specific purposes exceeded the amounts restricted, committed, or assigned to those purposes, it may be necessary to report a negative unassigned fund balance.

### Purchasing Policy

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

- Program managers, department directors, the executive director, the Budget and Personnel Committee and the MARC Board of Directors are granted specific purchasing authorization levels.
- Processes for bidding are based on the estimated cost of the goods or services to be provided.
- For all bid processes, a written specification summary of the goods or services desired should be prepared prior to soliciting bids in order to ensure that all bidders are given the same specifications for bidding.
- If goods or services covered by an intergovernmental cooperative purchasing agreement meet MARC’s needs, MARC staff can make purchases under that agreement without seeking additional bids.
- A purchase may be awarded without competition when, after a good-faith review for available sources, MARC has determined that there is only one source.
- MARC will provide an opportunity for all qualified individuals to bid on goods or services being sought without discrimination against any vendor. MARC will attempt to reach qualified minority- and female-owned businesses with bid opportunities.
- Requests for bids should include a statement explaining that the agency is covered by the Missouri Sunshine Law and bid documents may be shared in response to an open records request.
- MARC must comply with debarment and suspension regulations for any purchase \$30,000 and above that will be charged to a federal grant. This limit was increased from \$25,000 in 2024.
- MARC is a public body, and therefore must comply with prevailing wage laws.
- MARC is an E-Verify employer. If required by a grantor, any vendors providing goods or services valued in excess of \$5,000 may be required to affirm its enrollment and participation in E-Verify.

### **Internal Controls Policy**

The Finance Director is responsible for establishing and maintaining an internal control structure that will be reviewed annually with MARC's independent auditor. The internal control structure shall be designed to ensure that MARC assets are protected from loss, theft or misuse, and to provide reasonable assurance that these objectives are met, the concept of reasonable assurance recognize that (1) the cost of control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits require estimates and judgments by management.

The internal controls shall address the following points:

- Control of collusion.
- Separation of transaction authority from accounting and record keeping.
- Custodial safekeeping.
- Avoidance of physical delivery securities.
- Clear delegation of authority to subordinate staff members.
- Written confirmation of transactions for investments and wire transfers.

### **Contributed Services**

Many public and private grants require matching funding from other sources. Contributed services provided by individuals, private organizations and local governments, such as personnel time, in-kind contributions or other resources devoted to a project are used to match federal funding on various grants. Contributed services are recorded as an expenditure with an equivalent amount recorded as revenue. The amounts of such services are recorded in the accompanying financial statements at their estimated fair value at the date of receipt. 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. Contributed services are recorded only after supporting documentation is received from the entity providing the in-kind match.

### **Fixed Assets and Depreciation Policy**

Property owned by MARC represents the fixed assets acquired by the agency and recorded in the property and equipment fund. Physical assets acquired by the General Fund with unit costs in excess of \$10,000 and estimated useful lives greater than one year are capitalized as fixed assets in the General Fixed Asset Account Group. These assets are considered unrestricted fixed assets. On a monthly basis, depreciation for the unrestricted assets is calculated and charged to the indirect cost allocation pool.

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

### **Balanced Budget Policy**

MARC's annual budget is a financial planning tool that includes best estimates for revenues and expenditures. Actual revenues and expenditures often differ somewhat from expectations due to timing of program activity and funding streams. MARC budgets for all funds to at least cover expected expenditures. For grant revenue in the Special Revenue Fund, revenues are recognized as expenditures are incurred. Based on funding streams and the nature of program activities, other funds may budget revenues in excess of expenditures which results in increase in fund balances. MARC uses a modified accrual basis of accounting, and any year-end fund balances may be carried over to future years.

### **Debt Policy**

It is MARC's practice to not incur traditional long-term debt in the form of issuing bonds, direct borrowings, or other debt instruments. From a financial statement perspective, MARC is required to report long-term debt from leasing activity as a result of implementing GASB Statement Nos. 87 and 96 (leases, and subscription-based information technology assets). When large capital purchases or construction are planned, funding is accumulated for that purpose prior to the purchase or project commencement to avoid utilizing debit instruments for acquisition. Funding can also be made available from reserves to complete a purchase or project, with the appropriate funding source reimbursing the reserves over a set time period.

## D. INDIRECT COST ALLOCATION

### Direct Costs versus Indirect Costs

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

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

### Indirect Cost Allocation Plan (ICAP)

The federal government has established a method of allocating fringe and indirect costs to grants through a negotiated indirect cost allocation rate. As a recipient of federal grants, MARC develops an annual ICAP for review by the federal government. MARC has completed annual ICAPs for more than 22 years.

By June 30 each year, MARC develops an Indirect Cost Proposal based on actual results from the most recently completed fiscal year. For example, actual results from 2024 were used for the 2026 rate proposal. The proposal is submitted to MARC's cognizant agency (the federal agency from which MARC receives the largest dollar value in direct federal grant awards), currently the U.S. Department of Health and Human Services (HHS). For consistency, MARC uses the ICAP methodology and rates across all programs, federal and non-federal grants and other shared-services programs.

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

Most organizations are accustomed to tracking fringe benefits by including only health insurance, disability, supplemental security income (SSI) and other direct expenses, not including holiday, sick and vacation leave. MARC, however, includes the value of holiday, sick and vacation leave as a fringe benefit, rather than a direct expense, and charges grants and programs based upon MARC's negotiated fringe rate. This ensures that no one grant or program is charged more than its fair share.

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

### Proposed 2026 Indirect Cost Allocation Rates

The 2026 ICAP rates and calculations have not yet been approved by HHS as of the approval of this Budget. The Revised 2026 Budget will include the final rates.

### Indirect and Fringe Rate Trends

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

<b>INDIRECT COST RATES</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026*</b>
Negotiated Indirect Rates	32.0%	30.3%	33.8%	35.7%	33.2%

\*For 2026, the indirect rate is pending approval with HHS. The 2026 Budget is based on the 2025 rate.

## E. ADDITIONAL FINANCIAL TABLES

As noted previously, the 2026 Budget organizes information by policy goal area. The table and chart shown below present expenditures by department to allow for historical trend comparison.

### SPECIAL REVENUE FUND EXPENDITURES BY PROGRAM, 2022–2026

Program	Actual 2022	Actual 2023	Actual 2024	Revised 2025	Budgeted 2026
Environmental Planning	\$2,596,330	\$3,571,580	\$1,862,896	\$2,008,161	\$1,357,498
Community Development	7,640,956	7,179,853	7,908,922	5,509,696	7,641,542
Emergency Services/Public Safety	5,468,522	6,371,918	7,990,775	11,556,344	14,850,177
Aging	12,505,037	13,234,459	20,215,796	16,721,547	15,252,513
Transportation Planning	7,045,100	8,724,555	18,465,891	16,909,602	12,721,507
Early Learning/Head Start	36,412,088	38,265,616	44,830,015	46,157,905	42,997,218
<b>TOTAL</b>	<b>\$71,668,033</b>	<b>\$77,347,981</b>	<b>\$101,274,295</b>	<b>\$98,863,255</b>	<b>\$94,820,455</b>

### TOTAL AGENCY BUDGET OF REVENUES BY FUND

<b>ACTUAL 2024</b>	General Fund	Special Revenue Fund	Enterprise Fund	911 Capital Fund	Indirect Costs and Clearing	Total Agency Budget
Federal and State Funds	\$—	\$74,207,423	\$—	\$—	\$—	\$74,207,423
Private Funds	—	4,457,695	107,829	—	—	4,565,524
Local Dues and Fees	1,086,115	—	287,594	—	—	1,373,709
Other Local Funds	141,794	8,830,433	157,775	1,916,668	—	11,046,670
Fees for Services	75,459	1,291,349	1,666,799	—	—	3,033,607
Investment Income	213,291	—	—	—	—	213,291
Other Financing Sources	233,414	—	—	—	—	233,414
Contributed Services	—	13,126,118	—	—	—	13,126,118
Transfer from Other Funds	—	1,121,457	101,581	—	—	1,223,038
Indirect Allocation to Clearing Fund	—	—	—	—	11,925,145	11,925,145
<b>TOTAL REVENUE</b>	<b>\$1,750,073</b>	<b>\$103,034,475</b>	<b>\$2,321,578</b>	<b>\$1,916,668</b>	<b>\$11,925,145</b>	<b>\$120,947,939</b>

<b>BUDGETED 2025</b>	General Fund	Special Revenue Fund	Enterprise Fund	911 Capital Fund	Indirect Costs and Clearing	Total Agency Budget
Federal and State Funds	\$—	\$72,773,756	—	\$—	\$—	\$72,773,756
Private Funds	—	4,038,743	225,724	—	—	4,264,467
Local Dues and Fees	1,093,183	—	290,613	—	—	1,383,796
Other Local Funds	1,250,000	7,868,943	61,200	1,504,500	3,230,600	13,915,243
Fees for Services	24,450	1,168,304	911,590	—	—	2,104,344
Investment Income	170,000	—	39,161	—	—	209,161
Other Financing Sources	215,000	—	—	—	—	215,000
Contributed Services	—	11,302,309	—	—	—	11,302,309
Transfer from Other Funds	—	738,039	—	—	—	738,039
Indirect Allocation to Clearing Fund	—	—	—	—	13,067,432	13,067,432
<b>TOTAL REVENUE</b>	<b>\$2,752,633</b>	<b>\$97,890,094</b>	<b>1,528,288</b>	<b>\$1,504,500</b>	<b>\$16,298,032</b>	<b>\$119,973,547</b>

<b>REVISED 2025</b>	<b>General Fund</b>	<b>Special Revenue Fund</b>	<b>Enterprise Fund</b>	<b>911 Capital Fund</b>	<b>Indirect Costs and Clearing</b>	<b>Total Agency Budget</b>
Federal and State Funds	\$—	\$67,794,623	\$—	\$—	\$—	\$67,794,623
Private Funds	—	2,513,243	316,055	—	—	2,829,298
Local Dues and Fees	2,327,479	—	293,706	—	—	2,621,185
Other Local Funds	135,901	11,579,323	73,684	1,504,500	—	13,293,408
Fees for Services	39,726	2,630,703	1,722,663	—	—	4,393,092
Investment Income	218,300	—	—	237,500	—	455,800
Other Financing Sources	188,500	—	—	—	—	188,500
Contributed Services	—	14,162,077	—	—	—	14,162,077
Transfer from Other Funds	—	233,775	(18,165)	—	—	215,610
Indirect Allocation to Clearing Fund	—	—	—	—	12,157,938	12,157,938
<b>TOTAL REVENUE</b>	<b>\$2,909,906</b>	<b>\$98,913,744</b>	<b>\$2,387,943</b>	<b>\$1,742,000</b>	<b>\$12,157,938</b>	<b>\$118,111,531</b>

<b>BUDGETED 2026</b>	<b>General Fund</b>	<b>Special Revenue Fund</b>	<b>Enterprise Fund</b>	<b>911 Capital Fund</b>	<b>Indirect Costs and Clearing</b>	<b>Total Agency Budget</b>
Federal and State Funds	\$—	\$65,190,191	\$—	\$—	\$—	\$65,190,191
Private Funds	—	4,054,468	49,164	—	—	\$4,103,632
Local Dues and Fees	1,111,765	—	293,977	—	—	\$1,405,742
Other Local Funds	112,200	11,835,147	61,200	1,540,200	—	\$13,548,747
Fees for Services	30,150	2,463,621	1,433,206	—	—	\$3,926,977
Investment Income	215,000	—	—	235,000	—	\$450,000
Other Financing Sources	171,000	—	—	—	—	\$171,000
Contributed Services	—	10,399,582	—	—	—	\$10,399,582
Transfer from Other Funds	—	897,445	—	—	—	\$897,445
Indirect Allocation to Clearing Fund	—	—	—	—	13,017,518	\$13,017,518
<b>TOTAL REVENUE</b>	<b>\$1,640,115</b>	<b>\$94,840,454</b>	<b>\$1,837,547</b>	<b>\$1,775,200</b>	<b>\$13,017,518</b>	<b>\$113,110,834</b>

## F. SOLID WASTE MANAGEMENT DISTRICT

The Mid-America Regional Council Solid Waste Management District (SWMD) was formed in 1991 by Cass, Clay, Jackson, Platte and Ray counties in Missouri. Authority for forming the district was based on Senate Bill 530, passed in 1990. SB 530 established a procedure allowing counties to form regional solid waste management districts to promote waste reduction and recycling. Every five years, the district requests proposals for administrative services. Since inception, MARC has proposed and been selected to manage the SWMD.

The district's activities and programs are managed by MARC at the direction of the Solid Waste Management District Management Council that meets annually and an Executive Board that meets every other month. Members of these groups are representatives of local governments in the five counties.

Funding for the SWMD comes from the state of Missouri, and as the administrator, MARC accounts for these funds in the Custodial Fund. The Custodial Fund is used to report funds held by MARC in a purely custodial capacity. Because the budget for the SWMD is approved by their Board, it is not included in the annual MARC budget but is included in the appendix for reference. Although the operational SWMD costs are not included in MARC's budget, the Indirect and Fringe revenue generated by SWMD is allocated into MARC's Clearing Fund, and SWMD contributes their portion of MARC's rent expense.

2026 State Allocation							
SOLID WASTE MANAGEMENT DISTRICT	DISTRICT OPERATIONS	PASS- THROUGH GRANTS	OUTREACH	PLANNING	HOUSEHOLD HAZARDOUS WASTE	2026 HOUSEHOLD HAZARDOUS WASTE FEES	INTEREST INCOME RESERVES
<b>REVENUES</b>							
State Grant Revenue	\$551,702	\$739,202	\$59,500	\$20,000	\$108,000	\$-	\$-
Local Government Revenue	-	-	-	-	-	604,678	-
Shared Grant Revenue	46,626	-	-	-	-	(46,626)	-
Investment Income	-	-	-	-	-	-	30,000
<b>TOTAL REVENUE</b>	<b>\$598,328</b>	<b>\$739,202</b>	<b>\$59,500</b>	<b>\$20,000</b>	<b>\$108,000</b>	<b>\$558,052</b>	<b>\$30,000</b>
<b>EXPENSES</b>							
Contractual Services	\$-	\$739,202	\$42,000	\$-	\$100,000	\$558,052	\$-
Fringe Benefits							
Allocated	144,830	-	-	-	-	-	-
Indirect Costs							
Allocated	148,078	-	-	-	-	-	-
Insurance	1,500	-	-	-	-	-	-
Meetings/Travel	4,000	-	-	18,500	300	-	-
Memberships/							
Periodicals	7,700	-	-	-	-	-	-
Other	3,000	-	7,500	500	3,000	-	-
Postage	-	-	-	-	200	-	-
Printing/Reproduction	-	-	5,000	-	3,500	-	-
Rent/Utilities/							
Maintenance	13,498	-	-	-	-	-	-
Salaries	269,954	-	-	-	-	-	-
Supplies	5,000	-	5,000	1,000	1,000	-	-
Training	768	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$598,328</b>	<b>\$739,202</b>	<b>\$59,500</b>	<b>\$20,000</b>	<b>\$108,000</b>	<b>\$558,052</b>	<b>\$-</b>
Excess (Deficiency) of Revenues Over Expenses	-	-	-	-	-	-	\$30,000

## G. PERSONNEL SUMMARY CHART

	2024		2025		2026	
	Full-time Employees	Part-time and interns	Full-time Employees	Part-time and interns	Full-time Employees	Part-time and interns
<b>EXECUTIVE DIRECTOR'S OFFICE</b>	1	1	1	-	1	-
Administrative Support	1	-	1	-	1	-
Organizational Support	-	-	1	1	1	1
<b>FINANCE AND ADMINISTRATION</b>						
Financial Grants and Management	17	1	15	2	16	2
Human Resources	2	1	4	-	4	-
Information Technology	4	-	4	-	4	-
Public Affairs	9	1	9	1	9	1
<b>AGING AND ADULT SERVICES</b>	28	2	24	-	24	-
<b>LOCAL GOVERNMENT SERVICES</b>						
Local Government Services	6	2	6	1	6	1
Government Training Institute	3	1	2	1	2	1
Public Safety Communications	17	-	17	-	17	-
Emergency Services	8	-	8	1	8	1
Workforce	1	-	1	-	1	-
<b>EARLY LEARNING</b>						
Head Start	31	-	29	-	29	-
Early Learning	7	-	6	1	6	1
<b>DATA AND DIGITAL SERVICES</b>						
Research and Data	4	-	2	-	2	-
Geographic Information Systems	8	-	9	-	9	-
Innovation	1	-	1	-	1	-
<b>TRANSPORTATION AND ENVIRONMENT</b>						
Administration	2	2	1	3	1	3
Air Quality	4	1	4	1	4	1
Transportation Data	2	-	3	-	2	-
Environment	5	1	3	1	3	1
Solid Waste Management District	3	-	3	1	3	-
General	2	-	2	-	2	-
Operation Green Light	5	-	5	-	5	-
Transportation Planning	7	-	7	1	7	1
<b>TOTAL</b>	<b>178</b>	<b>13</b>	<b>168</b>	<b>15</b>	<b>168</b>	<b>14</b>

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

## H. GLOSSARY OF FINANCIAL TERMS

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

- A -

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

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

- B -

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

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

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

- C -

**Capital Expenditure** — Funds spent to acquire, maintain, repair or upgrade capital assets that provide long-term service or other public benefits.

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

**Capital Improvement Plan** — A budget plan for the improvement of facilities and infrastructure in which the resulting project has a useful life of more than one year and in which costs are expected to be over \$10,000. Currently, the projects and equipment on the Capital Improvement Plan are related to the Regional 911 System and Operation Green Light.

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

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

- D -

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

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

**Department** — Major unit of organization.

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

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

- E -

**Enterprise Fund** — The fund used to account for business-type activities and programs.

- F -

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

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

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

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

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

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

**Fund Balance** — The difference between assets and liabilities. Fund balance often represents resources saved from prior years for future planned projects.

- G -

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

**Governmental Funds** — Funds used to account for MARC's core activities. The generic fund types considered as governmental funds are General, Special Revenue, 911 Capital and Indirect and Clearing.

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

- I -

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

**Indirect and Clearing Fund** — The fund used to account for indirect costs and fringe benefits. Expenditures for indirect costs and fringe benefits are allocated each pay period and transferred to the Indirect and Clearing Fund for tracking.

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

**Investment Income** — Monies not required for immediate use are invested in accordance with MARC's investment policy. Interest is earned and considered unrestricted revenue, unless specifically allocated to certain programs.

- L -

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

**Long-Term Contingency** — The portion of the General Fund balance that is restricted as contingency funding and is, therefore, not available for general use.

- M -

**Modified Accrual** — Basis of accounting in which expenditures are recognized when commitment is made and revenue is recognized when received or measurable.

- O -

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

- P -

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

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

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

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

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

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

- R -

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

**Reserves** — Amounts set aside in the current and past years for specific purposes.

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

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

## I. GLOSSARY OF PROGRAMS AND ACRONYMS

### - A -

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

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

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

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

### - B -

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

### - C -

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

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

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

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

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

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

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

**CORE Communities — CORE Communities** is a subgroup of local governments that includes the largest organizations in the region. The group's leadership gathers occasionally, and rallies around key issues and communicates out on critical issues with a common voice whenever possible. These agencies contribute an additional amount to MARC and these funds help provide support for identified projects and other general or special local government programs

- D -

**DBE-Disadvantaged Business Enterprise** — This federally-mandated program is administered by MoDOT's Business Development and Compliance Division. The overall intent of the program is to provide opportunities to participate in the economic benefits of highway construction to small businesses owned and operated by disadvantaged individuals.

**DUFB-Double Up Food Bucks** — This incentive program is available to SNAP (food stamps) users that matches every SNAP dollar spent on fresh produce (up to \$25 per day) with a \$1 in rewards that can be used for more fresh produce.

- E -

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

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

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

**ELPP** — The **Early Learning Program Profile** collects data on processes and structural quality measures for early learning programs that lead to better outcomes for children. The

profile is based on the Quality Improvement Framework designed to measure, support, improve and sustain quality in early learning programs.

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

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

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

- F -

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

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

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

- G -

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

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

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

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

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

**GusNIP — The Gus Schumacher Nutrition Incentive Program** supports projects to increase the purchase of fruits and vegetables among low-income consumers participating in SNAP by providing incentives at the point of purchase.

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

- H -

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

respond to disasters and emergencies.

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

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

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

- I -

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

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

- K -

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

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

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

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

- L -

**LINC** — The **Local Investment Commission** is a nonprofit organization that works with state and local governments, businesses, communities and civic leaders to improve the lives of children and families in the Kansas City region.

**LISC** — The **Local Initiatives Support Corporation** is a nonprofit community development financial institution that supports community development initiatives in 35 cities and across 2,100 rural counties in 44 states.

- M -

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

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

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

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

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

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

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

- N -

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

**NG911** — Implementation of the new technology **Next Generation 911** will enhance regional 911 service to include the ability to transmit texts and images to call centers

- O -

**OAA** — The **Older Americans Act** is a series of laws that established a national network of agencies to help older Americans live independently.

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

- P -

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

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

- Q -

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

- R -

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

**RFP** — **Request for Proposal** is a business document that announces and provides

detail about a project and then solicits proposals, often made through a bidding process, by an agency or company interested in procurement of a commodity, service or valuable asset to potential suppliers to submit business proposals.

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

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

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

- S -

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

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

**STP** — The **Surface Transportation Program** provides flexible funding that may be used by states and localities for projects to preserve and improve the condition and performance on any Federal-Aid highway, bridge and tunnel projects on any public road, pedestrian and bicycle infrastructure and transit

capital projects, including intercity bus terminals.

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

– T –

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

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

- U -

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

- W -

**WAY TO GO** — This publicly funded program, formerly known as Rideshare KC, provides commuter resources to individuals and employers.

# MARC



MID-AMERICA REGIONAL COUNCIL

600 Broadway, Suite 200  
Kansas City, Missouri 64105

816-474-4240

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