



2022

BUDGET & WORK PLAN

MARC

MID-AMERICA REGIONAL COUNCIL

MARC



MEMORANDUM

TO: MARC Board of Directors and Budget and Personnel Committee
FROM: David A. Warm, Executive Director
RE: 2022 Budget and Work Plan

On behalf of the entire Mid-America Regional Council staff, I am pleased to present the 2022 Budget and Work Plan for your consideration. The document is based on our key expectations for the coming year:

Stable financial outlook. We anticipate a stable fiscal status for the agency in 2022, ensuring that we can continue to operate effectively within our financial constraints as we help communities in Greater Kansas City address critical needs and priorities.

On-going recovery and renewal. We continue to emerge from the disruption caused by the COVID-19 pandemic and are transitioning from response to recovery by providing information, support and services to help facilitate the economic and social progress of the region. Our work plan strives to respond with more urgent and focused attention to inequitable fundamental social and economic systems, and to reorient the work of this agency and our partners to be an even more effective agent for recovery and renewal.

Strategic opportunities. Federal funding related to the pandemic will also significantly affect our work in 2022 and beyond, as will federal, state and local recovery legislation. This will present an unprecedented opportunity to strategically invest in regional priorities and strategies on several fronts, and MARC is working to coalesce regional partners around these opportunities.

Organizational capacity. In addition, the 2022 Budget and Work Plan reinforces our commitment to building organizational capacity in several respects. Following is an overview of key organizational goals, with examples of how the 2022 budget has been prioritized to address key issues that have intensified over the past year:

- **Retool established programs to meet community needs.** The 2022 budget will enable MARC to:
 - Continue support of cooperative public health and emergency response efforts to address issues related to the COVID-19 pandemic.
 - Organize a comprehensive public health after-action review and facilitate strategic planning to continually improve regional capacities to respond to future incidents.

- Modify the Comprehensive Economic Development Strategy for Greater Kansas City to include work that will help induce recovery from pandemic-related economic declines.
 - Partner with local governments and community organizations to serve workers displaced by the pandemic with targeted KC Degrees programs.
 - Actively work to strengthen the region’s housing system through the launch of a Regional Housing Partnership.
 - Significantly expand regional food insecurity work to include expanded SNAP incentives at grocery stores in the region and home-delivered meals for older adults.
 - Continue to expand integrated care models for older adults in partnership with health care organizations, creating better health outcomes and cost efficiencies for service providers and payers.
 - Expand our solid waste programming to coordinate local government efforts around illegal dumping and hazardous materials; develop and implement systems to minimize food waste.
 - Engage with local governments and private-sector employers to build awareness and support for early childhood services.
 - Strengthen the pipeline for early education and community health professionals.
 - Expand local government cooperative services to provide options for cost-saving services to help address current fiscal pressures.
 - Continue implementation of Connected KC 2050, the region’s new long-range transportation framework, focusing on broadening workforce mobility options.
 - Organize and join regional efforts to maximize the impact of potential federal recovery funds.
- **Increase technical capacities.** In 2022, we will devote additional resources toward expanding MARC’s investments in data, research and technology, including:
 - An internally developed work plan, the Data Forward Plan, has set a clear path for the future and, this year, prioritizes content and capacity building, standardization and project management, and developing agency-wide systems to catalog and access information and data resources.
 - In 2022, we will complete the implementation of two new technology platforms that will have organization-wide impact: a contact/event management system and a human resources information system.
 - We are broadening use of our learning management system both internally and externally to promote skill development in a variety of public sector positions.
 - In 2022, we will launch a completely rebuilt MARC website that will be accessible and nimble. Over the year, we’ll continue to enhance website functionality.
 - The 2022 budget also includes a cybersecurity manager position and several other new positions that will enhance our core capacities.
- **Build a culture of leadership and innovation.** In 2021, we made great strides in expanding understanding of diversity, equity and inclusion throughout the organization and putting that understanding to work in equity assessments of both internal and

external programs and projects. We will continue to keep discussions of and training about these issues at the forefront and ensure all staff are viewing our organization and our work through an equity lens. The 2022 budget reflects several organizational changes implemented to tap into and further develop organizational leadership, maximize opportunities for program synergy and enhance our ability to provide timely and meaningful service to the region, now and in the future. A new Local Government Services Department will have renewed focus on facilitating collaboration among our local government partners to help them meet critical needs.

- **Broaden opportunities for engagement.** With risks associated with the pandemic lessening, we will use 2022 to actively re-engage with regional partners and community leaders to strengthen relationships and jump start any momentum lost during the past two years. Recommendations from our equity assessment regarding outreach will be integrated into our structures with a goal of ensuring racial and geographic diversity in our committees and task force groups. We will continue to grow our expertise in the use of virtual platforms, expanding opportunities to gather input around our work from larger and diverse audiences.
- **Diversify and manage funding base.** It remains important to diversify our funding sources so we are not over-reliant on federal, state and local funds. Over the past few years, we have implemented several fee-based programs and continue to seek to create new partnerships with public, private and nonprofit partners. These partnerships allow us to blend funding and create new service models that add to the agency's financial stability, but more importantly, enhance how we serve residents and communities in our region.

As always, even as we explore new opportunities, the proposed budget retains our long-term commitment to sound fiscal management and good stewardship of the funds entrusted to us. The 2022 budget reflects capacity-building strategies while continuing efforts to contain direct and overhead expenses, monitor benefits costs, and grow our long-term contingency fund.

On behalf of MARC's management team, I would like to express our sincere appreciation to the staff who worked hard to prepare this 2022 budget, those who apply for and manage the many grants MARC receives, and the Board of Directors and the many committee volunteers who play a key role in allocating resources. We look forward to a challenging but rewarding year ahead.



David A. Warm
Executive Director
Mid-America Regional Council



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Mid-America Regional Council
Missouri**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morrill

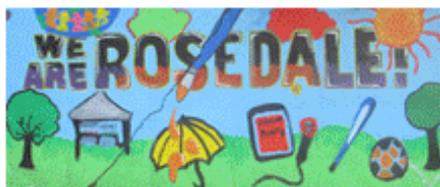
Executive Director

MARC

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MARC

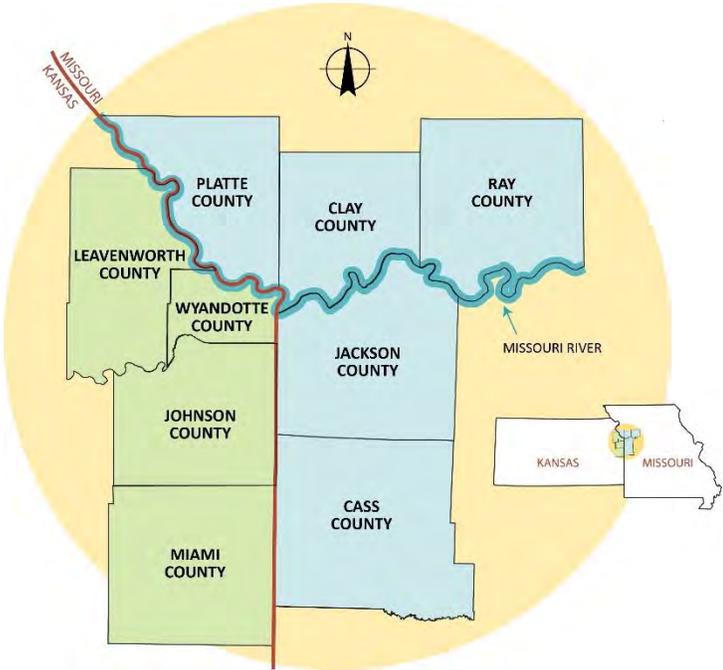


About MARC

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

BACKGROUND

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



CORE VALUES
Integrity
Collaboration
Service Leadership
Excellence in Performance
Diversity & Inclusion
Innovation

REGIONAL VISION

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



BOARD OF DIRECTORS

As of Dec. 1, 2021

OFFICERS

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

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

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

Treasurer — Mayor Eileen Weir, Independence, Missouri

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

MEMBERS

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

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

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

Johnson County, Kansas — Commission Chairman Ed Eilert; Commissioner Janeé Hanzlick; Mayor Paula Schwach, City of Westwood Hills; Mayor Mike Boehm, City of Lenexa

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

Miami County, Kansas — Commissioner Rob Roberts

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

Ray County, Missouri — Presiding Commissioner Bob King

Unified Government of Wyandotte County/KCK — Mayor/CEO David Alvey; Commissioner Brian McKiernan, Mayor's Representative and Kansas Public Transportation Representative; Commissioner Angela Markley; Commissioner Harold Johnson Jr.; Commissioner Jim Walters; Mayor John McTaggart, City of Edwardsville

City of Independence, Missouri — Mayor Eileen Weir

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

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

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

City of Overland Park, Kansas — Mayor Carl Gerlach; Councilmember Curt Skoog

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

MANAGEMENT TEAM

David A. Warm, Executive Director

Ron Achelpohl, Director of Transportation and Environment

Carol Gonzales, Director of Finance and Administration

Dr. Frank Lenk, Director of Research Services

Marlene Nagel, Director of Community Development

Lauren Palmer, Director of Local Government Services

Dr. Jovanna Rohs, Director of Early Learning and Head Start

Dr. James Stowe, Director of Aging and Adult Services

ORGANIZATIONAL CHARTS

Mid-America Regional Council Board and Committee Organization Chart

Board of Directors

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

MISSOURI

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

KANSAS

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

Committees

EFFICIENT TRANSPORTATION AND QUALITY PLACES

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

SAFE AND SECURE COMMUNITIES

- MARC Health Care Coalition (includes committees with *)
- Regional Homeland Security Coordinating Committee and related subcommittees:
 - Law Enforcement • KC Regional Fusion Center • Policy • Public Health* • Training & Exercise • CCTA Task Force • Functional and Access Needs • E-RAPIO • Cybersecurity Task Force
- Metropolitan Emergency Managers Committee (MEMC)*
 - Plans • WebEOC • Citizen Readiness • Badging & Accountability • Hazard Mitigation • Medical Reserve Corps
- Metropolitan Official Health Agencies of the Kansas City Area
- Mid-America Local Emergency Planning Committee (LEPC)
 - Training • Plans • Industry
- Mid-America Regional Council Emergency Rescue (MARCER)*
- Hospitals Committee*
 - Northern and Southern Health Care Coalitions
- Area Maritime Security 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

EFFECTIVE LOCAL GOVERNMENT

- First Suburbs Coalition
- Government-2-University (G2U) Steering Committee
- Managers Roundtable
- Kansas City Regional Purchasing Cooperative
- Regional Association of Public Information Officers
- Regional Information Technology Managers Association

HEALTHY ENVIRONMENT

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

THRIVING OLDER ADULTS AND COMMUNITIES

- Commission on Aging and related committees:
 - Community Center Administrators • Silver-Haired Legislature Delegation
- Managed Services Network Steering Committee
- KC Communities for All Ages Advisory Board
- Regional Community Health Workers Collaborative

COMPETITIVE ECONOMY

- GradForce KC Steering Committee
- Regional Workforce Intelligence Network
- KC Rising Metrics Task Force
- KC Rising Human Capital Leadership Committee

QUALITY EARLY LEARNING

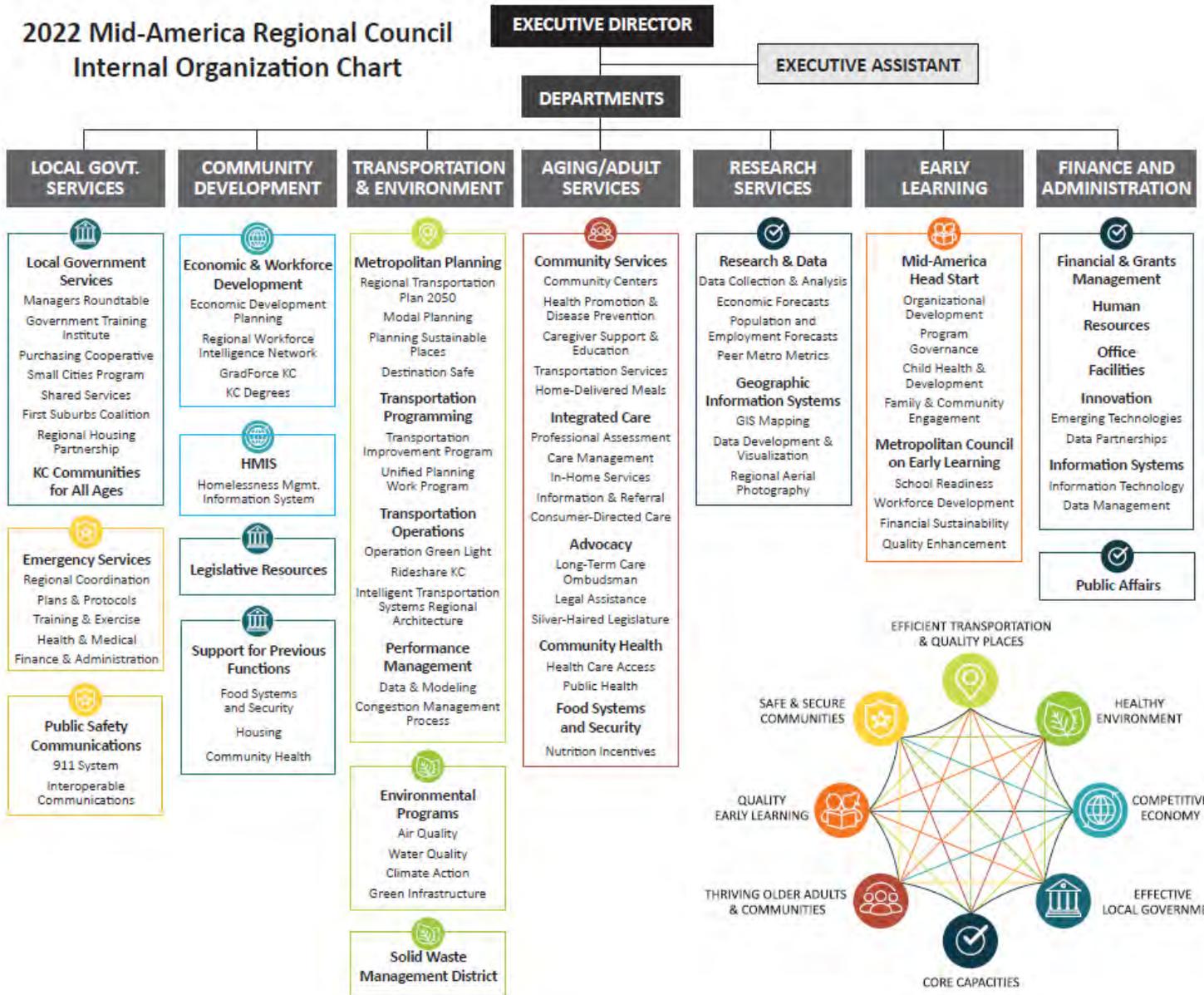
- Partners in Quality
- Head Start Policy Council
- Head Start Advisory Committee
- Head Start Health Advisory Committee

EXEMPLARY CORE CAPACITIES

- Community-Wide Information Network (C-WIN)
- KC Metro GIS

December 2021

2022 Mid-America Regional Council Internal Organization Chart



MARC is administratively organized into seven departments, including the new Local Government Services Department, established in 2021, to provide focused leadership to serving regional constituents. Each department director oversees programs that align with the eight policy goals shown in the diagram above, although much of this work is interconnected across departmental and program lines, and the agency’s core capacities (research, finance and administration, information technology and public affairs) support all programs. Work plans and budgets for each policy goal are explored in more detail on pages 13-45

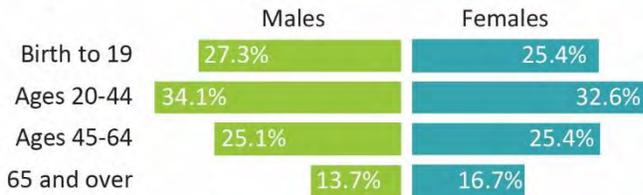
REGIONAL PROFILE



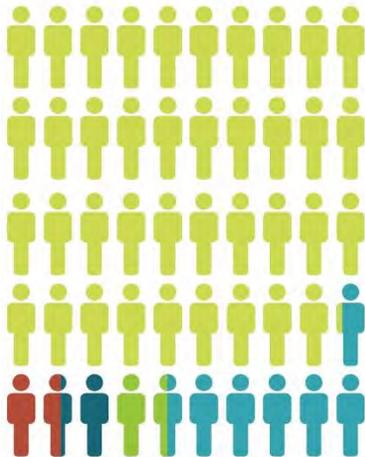
Population
2,155,068

Median age
37.7 years

Population by age and sex



Race and Hispanic origin



77.7% White
 12.4% Black or African American
 3.1% Some other race
 2.9% Asian
 .3% American Indian and Alaska Native
 .2% Native Hawaiian and other Pacific Islander
 3.4% Two or more races

9.3% Hispanic
 72% White Non-Hispanic
People of Hispanic origin may be of any race.

Housing stock

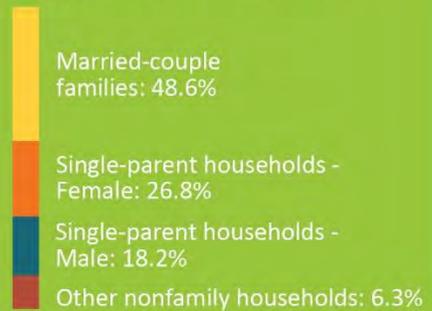
844,310 occupied housing units

81,476 vacant housing units

Owners versus renters



Types of households



Total school enrollment
516,631

Nursery school 35,904	Kindergarten to 12th grade 375,431	College or graduate school 105,296
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Educational attainment

People 25 years and over



- Less than high school diploma — 7.2%
- High school diploma or equivalency — 26.6%
- Some college, no degree — 20.8%
- Associate degree — 7.7%
- Bachelor's degree — 23.8%
- Graduate or professional degree — 14%

Median household income
\$70,215

Income distribution



Total employment
1,094,200

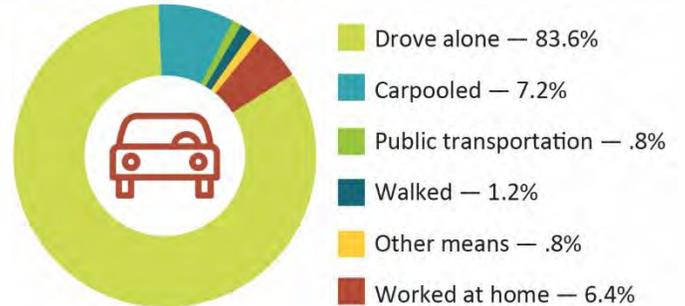
Employment by industry



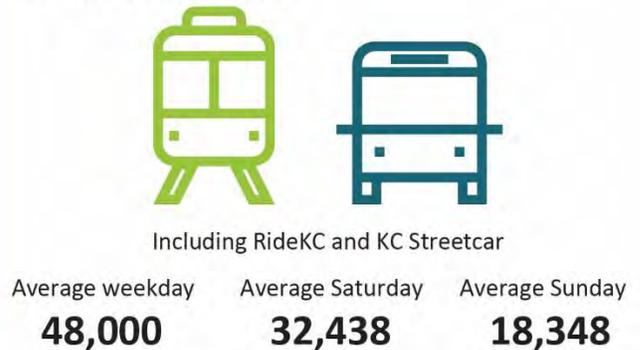
Roadway miles



Commuting to work



Public transit trips



SOURCES: 2019 American Community Survey 1-Year Data Release, Kansas City, MO-KS Metro Area; U.S. Bureau of Labor Statistics, Kansas City Area Employment Report, Aug. 2021; National Transit Database.

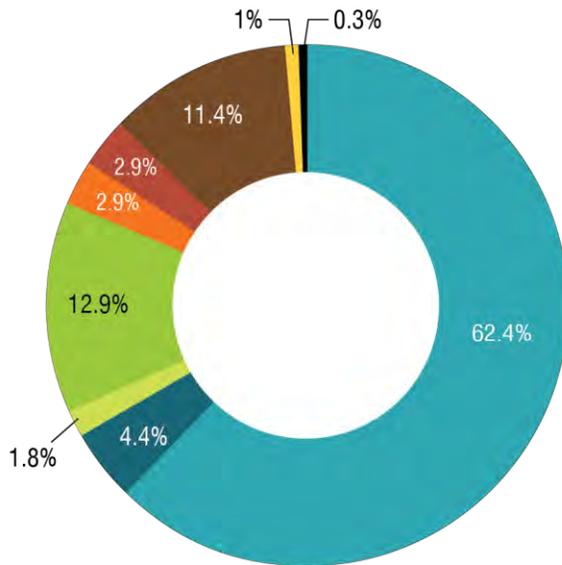
MARC



Budget At-a-Glance

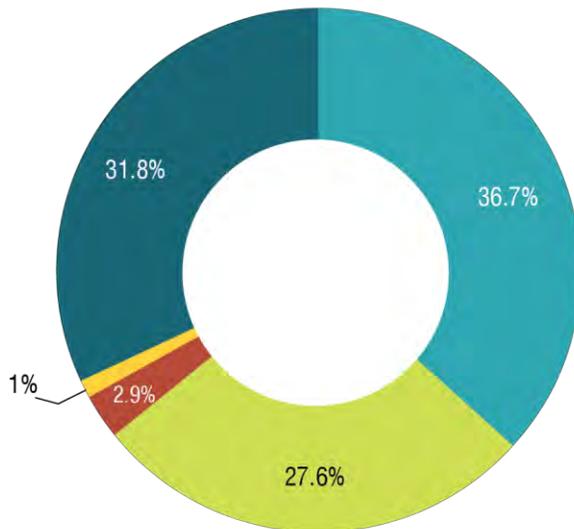
- 2022 Revenues and Expenditures
- Expenditures by Fund Category
- Expenditures by Policy Goal Area
- Pass-Through Funds
- Long-Term Contingency, 5-Year Trend
- Staffing Levels, 10-year Trend

BUDGET AT-A-GLANCE — AGENCYWIDE



2022 REVENUES

- Federal and State Funds — \$52,859,537
 - Private Funds — \$3,703,142
 - Local Dues and Fees — \$1,551,457
 - Other Local Funds — \$10,933,463
 - Fees for Services — \$2,415,269
 - Contributed Services — \$2,466,522
 - Indirect Allocation to Clearing Fund — \$9,626,439
 - Transfer from Other Funds — \$874,881
 - Investment Income and Other Financing Sources — \$301,728
- TOTAL — \$84,732,438**



2022 EXPENDITURES

- Direct Program Expenses — \$31,281,764
 - Contractual Services — \$23,445,575
 - Contributed Services — \$2,466,522
 - Transfer to Other Funds — \$874,881
 - Personnel* — \$27,019,151
- TOTAL — \$85,087,893**

*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.

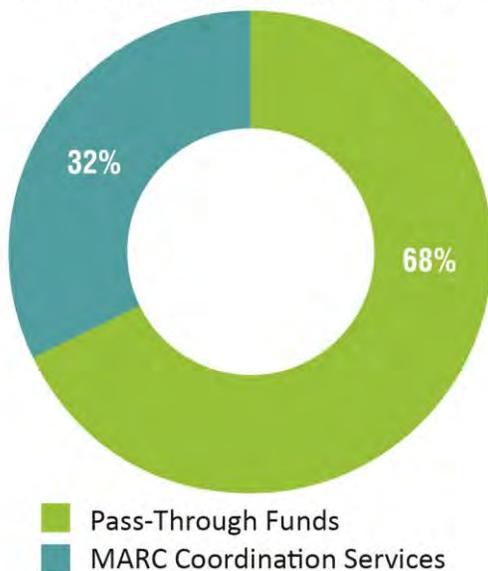
EXPENDITURES BY FUND CATEGORY	Actual 2020	Approved 2021	Revised 2021	Budgeted 2022
General Fund	\$1,068,610	\$1,371,333	\$1,362,352	\$1,601,839
Special Revenue Fund	62,434,177	64,388,669	67,574,281	65,908,977
Enterprise Fund	1,687,609	2,166,030	1,680,399	2,132,223
911 Capital Fund	1,201,281	2,065,600	1,728,450	2,395,766
Indirect and Clearing Fund	11,612,008	13,403,264	12,699,186	13,174,088
Total Expenditures (Cash)	78,003,685	83,394,896	85,044,668	85,087,893
Less Contributed Services	(8,833,955)	(4,183,158)	(5,459,373)	(2,466,522)
NET EXPENDITURES	\$69,169,730	\$79,211,738	\$79,585,295	\$82,621,371

EXPENDITURES BY POLICY GOAL AREA

	Approved 2021	Revised 2021	Budgeted 2022
 EFFICIENT TRANSPORTATION AND QUALITY PLACES	\$8,526,628	\$7,351,643	\$8,067,994
 HEALTHY ENVIRONMENT	3,019,470	2,718,532	3,511,600
 COMPETITIVE ECONOMY	1,852,937	1,419,039	1,394,607
 EFFECTIVE LOCAL GOVERNMENT	1,047,598	1,152,697	2,083,749
 SAFE AND SECURE COMMUNITIES	11,747,687	13,813,499	11,881,460
 THRIVING OLDER ADULTS AND COMMUNITIES	14,230,105	14,799,038	15,438,322
 QUALITY EARLY LEARNING	33,316,914	34,638,426	31,979,570

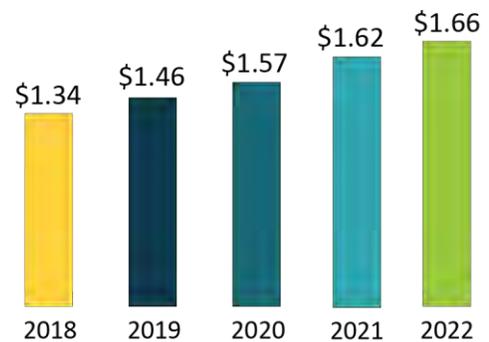
PASS-THROUGH FUNDS

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



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)



Beginning with 2016, staff positions are counted based on total budgeted positions.

MARC



Policy Goals and Work Plan

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

INTRODUCTION

MARC’s work is organized under eight policy goals that each play an important role in achieving our vision:

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



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

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

With input from our many stakeholders, we continually evaluate our existing programs and initiatives, looking for ways to increase our impact in achieving our regional vision. In addition to programmatic changes, we also continually evaluate internal competencies and practices. Organizational goals for 2022 were modified slightly from 2021, but these continue to guide how we will do our work across all policy goal areas: retool established programs to meet community needs; increase technical capacities; build a culture of leadership and innovation; broaden opportunities for engagement; and diversify and manage our funding base.

All of the work outlined for 2022 has been thoughtfully designed to reflect our continuing efforts to retool and rethink existing systems — ensuring that our work supports our internal goals and has the most positive impact possible on the region in the face of current challenges: recovering from a pandemic, continued political division, fluid federal and state budgets and a heightened need for attention to racial equity and inclusion.

This work plan narrative is not intended to be a comprehensive list of all of MARC’s work. It highlights **key accomplishments** from 2021, describes **priority focus areas** for 2022 that are advancing our regional vision and outlines **ongoing programs** that will require significant investment of time and other resources. This is our second year of including performance measures into our work plan.

IMPACTS OF COVID-19

We continue to support public health departments, local governments and schools in COVID-19 mitigation efforts and have shifted resources toward recovery. At the beginning of the third quarter of 2021, we returned to the office on a limited basis and are working through the new reality of hybrid meetings and work. Those changes are reflected in this document.

Regional collaboration has and continues to be critical to address the pandemic’s impacts on the Kansas City region, and MARC has played a key role in bringing people and agencies together. In 2022, policy goal area work plans include COVID-19 work accomplished in 2021 and lay out work we will continue to do in 2022.

Look for * throughout the document to denote COVID-19-related work.

PERFORMANCE MEASURES

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

As we reviewed the compilation of our plans and programs, we worked to identify activities that:

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

This is the second year of identified performance measures, so the first year that we have included progress. Most of the measures developed last year were effective as measures. Several were slightly modified because programs shifted or tracking proved complicated. Over time, we will add more measures that meet our criteria, and measure and highlight progress in the work plans for each policy goal area. This annual process will help us evaluate the effectiveness and impact of our programs.

Performance Measures by Policy Goal Area



EFFICIENT TRANSPORTATION AND QUALITY PLACES

Program: Operation Green Light
Measure*: Traffic Signal Controller Network Up-Time
2021 Target: 95% of the time
2021 Projected: 84%
2022 Target: 86%
Explanation: In order to ensure safety and to maintain the efficiency of the Operation Green Light network, the standards established by the OGL Steering Committee set a measure for the traffic signal controller up-time for the OGL intersection on the MARC TransSuite server.

**Measure changed from 2021*

Program: Planning Sustainable Places
Measure: Percent of funded Surface Transportation Program (STP)/Transportation Alternatives Program (TAP) projects that implement former MARC Planning Sustainable Places (PSP) program recommendations
2021 Target: 33%
2021 Projected: 36%
2022 Target: 40%
Explanation: Projects that implement PSP program recommendations likely advance a large share of strategies to help meet ConnectedKC 2050 regional goals. Ideally, a high percentage of PSP program recommendations are being implemented across the region with MARC

suballocated funds.

Program: Metropolitan Transportation Planning
Measure: Percent of funded Surface Transportation Program (STP)/Transportation Alternatives Program Funds (TAP) projects which are aligned or highly aligned with regional vision stated in ConnectedKC 2050
2021 Target: 95%
2021 Projected: 98%
2022 Target: 95%
Explanation: MARC strives to provide funding for projects that advance our shared ConnectedKC 2050 regional goals. Ideally, a very high percentage of funding recommendations are in alignment with our Metropolitan Transportation Plan.



HEALTHY ENVIRONMENT

Program: Water Quality Policy and Planning
Measure: Percent of transportation projects funded that include green infrastructure components
2021 Target: 75%
2021 Projected: 85%
2022 Target: 75%
Explanation: Green infrastructure is fundamental to complete streets. It conserves water quality, makes streets more walkable, reduces heat islands, creates habitat, and adds beauty to the community.



COMPETITIVE ECONOMY

Program: KC Degrees
Measure*: Number of clients advised, enrolled in a post-secondary program, and number who completed a credential or training program - the program will focus on serving residents in Wyandotte County and Head Start parents
2021 Targets: Enrolled: 200 Completed: 100 Employed: not tracked
2021 Projected: Inquiries: 107 Enrolled: 560 cumulative Completed: 150 cumulative
2022 Target: Inquiries: 1000 Trained: 300 Advised: 500 Employed: 75
Explanation: The KC Degrees program is based on the philosophy that if every person who did not finish college went back and earned a credential, it would create a win-win for families, employers and our region. Earning a certificate, associate, bachelor's or graduate degree can be life-changing for individuals and their families, building pathways to new career options and positioning themselves for new challenges and opportunities.

**Measure changed from 2021*



EFFECTIVE LOCAL GOVERNMENT

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



SAFE AND SECURE COMMUNITIES

Program: Public Safety Communications: 911 Coordination
Measure: Number of Public Safety Answering Point (PSAP) personnel trained on core competencies
2021 Target: 175 PSAP personnel per quarter
2021 Projected: 200 PSAP personnel per quarter
2022 Target: 200 PSAP personnel per quarter
Explanation: Through centralized training, 911 Telecommunicators across the region are trained on legal studies, interpersonal perspectives, technical studies and skill development. Developing and maintaining enhanced skills of telecommunicators increases the effectiveness of emergency response in the community and reduces liability.



THRIVING OLDER ADULTS AND COMMUNITIES

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



QUALITY EARLY LEARNING

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

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

Program: Early Learning
Measure: Percentage of Early Learning programs participating in the Early Learning Program Profile that will implement and achieve at least one quality enhancement goal
2021 Target: 80%
2021 Projected: Due to program closures at the beginning of the year, implementation of the Early Learning Program Profile was postponed to the fall of 2021. Data will not be available until the spring of 2022.
2022 Target: 80%
Explanation: Implementation of quality enhancement measures will support the growth of teachers and improve the experience of young children enrolled in the program. High quality early learning programs prepare children for kindergarten and beyond by developing both cognitive and social-emotional skills.



CORE COMPETENCIES

Program: Financial and Grants Management
Measure: Percentage of operating costs held in reserves
2021 Target: 12%
2021 Projected: 10.1%
2022 Target: 9.0%
Explanation: MARC's policy is to establish a long-term contingency fund that holds an amount equal to 12% of annual operating costs to protect the agency from risk by having a reserve of funds in place that can be drawn on for specific purposes. The funding available to build this reserve is from the unrestricted ending balance in the General Fund.

EFFICIENT TRANSPORTATION AND QUALITY PLACES



MARC's Role:

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

2022 Budget in Brief

REVENUES

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

Total Revenues \$7,779,740

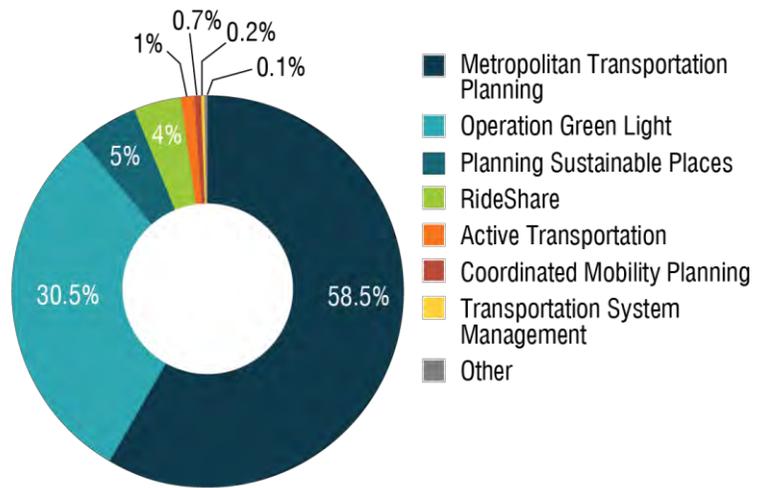
EXPENDITURES

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

Total Expenditures \$8,067,994

*Personnel includes salaries, indirect, fringe and rent.

2022 Expenditures by Program



Key Accomplishments for 2021

- **Active Transportation** — Conducted analysis of complete streets to determine the level of amenities for users of all modes, abilities and ages and identify successes and opportunities for improvement.
- **Climate Action** — Implemented transportation-specific recommendations from the Climate Action Plan by advancing the land use resource and enhancing understanding of activity centers.
- **Disadvantaged Business Enterprise Goal** — Evaluated and adopted a 2022-2024 DBE goal of 19%.
- **Federal Certification** — Completed the metropolitan planning organization four-year federal certification review conducted by the FTA and FHWA along with MPO planning partners, which yielded a number of commendations and positive recommendations.
- **Long-Range Planning** — Completed key work in implementing Connected KC 2050, the region’s long-range metropolitan transportation plan. Approved two amendments to the plan to financially constrain projects being advanced towards construction. Launched a call for projects to identify new potential project ideas not currently included in the plan. Coordinated work with MoDOT on an unfunded needs project priority list and participated in KDOT’s local consulting efforts. Used plan goals and strategies to guide federal funding call for projects. Assessed potential new funding mechanisms. Reviewed committee structure and community representation.
- **Operation Green Light** — Received Congestion Mitigation and Air Quality Improvement Program funding and began design plan production working with MoDOT, KDOT and participating agencies

for adding advanced signal controllers, vehicle detection systems and closed-circuit surveillance in key regional locations. Developed incident response plans for the I-70 and I-435 corridors.

- **Performance Management** — Updated, tracked and published a report on federally required measures and targets. Assessed gaps in measures around goals in Connected KC 2050.
- **Planning Sustainable Places** — Assessed the Economic Equity Value Atlas in conducting place-based performance evaluation in project selection. Initiated eight projects in Kansas and six in Missouri.
- **RideShareKC** — 🌟 Adjusted services and programming to the pandemic. Celebrated local green commuters through the regional Green Commute Challenge and first Bike Month Challenge.
- **Transit Planning** — Worked with transit partners to refine short-term investable strategies to inform regional funding discussions.
- **Transportation Investments** — Developed the 2022-2026 Transportation Improvement Program. Evaluated and updated project selection processes in anticipation of 2022 call for projects.
- **Travel Model** — Calibrated current travel demand model to account for new data from Household Travel Survey and launched a strategic plan to explore future enhancements to the travel model.
- **Transportation Safety** — Launched an update to the Destination Safe Transportation Safety Blueprint to include strategies and recommendations from Vision Zero.
- **Zero-Fare Transit Study** — Coordinated with UMKC and KU to analyze the impacts of zero fare on a range of performance measures, including economic impacts, opportunity costs, agency revenues and costs, operations, community impacts and other policy considerations.

Priority Focus Areas for 2022

- **Active Transportation** — Develop, publish and distribute a new regional map of biking and walking trails. Conduct public education campaigns for Walk to School Day and Bike Month.
- **Alternative Transportation** — Develop performance measures and assessment tools for complete and green streets.
- **Climate Action** — Advance work to develop transportation-related targets, such as reduction of vehicle miles traveled and growth in the electric vehicle fleet.
- **CRSSA Projects** — Manage the preliminary engineering and project management for preventative maintenance work on local roads in Missouri using federal CRRSSA funds.
- **Equity and Civil Rights** — Update federal 2023 -2025 Title VI and Limited English Proficiency plans.
- **Long-Range Planning** — Initiate technical work to launch Connected KC 2050 update, including initial scoping, goal setting and scenario planning.
- **Operation Green Light** — Designate a corridor for data collection and timing improvements. Manage a bi-state construction project that supports multiple agencies' traffic signal operations infrastructure improvements.
- **Public Participation** — Implement new tools to solicit input from the community and to deliver information in more interesting and interactive ways through the new MARC website.
- **Performance Measures** — Develop a complete report on measures.
- **Planning Sustainable Places** — Celebrate the 10-year anniversary by highlighting successes.
- **Programming** — Solicit and select projects for an estimated \$80-90 million in suballocated federal transportation funding for fiscal years 2025-2026. Initiate programming of new PSP projects for the 2023 study. Work with KCATA to program FTA 5310 funds for projects that benefit older adults and people with disabilities.

- **RideShareKC** — Assess existing services and programming to gain user insights and uncover areas of opportunity. Expand usage of guaranteed ride home and carpool-matching services.
- **Activity Centers** — Complete update of activity center map tool to provide resource to local partners on location and intensity of activity centers throughout region.
- **Travel Model** — Develop technical tools to further support strategic plan.
- **UPWP** — Customize the Economic Equity Value Atlas for use in Planning Sustainable Places and potential future use in suballocated funds programming activities.

Ongoing Programs and Initiatives

- **Emerging Technologies** — Work to implement recommendations in the regional Automated Vehicle Framework and Advanced Air Mobility Strategic Framework.
- **Job Access** — Assist area employers, chambers of commerce and economic development agencies to develop new transportation connections to suburban employment centers. Work with mobility partners to assess options and work toward solutions.
- **RideShareKC** — Support and expand transportation options across the region.
- **Operation Green Light** — Work with KC Scout to coordinate transportation system management and operations and MARC traffic incident management activities.
- **RideKC and Smart Moves Implementation** — Implement plan recommendations with partners.
- **Performance Measures** — Collect and analyze data to monitor progress toward regional goals and to fulfill federal reporting expectations.
- **Public Engagement** — Use the Public Participation Plan as a guide to ensure ample opportunities for public engagement in transportation planning.
- **Transportation Safety** — Continue to support the Destination Safe Coalition. Report and analyze data to identify trends that negatively impact safety; develop education and enforcement strategies.
- **Transportation Improvement Program** — Maintain the TIP, the region’s inventory of federally funded and regionally significant transportation projects.
- **Transportation Operations** — Work with partners to strengthen transportation incident management and coordination between KC Scout, Operation Green Light and local transportation system operations.

Lead Policy Committees

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

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

Supporting Committees

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

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HEALTHY ENVIRONMENT



MARC's Role:

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

2022 Budget in Brief

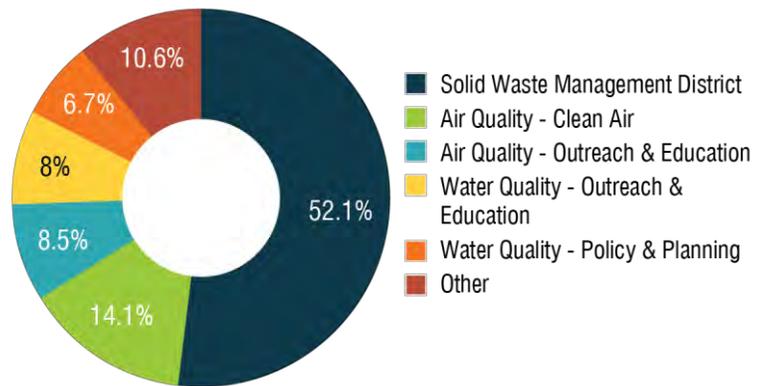
REVENUES

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

EXPENDITURES

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

2022 Expenditures by Program



*Personnel includes salaries, indirect, fringe and rent.

Key Accomplishments in 2021

- **Climate Resilience** — Adopted the regional Climate Action Plan in partnership with Climate Action KC. Rolled out the plan to local communities while requesting support and involvement. Continued broad-based community outreach on climate issues and worked to launch a Climate and Environment Committee to foster collaborative plan implementation. Worked to organize a second Climate Action Summit in April 2022.
- **Internal Climate Action Plan** — Kicked off the process to develop an internal climate action plan by engaging MARC staff and leadership.
- **Regional Building Energy Exchange** — Established an initiative to decarbonize buildings. Brought together local and national partners and hired an executive director. Completed a needs assessment to inform the organization's direction and established an advisory board and business plan.
- **Air Quality** — Monitored and responded to proposed state and federal regulatory actions that impact the region's air quality, including the SIP revisions process for Kansas and Missouri. Initiated a fine particulate matter (PM2.5) work group to evaluate PM2.5 pollution in the region and associated communications. Partnered with KC Digital Drive and US Ignite to distribute individual air quality monitors to build a stronger regional network.
- **Green Infrastructure** — Started developing a Green Infrastructure Training Center for residents and contractors. Promoted policies and efforts to advance the green infrastructure framework through public education. Developed model ordinances for tree protection and native landscaping. Launched a Little Blue Watershed feasibility study with the U.S. Army Corps. of Engineers in partnership with seven communities.

- **Water Quality** — Developed educational materials for resident education. The Water Quality Public Education Committee awarded \$16,335 to four nonprofits for stream cleanups, school-based water quality education, water-quality focused events and green infrastructure installations. Participated in conversations around revising stormwater engineering standards and planning guidelines.
- **Solid Waste Management District** — * Organized two virtual workshops to promote recycling market development. Mapped Missouri take-back opportunities for unwanted pharmaceuticals and worked with industry to promote voluntary product stewardship. Worked toward a Missouri product stewardship process for unwanted paint. Launched an effort to develop a collaborative regional plan to reduce illegal dumping. Hosted nine mobile household hazardous waste collection events. Awarded over \$677,700 to 15 local organizations to encourage waste reduction and recycling.
- **Brownfields Assessments** — With partners, established KC Regional Brownfields Coalition memorandum of understanding and executed contracts for technical assistance and environmental services. Developed generic quality assurance project plans (QAPPs) for all assessment work and provided site-specific QAPP for a priority site. Solicited vendors for projects and issued public notice seeking proposals for additional site assessment projects.

Priority Focus Areas for 2022

- **Grants** — Submit proposals or await formal contracts for grants related to environmental justice, conservation finance, ecological literacy and other topics.
- **Food waste reduction grant** — Work with partners to convene stakeholders and develop a regional food waste reduction action plan. Design a web-based food system map to identify regional food system organizations and facilitate food recovery. Develop an education campaign to raise awareness about food waste.
- **Climate Resilience** — Launch the Climate and Environment Committee. Implement Climate Action Plan in partnership with Climate Action KC. Organize events and outreach around a host of topics including local government policy adoption around a mix of resilience issues. Identify and apply for grants to grow the scope of climate resilience work and build a team dedicated to it.
- **Regional Building Energy Exchange** — Secure public dollars for an energy efficiency fund to deploy capital for demonstration projects. Lead the development of a contractor accelerator that will provide council and support to BIPOC-led construction companies. Through programming and events, increase awareness for net-zero design and construction practices.
- **Solid Waste** — Help communities respond to changing recycling markets through outreach and education about the importance of clean recycling streams. Explore opportunities for local and regional recycling market development. Increase focus on recycling and waste management opportunities in areas such as wasted food, compost and paint. Monitor state legislative actions and advocate for continued support for Solid Waste Management Districts.
- **Green Infrastructure** — Continue work with municipalities to implement recommendations in the Green Infrastructure Framework. Advance specific strategies that support shared policy goals. Host regional workshops and provide direct technical assistance to a small number of cities. Continue development of the Green Infrastructure Training Center and offer trainings. Collaborate with the Urban Neighborhood Initiative to develop a demonstration site and a comprehensive site plan for the Wendell Phillips Accelerator. Explore creative conservation finance opportunities for landscape-scale restoration.

- **Air Quality** — Monitor and respond to proposed state and federal regulatory actions that impact the region’s air quality. Launch process to update the region’s Clean Air Action Plan.
- **Water Quality** — Work with local communities to implement vacant lot transformation and stormwater management strategies. In partnership with the American Public Works Association, manage contracts to update the region’s stormwater engineering standards and approaches and best management practices for water quality. Through a \$50,000 grant from Department of Natural Resources, provide policy and planning guidance to regional stormwater initiatives.
- **Brownfields Assessment** — Conclude phase I and II assessments of priority sites and open the grant funding opportunity to all EPA-eligible coalition brownfield projects.
- **Environmental justice** — Evaluate and design steps to incorporate social equity issues in environmental problem solving and ensure these principles are embedded in MARC’s work.
- **Redesign RecycleSpot.org** — Redesign RecycleSpot.org, the MARC Solid Waste Management District’s recycling education website that serves more than 1000,000 users annually.

Ongoing Programs and Initiatives

- **Air Quality** — Continue work to implement the region’s Clean Air Action Plan, including new strategies related to transportation connectivity, technology and public engagement.
- **Outreach, Education and Engagement** — Conduct annual outreach and education campaigns for air quality, water quality, green infrastructure and recycling. Support workshops, training and conferences through the Academy for Sustainable Communities. Continue commitment to equity and inclusion by engaging residents and stakeholders in sustainability and resilience efforts.
- **Grant Programs** — Continue to offer grants to community organizations to support solid waste management and water quality programs.
- **Household Hazardous Waste** — Work with SWMD member communities to host mobile HHW collection events in the five Missouri counties that make up the district.
- **Recycling Outreach** — Maintain and promote RecycleSpot.org, the MARC Solid Waste Management District’s recycling education website.
- **Plan and Program Integration** — Continue to integrate environmental priorities into regional plans and programs – land use, development, parks, housing, hazard mitigation, etc.

Lead Policy Committees

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

Air Quality Public Education Committee — Vacant chair

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

Solid Waste Management District Council — Chair Alderman Doug Wylie, Parkville, Missouri, and Vice Chair Matthew Wright, Blue Springs

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COMPETITIVE ECONOMY



MARC's Role:

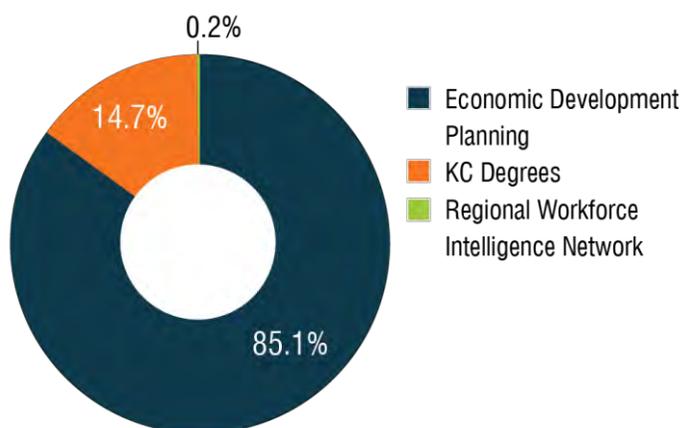
Help lead regional partnerships to enhance the performance of the metropolitan economy and expand inclusive economic opportunity, focusing on workforce development systems, postsecondary educational attainment, and producing data and analysis for economic recovery efforts.

2022 Budget in Brief

REVENUES	
Federal & State Funds	\$838,471
Private Funds	115,089
Contributed Services	247,408
Fees for Services	76,674
Total Revenues	\$1,277,642
EXPENDITURES	
Direct Program Expenses	\$363,215
Contractual Services	217,114
Contributed Services	247,408
Personnel*	566,870
Total Expenditures	\$1,394,607

*Personnel includes salaries, indirect, fringe and rent.

2022 Expenditures by Program



Key Accomplishments for 2021

- **Workforce Development** — Continued coordination with numerous community partners on a wide variety of strategies designed to enhance workforce development in key industry sectors:
 - Through KC Degrees, helped 109 adult learners enroll in college in 2021. Since the program’s inception, 163 participants have earned a postsecondary credential ranging from certificate programs to graduate degrees. Supported KC Scholars adult scholarship recipients. * KC Degrees transitioned all Navigator interactions to a virtual environment and implemented targeted texting campaigns inform and engage students. Provided information and resources on KCDegrees.org to help students enroll, persist and complete.
 - Completed training support for the expansion of the Goodwill career center services as part of their Artemis Initiative to provide education, training and credentialing for vulnerable job seekers with a focus on technology.
 - Hosted the 11th annual Workforce and Education Summit, a virtual event focused on the future of work and upskilling and reskilling adults.
 - Launched WyCo Works with Workforce Partnership, a workforce initiative to help unemployed and underemployed Wyandotte County residents with career assessment, training and employment services.
- **Economic Equity Values Atlas** — Adapted a prototype tool that better aligns economic development, regional planning and infrastructure investment in support of creating a regional economy that grows for everyone. Collaborated with Portland Metro, the Metropolitan Council in Minneapolis and the Brookings Institution to advance development of the tool. Worked with KC

Rising to incorporate its Pillars of Progress into the design of EEVA so it displays metrics regarding the strength of the Pillars and how they interact in neighborhoods across the region.

- **Advocacy** — Produced and distributed materials to educate and advocate about the importance of post-secondary attainment with grant funds from the National College Attainment Network.
- **Economic Recovery** — * Implemented a federal grant totaling \$1.6 million with the UMKC Innovation Center and Wyandotte EDC to support small businesses in Wyandotte County and the metro area.
- **2020 Census** — Received, processed, analyzed and presented findings from the 2020 Census showing increasing diversity and increasing amounts of growth in all parts of the region.
- **KC Rising** — Supported partnership with the Civic Council of Greater Kansas City, the Kansas City Area Development Council, the Greater Kansas City Chamber of Commerce and local government leaders to advance the region's economic competitiveness.
 - Provided lead staff support to KC Rising's new Data and Analytics Resource Team (DART).
 - * Conducted monthly economic forecast to show the path to recovery from the COVID-19 pandemic and began work on regional economic recovery plan.
 - Defined metrics that align with KC Rising's seven pillars of prosperity, which were adopted by the KC Rising Steering Committee. Began work to collect data to measure progress in each pillar.
 - Continued to support KC Rising's Traded Industries Committee to define a "next and now" economic sector focusing on business 4.0 and biologics.
 - Provided support for new KC Rising Place Committee, focusing on broadband access and transit accessibility.

Priority Focus Areas for 2022

- **2020 Census** — Continue to refine data and share with decisionmakers, stakeholders and the public.
- **Economic Recovery** — * Continue to support the economic recovery:
 - Complete the regional economic recovery plan to address COVID-19 impacts and adopt an updated Comprehensive Economic Development Strategy Plan. The metro is one of six regions nationally to receive support from the New Growth Innovation Network with a focus on equity.
 - Design and deliver training and technical support to local governments to support recovery efforts.
 - Convene stakeholders around economic recovery to strengthen regional systems and to apply for federal and state grants.
 - Adapt and broaden KC Degrees model to focus on employment, reemployment and upskilling, including Head Start families.
 - Through a federal grant, assist adults in Wyandotte County in securing training, identifying career pathways and securing employment. Work with UMKC Innovation Center and other partners to support small business technical assistance.
 - Convene community partners and seek federal resources to support workforce development in key industry sectors.
- **Economic Equity Values Atlas** — Implement the new system of KC Rising Pillar metrics in the EEVA to help ensure investment decisions create economic growth that includes everyone.
 - Create a version of the tool for the Planning Sustainable Places program.
 - Develop training and materials to support community organizations in applying the EEVA to their resource allocation decisions. Identify a community organization to work on data and other issues to demonstrate how they could use the EEVA in their own resource allocation decisions.
- **KC Rising** — Continue support for the KC Rising partnership:

- Launch a new set of metrics describing progress on each one of KC Rising’s Pillars of Prosperity; update the metrics for the Horizon Goals. Begin work on strategy-level metrics for each pillar.
- Seek funding to implement a broadband connectivity plan.
- **Workforce Data Hub** — Launch a new online resource that will provide easy access to key workforce data and analysis to help drive inclusive prosperity.

Ongoing Programs and Initiatives

- **Economic Development** — Use the updated Comprehensive Economic Development Strategy to support economic development planning with a focus on climate and disaster resiliency and best practices and standards for infrastructure and energy conservation.
- **GradForce KC Postsecondary Attainment** — Convene stakeholders quarterly. Focus on strengthening systems for achieving postsecondary attainment goals and bringing partners together to work intentionally on inclusive educational opportunities. Address complex issues, including the barrier of past institutional debt for returning adult learners, options for emergency financial assistance, development of a centralized scholarship portal, and tracking short-term credentials and alternative learning pathways.
- **Regional Workforce Intelligence Network** — Convene economic and workforce development stakeholders to share data along with promising regional and local programs and strategies. Support RWIN’s efforts to clarify its vision and goals, with an emphasis on overseeing the Comprehensive Economic Development Strategy and ensuring that workforce talent meets labor market needs.
- **Economic Forecasts** — Complete the annual regional economic forecasts created for the Greater Kansas City Chamber of Commerce, with projections of employment growth and gross domestic product for the region compared to the U.S.
- **Workforce indicators communications** — Continue regular communications focused on regional workforce data and insight.

Lead Policy Committees

Regional Workforce Intelligence Network — Co-Chairs Lara Vermillion, Blue Springs Chamber of Commerce, and Marcia Harrington, Wyandotte EDC

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

KC Rising Data and Analytics Resource Team — Co-Chairs Peter Eaton, UMKC, and Ahmed Abdelmoity, Children’s Mercy Hospital

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Sarah Ali, Lead Regional Economist, SAli@marc.org or 636-579-0470

EFFECTIVE LOCAL GOVERNMENT



MARC's Role:

Provide high quality training and technical assistance services to local governments and develop collaborative efforts and shared services to help cities and counties work more efficiently and effectively.

2022 Budget in Brief

REVENUES

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

Total Revenues \$2,415,652

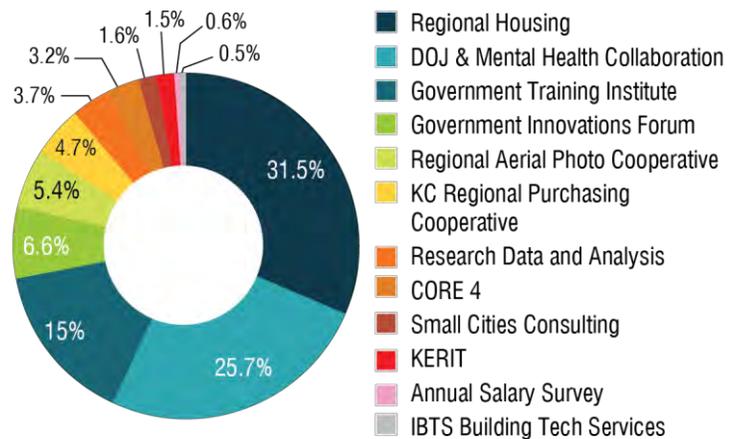
EXPENDITURES

Direct Program Expenses	\$319,051
Contractual Services	566,859
Contributed Services	268,360
Personnel*	929,469

Total Expenditures \$2,083,749

*Personnel includes salaries, indirect, fringe and rent.

2022 Expenditures by Program



Key Accomplishments for 2021

- Shared Services** — Administered cooperative agreements with partners for regional shared services for IT, compensation services and building development services. Administered a cross-jurisdictional U.S. Department of Justice grant for mental health co-responders in Eastern Jackson County. * Renewed regional purchasing contracts for personal protective equipment and contact tracing to support the regional response to COVID-19.
- Housing** — Continued to work with the First Suburbs Coalition to advance the recommendations in the 2019 Regional Housing Summit Report. Served on the technical committee for the Johnson County Municipalities Community Housing Study. Raised seed funding to launch the Regional Housing Partnership in cooperation with LISC and SourceLink. Worked with partners to launch the ROAD Forward initiative to increase the supply of family rental housing near jobs.
- Government-to-University Initiative** — Completed a career services project with a \$50,000 grant from the Paul A. Volcker Fund for Public Service to advance talent pipeline development in coordination with PREP-KC and the DeBruce Foundation. * The project was a partnership with the virtual Public Sector Career Expo.
- Government Training Institute** — * Converted 33 open enrollment trainings with more than 100 registrants, and 53 special events with more than 2,400 attendees to virtual formats. Completed custom consulting projects on behalf of Jackson County, Missouri; Platte City, Missouri; Prairie

Village, Kansas; and the Unified Government of Wyandotte County/Kansas City, Kansas. Coordinated discounted group registration for Managers Roundtable members for the International City Managers Association (ICMA) digital and onsite conferences. Completed 106 enrollments via the LANTEC partnership for technical training courses.

- **Cybersecurity** — Encouraged local cities and counties to complete the Nationwide Cybersecurity Review self-assessment and received aggregated data from 15 participating municipalities. In partnership with MARC’s emergency services department and the Cybersecurity and Infrastructure Security Agency, conducted a tabletop exercise with nine local organizations. Held a workshop to assist local governments in taking initial steps towards developing an incident response plan.

Priority Focus Areas for 2022

- **Shared Services** — Develop a business model that accommodates the implementation of an ambitious shared services agenda, including:
 - Increase enrollment in the regional data academy to help public employees expand their skills to analyze data for real-world problem solving.
 - * Provide regular economic forecast briefings to aid in the economic recovery.
 - Develop a regional data-sharing warehouse with centralized data analytics services.
 - Expand the structure and opportunities of the Regional Purchasing Cooperative.
- **Housing** — Organize the Regional Housing Partnership Steering Committee and address year-one deliverables across seven focus areas.
- **Government Training Institute** — Offer relevant and timely training opportunities for local government personnel. Provide administrative of logistics support for special events such as the Age Positive Conference and Climate Action Summit. Focus on using various methods of service delivery, including more customized courses for area cities and counties and quality on-demand content.
 - * Focus on developing new course offerings, including topics such as diversity, equity and inclusion and remote working in response to COVID-19.
- **Government-to-University Initiative** — Pursue additional opportunities through the Paul A. Volcker Fund for Public Service for project-based talent pipeline strategies, particularly to expand internships with public employers. Convene the regional G2U coalition and work with the steering committee to implement strategies for public sector workforce development and research. Support Volcker Alliance’s joint G2U site work.
- **Aerial Imagery** — Plan and issue a request for proposals for the biannual aerial imagery flight.

Ongoing Programs and Initiatives

- **Managers Roundtable** — Convene regular meetings of city and county managers. Engage members to plan relevant presentations on important topics. Implement recommendations from best practice research to increase manager engagement in regional policy matters.
- **Sub-Regional Partnerships** — Support self-organized partnerships to pilot regional collaborative strategies, including an eastern Jackson County partnership among the cities of Blue Springs, Independence, Grandview, Lee’s Summit and Raytown, and the CORE 4 local governments.
- **Small Cities Program** — Provide grant administration services and technical assistance to small cities, including water and sewer projects, flood buyouts and other programs when requested. Work to expand capacity to support small cities by cross-training staff and offering new services.
- **Geographic Information Systems** — Expand support for GIS services in small cities through direct services provided by MARC, support to help cities build internal capacities and coordination with other local governments.

- **Legislative Priorities** — Advocate for legislative issues important to the region in state legislatures and in Congress. Support legislative platforms brought forward by local governments and planning committees and approved by the MARC Board of Directors. Continue outreach strategy to expand and strengthen relationships with legislators.
 - **Bistate Commission** — Continue to provide administrative services for the Bistate Commission, including an annual report of remaining funds and expenditures.
 - **Data Management** — Continue to expand MARC’s internal and external ability to collect, store, share, access and use data effectively.
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Lead Policy Committees

Managers Roundtable

GTI Advisory Committee

First Suburbs Coalition — Co-Chairs Mayor Eric Mikkelson, Prairie Village, Kansas, and Alderman Damon Randolph, Grandview, Missouri

Government-to-University Steering Committee — Co-Chairs Teri Casey, City of Kansas City, Missouri, and Troy Lillebo, University of Missouri – Kansas City

COVID-19 Multiagency Coordination (MAC) Group — Co-Chairs Bill Ebel, Overland Park, Kansas, and Steve Arbo, Lee’s Summit, Missouri

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SAFE AND SECURE COMMUNITIES



MARC's Role:

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

2022 Budget in Brief

REVENUES

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

Total Revenues \$11,852,423

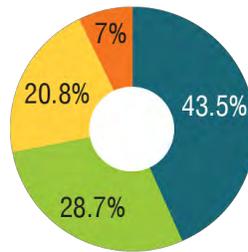
EXPENDITURES

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

Total Expenditures \$11,881,460

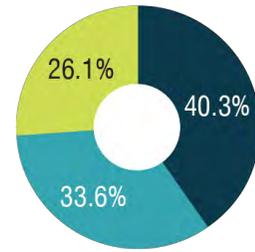
*Personnel includes salaries, indirect, fringe and rent.

2022 Expenditures by Program



Emergency Services

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



Public Safety Communications

- 911 Coordination
- 911 Regional Network
- 911 Capital Projects

Key Accomplishments for 2021

- **Multiagency Coordination** — * Coordinated the COVID-19 regional response and recovery efforts:
 - Convened the Multiagency Coordination Group to share data and information from experts, identify mitigation opportunities, and provide information and resources.
 - Supported the Health Care Coalition to ensure cross-jurisdictional and cross-agency situational awareness. Monitored hospital bed availability; addressed transfer and bed availability issues.
 - Maintained a data hub with information on cases, testing, vaccinations and hospital resources.
 - Coordinated regional public communications with leadership from the Regional Association of Public Information Officers. Updated PrepareMetroKC.org as a central source of information.
 - Launched a Vaccination Workgroup to identify resources, share information and address issues.
- **Community support** — * Convened and coordinated organizations to address urgent needs. Applied resources to mitigate the pandemic threat and accelerate the recovery process. Continued to support a partnership among LISC, United Way of Greater Kansas City, the Greater Kansas City Community Foundation and MARC for fund development and allocation of a COVID-19 Community Response and Recovery Fund, resulting in over 300 grants totaling \$18 million to local organizations.
- **Public Health** — * Supported and recognized public health agencies across the region for their ongoing efforts to reduce the spread of COVID-19.
- **Regional Homeland Security Coordination Committee** — Completed critical plan updates. Researched legal considerations for the regional resource-sharing agreement in cooperation with

both states and FEMA. Completed the regional exercise improvement matrix. Convened stakeholders to outline Homeland Security federal fund investments. Carried out grant investments and report to local stakeholders and state agencies.

- **Complex Coordinated Terrorist Attacks (CCTA) initiative** — Continued to deploy law enforcement counterterrorism training and hostile event integrated response training to first responders. Developed the local CCTA annex template with partners. Supported jurisdictions in implementation. Worked on updates to the Regional Coordination Guide and annex for CCTAs. * Designed previously postponed exercises. Completed a study of emergency services communications.
- **Regional Cybersecurity Task Force** — Designed and conducted virtual regional cybersecurity exercises involving 20 local agencies as part of the Regional Cybersecurity Task Force, in partnership with the U.S. Cybersecurity and Infrastructure Security Agency.
- **Metropolitan Emergency Managers Committee** — * Designed and executed virtual community-based exercises for 43 agencies to test internal plans and procedures. * Facilitated COVID-19 information sharing, needs identification and resource distribution. Worked with Community Disaster Resource Network leadership to develop a draft children and youth annex.
- **Health Care Response Planning** — * Updated the HCC Response Plan and added an infectious disease annex. Increased engagement with hospital leadership. * Used eICS/EMResource communication tools to raise visibility of available beds and support facility planning efforts.
- **Emergency Medical Services** — Expanded the MARCER cooperative purchasing program.
- **Hazardous Materials** — Updated the Regional Hazardous Materials Emergency Response Plan and interactive map. Held a tabletop exercise. Conducted a study of a local intermodal facility. Worked to bring financial resources to hazmat training and preparedness.
- **911 Maintenance** — Moved maintenance needs in-house. On-boarded and trained two technical services specialists; six staff total provided maintenance for the regional system.
- **Regional 911 System Expansion** — Connected Atchison County, Kansas, to the regional 911 system.
- **Next Generation 911** — Advanced installation of new IP-based selective routers that will prepare the Regional 911 System to route 911 calls and receive and store photos and videos.
- **PSAP Upgrade** — Replaced 911 hardware and software for 100 PSAP workstations across the region.
- **911 Cybersecurity** — Developed and implemented a cybersecurity plan for the regional 911 system.
- **Microwave Upgrade Project** — Advanced the upgrade of the microwave system that supports the 911 system, including design for radios, structure analysis for towers and storage, through \$800,000 in grants from Kansas and Missouri. Moved from single to dual-channel to increase bandwidth.
- **911 Training** — * Conducted 18 online trainings and four 40-hour basic online courses to ensure state-level minimum training guidelines are met. Developed a partnership to share online learning resources with the Kansas 911 Coordinating Council. Implemented Pause First Academy, online mental health resilience training, for regional dispatchers. Over 600 dispatchers participated in these online resources. Trained additional roving peer support members for command-level and dispatcher teams. Continued Training Tip Tuesday emails to regional dispatchers and supervisors.
- **Records Analysis** — Reviewed and assessed 911 land-line phone records, leading to a reduction in costs. Selected a cell phone carrier following an audit of more than 4,000 cell phone towers, resulting in 140,000 telephone records being corrected.

Priority Focus Areas for 2022

- **COVID-19 response** — * Continue to coordinate the region's COVID-19 response and recovery. Update PrepareMetroKC.org with latest COVID-19 data, information and resources.

- **Health Care Coalition** — * Provide cross-jurisdictional and cross-agency information sharing, resource support and problem solving. Monitor hospital bed availability and emergency medical treatment capacities. Implement procedures to strengthen operations. Update plans and protocols.
- **Community Support** — * Convene and coordinate organizations in response to the pandemic. Apply resources to mitigate the impact of COVID-19 and support recovery. Continue joint grantmaking to address urgent community needs.
- **Public Health** — * Support public health agencies across the region in disease surveillance, testing, vaccination efforts and recovery to build back stronger for future public health emergencies.
- **Regional Homeland Security Coordination Committee** — * Complete COVID-19 After Action report process. Complete Threat and Hazard Risk Identification and Assessment updates for both states and conduct annual strategic planning. Recruit new leadership and members. Continue to support the region's specialty response with training and exercises. Complete review and updates to the Civil Disturbance Response Plan and the RCG Regional Resource Annex. Finalize and implement the regional resource sharing agreement. Convene stakeholders to outline Homeland Security federal fund investments. Carry out grant investments and report to local stakeholders and state agencies.
- **Complex Coordinated Terrorist Attacks (CCTA) initiative** — * Complete four web-based training modules. Deliver law enforcement counterterrorism training and hostile event integrated response training to first responders. Finalize and share the local CCTA annex template. Complete and approve updates to the Regional Coordination Guide and annexes for CCTAs. Complete outreach to venues and law enforcement prior to an incident. Design and execute two exercises.
- **Cybersecurity** — Convene the Regional Cybersecurity Task Force, design and implement the regional cybersecurity playbook, and conduct a cybersecurity exercise.
- **Metropolitan Emergency Managers** — Work with partners to design and conduct a community-based exercise and finalize the children and youth annex. Engage private-sector agencies.
- **Emergency Medical Services Prehospital Care** — Implement the new MARCER cooperative purchasing program. Support possible modifications to the hospital and EMS plan for diversion.
- **Hazardous Materials** — Update the Regional Hazardous Materials Emergency Response Plan and the interactive map. Design and conduct a tabletop exercise. Work to bring financial resources to hazmat training and preparedness.
- **Community Disaster Resource Network** — * Partner with agencies serving vulnerable populations to increase disaster preparedness and support their efforts to respond to the impacts of COVID-19.
- **Online Learning Resources** — Begin sharing classes with dispatchers through online learning management system as part of partnership with Kansas 911 Coordinating Council. Identify opportunities for future collaboration.
- **Disaster Recovery System** — Install a disaster recovery system to automate backups of critical infrastructure components of the regional 911 system.
- **New Software** — Explore new software options to Public Safety Communication Board to support sharing video and photo, and audio transcription of 911 calls. Assess data analytics for 911 system to support PSAP decision-making.
- **911 Mapping** — Explore 911 mapping contractor options. Prepare additional map data layers for incorporation into regional map.
- **911 Cybersecurity** — Monitor the regional 911 system with new software to better identify threats and conduct a risk assessment.

Ongoing Programs and Initiatives

- **Health Care Coalition** — Support the Health Care Coalition. Expand use of eICS, a communication tool used by area hospitals and public health, to include other partners.

- **Regional Hazardous Materials** — Convene public and private agencies to share information, build relationships and maintain plans. Complete annual updates to the regional plan for hazardous material response. Continue to maintain an inventory of chemicals stored at Tier II facilities in the region and add Tier II locations to maps available to 911 dispatchers.
- **Metropolitan Emergency Managers Committee** — Convene local emergency managers and partners. Partner with community agencies to increase their disaster preparedness, empower them to help clients become prepared, and connect agencies with local emergency managers.
- **Maintenance Program Review** — Continue in-house maintenance model approved by Public Safety Communications Board.
- **System and Equipment Upgrades** — Continue the four-year plan to upgrade 60 PSAP workstations annually, for a total of 240 by 2023. Replace three servers each year.
- **Peer Support** — Maintain the telecommunicator and command-level peer support program; provide 24/7 support to peers by phone or text. Provide additional support through scheduled debriefings. Put a spotlight on the 911 community with the annual Telecommunicators Appreciation Celebration.
- **Specialty Response** — Support regional specialty response teams with trainings and exercises.
- **Emergency Medical Services** — Support MARCER’s efforts to advocate for effective transport of time-critical diagnosis patients to trauma-designated hospitals and communications coordination.
- **Private Sector Engagement** — Engage the private-sector in regional work to create relationships, expand opportunities, and build the region’s response and recovery capacity.
- **Training and Exercises** — Plan and conduct a wide range of training and exercises, for first responder agencies, hospitals dispatchers and other disciplines.
- **Interoperable Communications** — Work with partner agencies on sustainment plans to continue operations for the Metropolitan Area Regional Radio System (MARRS).
- **911 Equipment** — Continue to upgrade the 911 system’s network with new components as needed.
- **911 Cybersecurity** — Prioritize cybersecurity initiatives to identify and mitigate threats.
- **State Homeland Security and Other Annual Federal Grants** — Convene stakeholders to outline investments for homeland security and bioterrorism planning and response. Carry out grant investments and report to local stakeholders and state agencies.

Lead Policy Committees

Regional Homeland Security Coordinating Committee — Co-Chairs Bill Ebel, Overland Park, Kansas, and Steve Arbo, Lee’s Summit, Missouri

Public Safety Communications Board — Co-Chairs Maury Thompson, Johnson County, and Sheriff Mark Owen, Platte County

Mid-America Regional Council Emergency Rescue — Chair Chip Portz, Central Jackson County Fire Protection District, and Vice Chair Jeff Boss, Johnson County Med-Act

Metropolitan Emergency Managers Committee — Chair Kyle Burns, Overland Park Emergency Management, and Vice Chair Jeff Taylor, Riverside Emergency Management/Fire Department

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

Hospital Committee/Health Care Coalition — Co-Chairs Eli Thompson, Overland Park Regional Medical Center, and Steve Hoeger, University Health

MARRS Management Council — Co-Chairs Ellen Wernicke, Johnson County, Kansas, and Major Chip Huth, Kansas City, Missouri, Police Department

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THRIVING OLDER ADULTS AND COMMUNITIES



MARC's Role:

Strengthen support systems for the region's most vulnerable residents, including older adults and disadvantaged populations. Create communities that support healthy living and active lifestyles for all residents.

2022 Budget in Brief

REVENUES

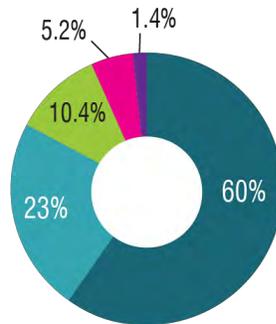
Federal & State Funds	\$10,956,433
Private Funds	2,054,434
Local Dues and Fees	79,830
Other Local Funds	11,335
Transfer from Other Funds	75,750
Fees for Services	1,253,892
Contributed Services	1,127,254
Total Revenues	\$15,558,928

EXPENDITURES

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

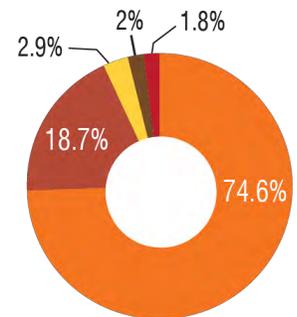
*Personnel includes salaries, indirect, fringe and rent.

2022 Expenditures by Program



Aging and Adult Services

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



Healthy Communities

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

Key Accomplishments in 2021

- **Chronic Disease Self-Management** — Implemented a new grant for integrated networks, allowing for expanded peer focused courses on caregiving, mobility and movement, managing chronic conditions in the workplace, and program options for those who cannot leave their homes.
- **KC Communities for All Ages** — Recognized a new community for becoming more age friendly as part of the Communities for All Ages program: Johnson County Government achieved Bronze Level status, the first county to receive this distinction. Eighteen jurisdictions have earned honors to date, with at least nine reaching the gold level.
- **Education and Engagement** — * Planned and executed the annual Age Positive Conference, the second time it has been held virtually, over three days in May.
- **Nutrition Incentives** — Operating with new USDA and matching private foundation and corporate contributions, expanded Double Up Food Bucks - Heartland Program to include 80 grocery stores and farmers markets throughout the state of Kansas as well as Greater Kansas City. Worked with partners to submit an additional USDA grant request to expand the program to more locations in Missouri and Kansas, which was funded and began in September 2021.
- **Veteran-Directed Care Program** — Connected nearly 100 veterans to services from VA Medical Center and identified strategies to reach more veterans, including those with specific medical conditions. Advocated for, and locally implemented, a new level of support for veterans with extreme disabilities, resulting in about four times the amount of care than the previous maximum.

- **Older Adult Nutrition** — * Continued the significantly expanded home-delivered meals program to provide for older adults and individuals with disabilities who relied on meals at senior centers. Onboarded additional community partners and equipment to safely deliver 767,488 total meals to 4,533 clients between July 2, 2020, and June 30, 2021.
- **Homelessness Management Information System** — Continued to support the online system that helps agencies manage data for at-risk clients in Johnson County. * As a result of COVID-19, added agencies, users and new reports to capture and report on services.
- **Universal Design** — Published "Remodeling for Accessible Homes," a guide that offers ways to make a home accessible to people of all ages and abilities, especially older adults.
- **Home Repair and Modification Program** — Launched a program to help people stay in their homes by building referral pathways, establishing partnerships and completing initial projects.
- **Referral platform** — Initiated process to select a partner organization to assist in secure closed-loop referrals between health care and community-based organizations.
- **Vaccination support** — * Expanded the Information and Referral phone line to assist older adults who have no internet access to receive the COVID-19 vaccine. Arranged the vaccination of nearly 450 homebound people and responded to 8,225 vaccine assistance calls through 65 volunteers.
- **Community Health Worker Collaborative** — Supported the further expansion of the CHW workforce through advocacy and the development of training for CHWs and their supervisors. Developed a toolkit to help organizations employing CHWs seek reimbursement from public and private payers.
- **Managed Services Network** — * Served 8,500 COVID-19 positive individuals across the region.

Priority Focus Areas for 2022

- **Integrated Care** — Continue to expand integrated care models to improve health outcomes for older adults in the region:
 - Secure and manage contracts with health care payers, hospitals and health care providers, and initiate services through the Managed Services Network.
 - Launch a collaboration with the Quality and Value Innovation Consortium Collaboration and receive referrals to serve individuals at University Health and Centerpoint hospitals. Clinical and academic partners will help implement a scientifically rigorous evaluation of the model to improve the approach and quality (academic partners developed a scientifically rigorous evaluation process to ensure the model meets quality expectations); expand to more hospitals.
 - Formalize resource pathways to community organizations that support or employ community health workers. Continue to support efforts to build the workforce and put reimbursement mechanisms in place for organizations that employ CHWs.
- **Evidence-Based Programming** — Continue to lead a network of area agencies on aging with a stronger focus on contracting with new revenue sources. Look for opportunities to advance evidence-based programs for comprehensive programming throughout older adult service systems, leveraging the existing contractual network of community-based providers throughout the region.
- **Nutrition Incentives** — Operate Double Up Food Bucks - Heartland, a \$12.7 million program (\$8.7 million in federal funds), to help SNAP households afford fresh produce at grocery stores and farmers markets throughout Kansas and Missouri.
- **Homelessness Management Information System** — * Continue to serve Johnson County agencies and expand the number of agencies using the system, including tracking COVID-19 related services.
- **Home Repair and Modification Program** — Expand and stabilize the new program and build relationships with nonprofit service providers.
- **Consumer Directed In-Home Services** — Place federal in-home care dollars in the hands of older consumers to make their own personal choices.

- **Data Collaboration** — Collaborate with local, state and national entities to identify and implement data standards and interoperability protocols to open new data sharing and tool opportunities.
- **Referral Platform** — Work to implement a referral protocol that serves the needs of individual clients, expands awareness of service gaps and reduces burden on community-based organizations.
- **Vaccination support** — * Continue COVID-19 vaccine outreach and support to targeted audiences.
- **Community Health Workers** — Offer trainings on use of new toolkit to secure reimbursement of CHW services by health care and other community organizations.

Ongoing Programs and Initiatives

- **Caregiving** — Continue to build MARC’s capacity to provide programming and support for family caregivers, including skills-based training tools and a new caregiver training program. Explore ways to reorganize how caregivers are compensated and expand use of consumer-driven models. Offer AMP for Caregivers program to provide tools and resources to support caregivers.
- **Supportive Services** — As the Area Agency on Aging for five Missouri counties, continue to coordinate nutrition, transportation, information and assistance, in-home care, legal, and case management and services for older adults and expand the volunteer ombudsman program.
- **Service Quality** — Continue work to ensure clear, accurate monitoring of all services and activities to enhance quality, using updated systems and metrics for service providers.
- **KC Communities for All Ages** — Expand the community recognition program and support local government planning activities. Provide technical support through webinars and programming.
- **Education and Engagement** — Host the annual Age Positive conference. Continue the successful Aging Mastery Program with Older Americans Act funding or provider self-funding.
- **Leadership in Aging Network** — Support legislative advocacy efforts led by the Leadership in Aging Network through briefings and trainings for nonprofits. Collaborate with other statewide groups.
- **Collaborate with the Future of Aging Coalition** — Support the expansion of the Kansas City region model to communities across Missouri.
- **Public Health** — Continue support for Metropolitan Official Health Agencies of the Kansas City Area, coordinating local public health agency efforts to improve community health.
- **Community Health Workers** — Support efforts to improve and expand training for Community Health Workers, implement state certifications and establish reimbursement mechanisms.
- **Data Management** — Work to improve the region’s technical capacity to collect, manage and share data that can be used to better understand health issues and assess the impact of community health initiatives. Ensure continued HIPAA-compliant communications across multiple stakeholders and health referral platforms used to connect patients to non-medical supports.

Lead Policy Committees

Commission on Aging — Chair Tina Uridge, Clay County Senior Services

Metropolitan Official Health Agencies of the Kansas City Area (MOHAKCA) — Chair Dr. Sanmi Areola, Johnson County Department of Health and Environment, and Vice Chair Gary Zaborac, Clay County Public Health Center

CHW Collaborative — Co-Chairs Broderick Crawford, NBC Community Development Corporation, and Treva Smith, KC Care Health Center

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QUALITY EARLY LEARNING



MARC's Role:

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

2022 Budget in Brief

REVENUES

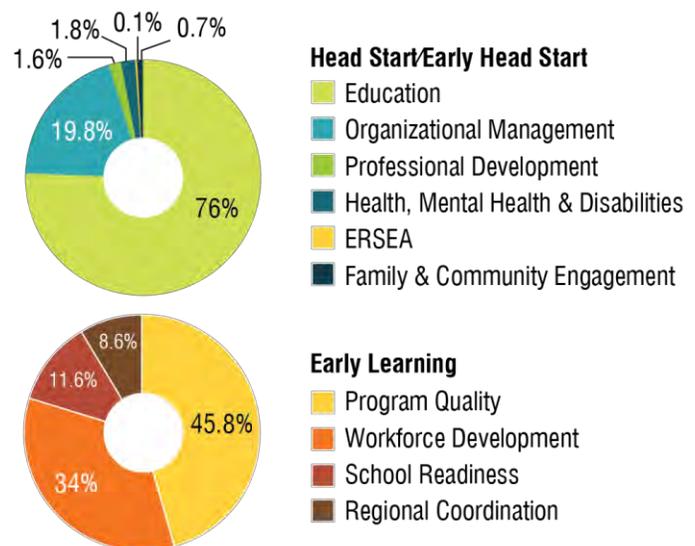
Federal & State Funds	\$30,690,539
Private Funds	759,639
Transfer from Other Funds	30,000
Fees for Services	423,773
Total Revenues	\$33,296,171

EXPENDITURES

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

*Personnel includes salaries, indirect, fringe and rent.

2022 Expenditures by Program



Key Accomplishments for 2021

- **Educare** — Continued Educare support program for family child care providers in partnership with the Local Investment Commission and expanded programming with a grant from the Kauffman Foundation. Offered both in-person and virtual clock hour trainings. Providers who enrolled in Educare and achieved quality improvement goals received grants for developmentally appropriate learning materials.
- **Early Childhood Education COVID-19 Collaborative** — Supported continued implementation of a regional collaborative with monthly meetings to regularly assess the needs and concerns of early care and education providers and implement solutions.
- **Parent Café Partnership** — Completed an expanded partnership with the University of Missouri to train facilitators in the Parent Café model for peer-to-peer learning and support. *Conducted events in-person and virtually.
- **School Readiness** — Supported assessment of 688 children using the Pre-Kindergarten and Kindergarten Observation Form in Kansas City and St. Louis. Partnered with the Missouri Office of Childhood to launch a pilot of the Kindergarten Observation Form in kindergarten classrooms across Missouri.
- **Mobile Medical Unit/Telehealth** — Received a P4 Challenge award (Promoting Pediatric Primary Prevention) to support the development of new strategies for getting children up-to-date on their well-child visits and immunization schedule.
- **Central Intake** — * Moved the Head Start central intake system, which supports 17 direct service providers in the completion of the application process for Head Start eligibility, to a virtual platform.

- **Family Child Care Program Profile** — Implemented a program profile similar to the Early Learning Program Profile for family child care providers, with assessments, baseline indicators, quality improvement goals, technical assistance and professional development opportunities. * To better support family providers during COVID-19, professional development funds were used to purchase tablets to increase access to online training.
- **Quality Initiatives** — Continued to support training of Head Start staff on cultural humility and trauma-informed care practices.
- **Conscious discipline** — Trained 100 Head Start staff through the Conscious Discipline week-long intensive institute. Staff gained strategies to respond to children’s individual needs through an intentional shift in staff understanding of behavior.
- **Stackable Credentials** — In partnership with the University of Central Missouri, implemented the third and fourth credential of a four-credential stackable program to advance 10 classroom teachers toward their bachelor’s degree.
- **Regional Hubs** — Partnered with Independence School District, Kansas City Public Schools and Park Hill School District to conduct readiness activities for the establishment of regional resource hubs for families in Clay, Platte, Ray, Lafayette and Jackson counties.
- **Piloted virtual CLASS Observations** — *In response to programs limiting the number of non-staff in classrooms, successfully piloted the completion of Classroom Assessment Scoring System (CLASS) observations virtually.

Priority Focus Areas for 2022

- **Workforce** — Expand, create and deploy strategies to strengthen the regional early care and education workforce.
 - **High School Pathway** – Collaborate with area high school career and technical education programs to expand or implement a Child Development Associate (CDA) credentialing program.
 - **Parent University** — Recruit Head Start parents to earn a CDA while serving as teacher assistants in classrooms.
 - **Stackable Credentials** — Expand the bachelor’s degree stackable credentials model to include an associate degree option.
- **Data Analytics** — Develop a system to compare assessment data for parents and families with classroom assessment data for their children, looking for patterns and relationships that identify effective practices in family and child outcomes.
- **School Readiness** — Expand implementation of the Pre-Kindergarten Observation Form.
- **Technology** — Support creation and implementation of the Come on Down app, which will notify families of upcoming well-child dates and assist in scheduling and keeping appointments.
- **Mobile Medical Unit/Telehealth** — Partner with Swope Health Services to deliver KidsCare, a family-centered innovation that integrates telehealth, mobile pediatric and clinic-based visits to increase access to pediatric primary care services.
- **Food Equality Initiative** — Continue a partnership with Food Equality Initiative (FEI) to provide food support for children with food allergies, including encouraging and educating families on new electronic food order and delivery service.
- **Funding for early learning programs** — Lead efforts to sustain, increase and deploy funding for early care and education programs.
- **Quality Improvement** — Support for enhancing the quality of early learning care and education available for families with young children.

- **Program Profiles** — Implement the Early Learning Program Profile (ELPP) in up to 30 centers and the Family Child Care Profile (FCCP) in up to 10 family home programs in partnership with Wyandotte County’s Start Young program and programs that have received Kauffman Quality Enhancement grants. The ELPP and FCCP includes assessments, baseline indicators and quality improvement funds to support program goal attainment.
 - **Coordinated Classroom Observation** — Continue to support coordinated measures for continued quality improvement using the Classroom Assessment Scoring System (CLASS).
 - **Head Start Website** — Maintain and improve a public-facing website for parents and providers in the early learning network and make back-end changes to increase ease-of-use for staff.
 - **Parenting Curriculum** — Support Head Start centers as they identify and implement research-based curricula to help parents improve parenting skills and life skills. ✨ Continue to host Parent Cafés for facilitated peer-to-peer learning and adapt to be hosted in a virtual format.
 - **Educare** — Continue the Educare partnership with the Local Investment Commission (LINC) to provide resources, technical assistance and training to family child care, faith-based and small licensed center-based programs that serve children receiving child care subsidy.
 - Expand partnerships and support services for the Educare program to include health and dental services.
 - Continue and expand partnerships with area libraries and enrichment programs.
 - **Policy Initiatives** — Continue to inform early learning policy for long-term system building.
 - **Community Initiatives** — Remain actively involved in community initiatives that strive to increase access to affordable, high-quality early learning and care, as well as increase the self-sufficiency of families. Utilize the Partners in Quality network to align regional initiatives.
-

Lead Policy Committees

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

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

Mid-America Head Start Advisory Committee — Chair Susan Knittle

Mid-America Head Start Policy Council — Chair Kalina Smalls

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Dr. Asia Foster, Early Learning Program Manager, afoster@marc.org or 816-701-8367

EXEMPLARY CORE CAPACITIES



MARC's Role:

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

2022 Budget in Brief

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

Key Accomplishments for 2021

- **Financial Reporting** — Received GFOA certificate for Distinguished Budget Presentation for 2021 budget. MARC's 2020 audit received a Certificate of Excellence in Financial Reporting, an honor MARC has achieved for more than 30 years running.
- **System Upgrades** — Continued improvements of internal systems, including:
 - Implemented an online learning management system for internal capacity building and external training opportunities. Increased ability to deliver multiple modes of training to best meet needs of community partners.
 - Researched and selected a contact and event management database system.
 - * Continued to support remote work for MARC employees. Provided training to effectively use project management and collaboration platforms.
- **Modeling Capacity** — * Produced a monthly economic forecast to provide insight into post-COVID-19 economic recovery.
- **Staff Support** — * Convened virtual coffee chats and social activities. Launched an online communication platform to facilitate ongoing staff engagement in a virtual setting.
- **Data Collaboration** — * Continued to provide real-time aggregation of COVID-19 data from hospitals, public health agencies, jurisdictions and state and federal agencies through the COVID-19 Regional Data Hub. Utilized a secure data-sharing process.
 - Developed data visualization, data storytelling and performance measurement courses through online learning management system and strengthened partnerships with regional higher education institutions in support of Regional Data Academy.
- **Digital Communications** — Improved and refined underlying technology and user interface of key digital communications channels. Staff also:
 - Began process to overhaul marc.org with support from a local website development contractor to increase the effectiveness and improve user experience.
 - Secured a grant to redesign and improve functionality of RecycleSpot.org, one of MARC's most-visited websites.
 - Updated several satellite sites, including PrepareMetroKC.org, KCDegrees.org and MARCHeadStart.org.

- Launched internal website service request form. Received and processed more than 700 updates to internal and external sites.
- **Diversity, Equity and Inclusion** — Developed and adopted a strategic plan for DE&I. Coordinated monthly peer education for staff on a variety of cultural issues. Engaged staff members from across the organization in conversations around DE&I issues, including book and movie discussions. Completed leadership and staff training.
- **Financial Process Improvements** — Implemented finance technology plan by automating the accounts payable process and the ability to accept ACH EFT payments.
- **Facility Management** — Conducted a space study to determine the best and greatest use of facilities. Continued to upgrade audio/visual equipment. Developed a three-year plan for facility improvements.
- **Public Officials Directory** — Updated and verified information in the Public Officials Directory; published and distributed printed book and explored options to improve online delivery of data.

Priority Focus Areas for 2022

- **Diversity, Equity and Inclusion** — Implement DE&I goals through training, review of processes and offering opportunities for conversations and activities throughout the organization.
- **Human Resources** — Revisit and update recruitment and onboarding procedures. Select and implement a Human Resources Management System to facilitate modernization of MARC's recruiting and onboarding, policies, organizational structure, employee development, benefit management and compensation. Update Affirmative Action plan.
- **Technical Capacity** — Implement Data Forward Plan to advance agency-wide goals around data, research, technology and infrastructure including ongoing systems inventories, data and project management standards and increased capacity to sort, access and interact with internal and external data.
- **Records Management** — Finalize records management policy, including records retention schedule.
- **Modeling Capacity** — Increase granularity of modeling from block level to parcel level. Implement a new land-use model for forecasting growth and development, including evaluation of business databases and integration with building and parcel databases.
- **System Updates** — Implement a contact and event management system; establish policy and process for ongoing data maintenance.
- **Hybrid Meetings** — * Support hybrid meetings through ongoing facility and audio-visual upgrades.
- **Online and Partner Communications** — Refine and improve stakeholder communication and engagement the following activities:
 - Launch the revitalized marc.org and begin work on next phase, including integration of content from external sites as appropriate, exploration of improved data presentation and integration, and creation of member portal.
 - Redesign and launch mobile-friendly RecycleSpot.org through Solid Waste Management District grant to provide information more effectively to residents.
 - Audit and update Intranet content and transition to Microsoft SharePoint.
 - Celebrate MARC's 50th anniversary through a strategic communications campaign that highlights regional cooperation.
 - Transition annual report and Public Officials Directory to digital or digital-print hybrid format.
 - Improve email newsletter delivery process using tool that allows recipients better management of their information and provides performance analytics.

Ongoing Programs and Initiatives

- **Data Partnerships** — Continue to build regional partnerships to share data with and among a wide variety of community organizations. Develop data-sharing agreements that lead to improved outcomes.
 - **Research and analysis** — Provide data, maps, statistical analyses and data dashboards and visualizations as needed to support MARC programs and initiatives
 - **Grant Management** — Administer more than 100 unique funding streams, documenting expenses and reporting to funding agencies as required.
 - **Facility Management** — Maintain MARC’s conference center, training facilities and workspaces, adapting office spaces to meet evolving needs as programs grow and contract.
 - **Data Management** — Expand regional capacity to collect and store high-quality data; serve as a hub for data access and look for economies of scale. Help local governments and other partners make better use of data to solve problems. * Automated data process for monthly workforce data, including unemployment data in response to COVID-19, and transportation safety and crash data.
 - **Technical Capacity** — Continue to build internal capacity to collect, analyze and manage increasingly complex and detailed data from a variety of published and non-published sources.
 - **Event Coordination** — Coordinate logistics as needed for visitors from federal agencies and national and state organizations, in addition to annual and ad hoc regional events. * Support virtual convenings, including regional assembly and others.
 - **Public Outreach and Engagement** — Support public outreach campaigns for MARC programs and other initiatives of regional importance. * Host public meetings virtually to ensure ample opportunity for resident input in regional decision-making. Continue to expand outreach and communications across more platforms to effectively engage and inform partners and the public.
 - **Strategic Communications** — Support strategic communications planning to identify effective delivery methods to share key messages with relevant audiences, including internal groups. Create newsletters and reports, both printed and electronic, to inform stakeholders and the community about regional issues. Use websites and social media platforms to share information. Keep MARC staff informed and engaged on relevant issues.
 - **Modeling Capacity** — Develop and improve analytical models used to inform policy and analysis.
-

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MARC

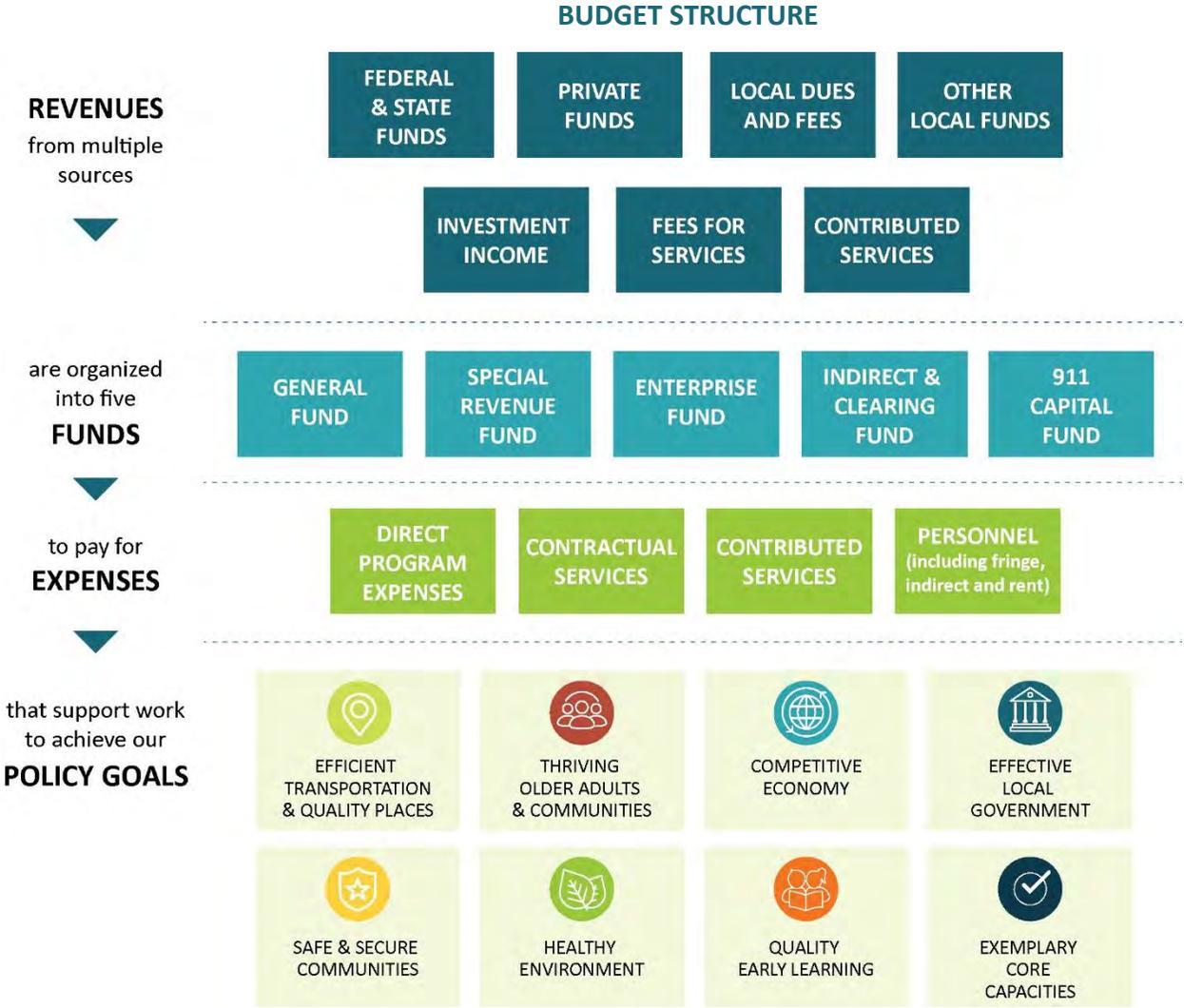


Budget Highlights

- 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, while tracked within funds, are also tracked by individual grants, and projects within grants. Most revenues come from federal, state and private grants. Local government dues and fees make up a small, but significant, part of the budget. We also track contributed services — the value of cash, personnel time, goods and services that are used as in-kind match for grant funds — as both a revenue and an expense. Per federal guidelines, MARC uses an indirect cost allocation method to charge indirect and fringe benefit costs to grants and programs as hours are worked. We also set aside some money in a long-term contingency fund each year. The following pages provide a high-level overview of these critical budget elements, along with notable changes in 2021 and for 2022.

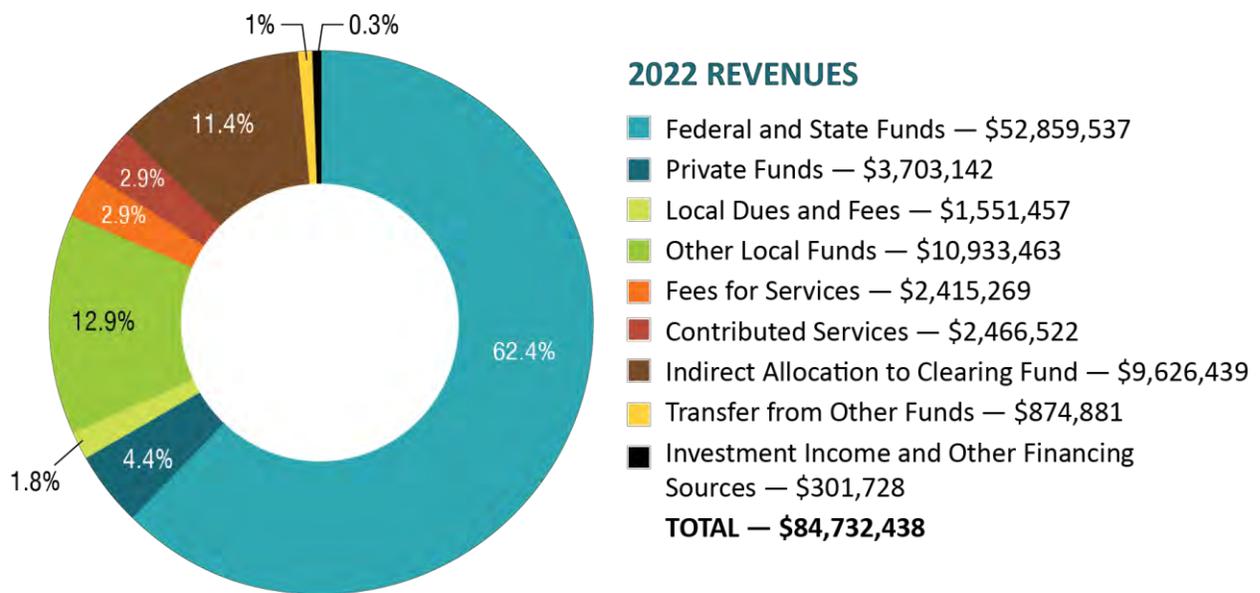


REVENUE HIGHLIGHTS

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

Like other councils of government, MARC has been formally designated to have an official role in certain federal and state programs, but MARC has a much broader agenda than many of its counterparts. MARC serves as the official Metropolitan Planning Organization for the Kansas City region, which encompasses specific roles and tasks related to transportation planning and air quality. Other official roles include serving as the Area Agency on Aging for five counties, the Head Start/Early Head Start grantee for three counties, the administrator for Solid Waste Management District for five counties and the Local Emergency Planning Committee for nine counties. Through an interlocal agreement, MARC administers the regional 911 system for 10 counties. MARC also administers federal and state homeland security grants awarded to the Kansas City region. MARC is the designated Economic Development District for the region’s nine counties.

In recent years, MARC has received substantial financial support from the region’s strong network of philanthropic foundations to fund (or supplement federal funding for) a wide range of initiatives to meet community needs, including programs that address an aging population, public health and nutrition, homelessness, support for vulnerable populations in disasters, early learning and more. Philanthropic funds are often used to test innovative new models and support new approaches to collaborative regional and community problem solving. * Since 2020, philanthropic organizations have provided substantial support for COVID-19-related programming including recovery efforts.



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 57.

■ Notable Changes in 2021 and 2022

As indicated by the Work Plans outlined in the Policy Goal areas, our overarching goals remain the same. Some programs support ongoing work and have had consistent funding streams over many years. However, many of MARC's programs and projects are shorter term by nature. These types of grants support reports and projects that develop recommendations to address current concerns and include immediate and short-term projects that tackle urgent issues, such as the COVID-19 pandemic.

The Revised 2021 Budget and the 2022 Budget reflect the following new and ending programs.

Unanticipated Grants and Programs During 2021

- *** GusNIP COVID Relief and Response (CRR) Kansas Missouri Nutrition Incentive Expansion** — The U.S. Department of Agriculture Gus Schumacher Nutrition Incentive Program funded a three-year \$4.6 million grant which will allow the Double Up Food Bucks program to be offered in Kansas City and southeast Kansas grocers for a longer period every year. In addition, the funds will allow Double Up Food Bucks to expand to new locations in Missouri. The Double Up Heartland Collaborative intends to use these funds to bring on locations in areas of Missouri hardest hit by COVID-19, unemployment and other factors related to the pandemic. Over 70 percent of this grant will go to help SNAP recipients access and afford fresh fruits and vegetables for a healthier diet.
- *** Double Up Food Bucks** — Anthem Foundation provided \$100,000 to implement communications about the Double Up Food Bucks Nutrition Incentive Program. This funding is meant to augment the GusNIP COVID Relief and Response grant from the USDA.
- *** Kansas City Regional Health Agenda and COVID-19 Coordinating Response** — Funded in 2020 by local philanthropic organizations, and the Unified Government of Wyandotte County and Johnson County CARES Act funds, \$2.5 million was secured to improve the health, safety and economic well-being of residents. Initiatives include the expansion of COVID-19 testing, communications support and emergency assistance for vulnerable populations, and the development and maintenance of a regional data hub to report COVID-19 tests, cases and hospitalizations. The city of Kansas City, Missouri provided \$69,000 to support vaccination events. These efforts will continue in 2022 with an additional \$500,000 from the COVID-19 Community Response and Recovery Fund at the Greater Kansas City Community Foundation.
- **Kresge and Kauffman Foundation Support for Securing New Federal Funds** — The Ewing Marion Kauffman Foundation provided \$70,000 to enable MARC to contract with a national firm, Equity Cities, to provide support in preparing a regional workforce grant proposal to the EDA. The Kresge Foundation has provided a \$75,000 grant to support research and convening to identify and compete for new federal funds.

IMPACTS OF COVID-19

The COVID-19 pandemic altered the course for many aspects of MARC's work during 2020 and 2021. MARC received a variety of new revenues to coordinate regional programming around the pandemic that we then allocated to various agencies throughout the region for COVID-19 work. New, unplanned sources of funding were received in 2020 and 2021, some of which will extend into 2022. The 2022 budget also reflects new funding for pandemic recovery.

New Grants and Programs in 2021 and 2022

- **Regional Housing Partnership** — Philanthropic partners Bloch Family Foundation and Health Forward Foundation funded \$710,000 to support the development, administration and launch of the Regional Housing Partnership.
- **EDA Partnership Planning** — The U.S. Economic Development Administration awarded a multi-year award for \$192,500 to support the development and implementation of a comprehensive economic development strategy (CEDS). The CEDS process is designed to bring together the public and private sectors in the creation of an economic development roadmap to diversify and strengthen the regional economy.
- **EPA Environmental Justice Collaborative Problem Solving** — The U.S. Environmental Protection Agency awarded \$200,000 in funding to develop a framework for community-based climate resilience. The project will educate on MARC’s Regional Climate Action Plan and expand local capacity for neighborhood-scale climate adaptation, mitigation, and resilience planning.
- **CRSSA (Coronavirus Response and Relief Supplemental Appropriations Act)** — This program includes federal funding that is allocated in Missouri for roadway preventive maintenance. These funds will allow cities and counties in Missouri to catch up on preventive maintenance work that may have been deferred in 2020 and 2021 due to impacts from the COVID pandemic. MARC will coordinate the selection and management of engineering consultants. The work will total \$6,714,666 in construction, and \$1,568,286 for engineering consultants and \$110,381 for staff time.
- ***Home Delivered Meals for KS and MO** — COVID relief dollars and other funding are anticipated to help expand home-delivered meals service through 2022. Potential State contributions of \$ 5 million may help to establish meal distribution capacity in Kansas City. Additional potential funding would establish similar efforts at two additional Area Agency on Aging sites, creating a statewide system. MARC anticipates the arrival of delivery vehicles with freezer capabilities in 2022, and cultivation of additional freezer and cooler assets to support program expansion and refinement.
- **Little Blue River Watershed Feasibility Study** — MARC will work with the US Army Corps of Engineers and seven local communities to study causes and propose solutions to multiple issues in the Little Blue River watersheds, including sedimentation of two reservoirs, degradation of the main stem and tributaries to the little blue, flooding and floodplain management, habitat restoration and recreation. Phase one will be completed at a cost of \$70,000 by March 2022. If project partners agree, a three-year study will then commence.
- **APWA Stormwater Standards, Specifications and Best Management Practices** — The local executive committee of the Kansas City Chapter of the American Public Works Association authorized MARC to initiate efforts to update regional stormwater standards and specifications, along with revisions to the Regional Manual of Best Management Practices to Protect Water Quality. This project will launch in early 2022. The estimated budget funded by local governments and American Public Works Association (APWA) for this two-year effort is between \$750,000 - \$1,250,000. Local governments and APWA will fund the effort.
- **Community Health Worker Safety Net Initiative** — The Health Forward Foundation provided MARC with a one-year Safety Net grant to support use of Community Health Workers with area hospitals

and community organizations to address clients' health disparities. KC CARE Health Center is a partner in the grant. An application has been submitted to continue the program in 2022.

- **EPA Wetland Program Development** — The U.S. Environmental Protection Agency will fund \$170,000 to develop a regional collaborative involved in green infrastructure and ecosystem restoration in the Kansas City metro area to develop a feasibility study to evaluate and pilot new conservation finance tools for the metro area. The project will accelerate green infrastructure implementation and inform how metro partners increase institutional capacity to implement and manage large-scale projects on the ground.
- **EPA Regional Food Waste Reduction Action Plan** — The U.S. Environmental Protection Agency funded \$174,925 to develop a regional food waste reduction plan, collaborative food system mapping website and education campaign for the Kansas City region.
- **Operation Green Light** — OGL will implement new regional traffic signal software with Kansas and Missouri federal pass-through funds totaling \$960,000 with matching local funds from participating agencies.
- **Planning Sustainable Places 2023** — Kansas Department of Transportation (\$875,000), Missouri Department of Transportation and Federal Transit Administration (\$1 Million) will continue to provide local governments with financial support to advance detailed local planning and project development activities. The 2023 projects, which are scheduled to begin in October 2022, will continue to develop plans that accommodate multi-modal solutions in conjunction with environmental priorities and sustainable land use options.

Ending Grants and Projects

- *** COVID-19 Public Health** — Two public health epidemiologists were funded in 2021 by the Unified Government of Wyandotte County to support COVID-19 related efforts in the County Health Department. This program involved a \$205,000 investment and will end March 2022.
- **KC Degrees** — This program launched in 2016 and concluded services supported through KC Scholars and the Kauffman Foundation in 2021. Program services will continue through new funding including a new U.S. Economic Development Administration grant and Head Start to support adult learners and parents with job readiness and barriers to education and employment.
- **Economic Value Atlas** — Local philanthropic organizations awarded \$275,000 to support a two-year project to develop and use a new economic analytical tool as a pilot effort of the Brookings Metropolitan Policy Program and other partners. The project aligns economic development, regional planning and infrastructure investment in support of regional economic goals. The web-based tool will enable MARC to analyze public and private investments, test communications strategies and consider policy recommendations. This grant ends in April 2022.
- *** EDA CARES Act Disaster Recovery Planning** — The U.S. Economic Development Administration awarded funding of \$400,000 for two years to prepare a Disaster Recovery Planning Framework that updates the region's Comprehensive Economic Development Strategy Plan, outlining steps that public and private sector stakeholders can take to rebuild the region's economy and position it for future growth, strengthen the ability of local governments to address the needs of their communities with reduced resources, and engage workforce and economic development agencies in steps to help people gain new skills and secure new employment. This grant ends in June 2022.

- **Government-to-University (G2U) Career Services** — The Volcker Alliance funded \$50,000 to evaluate research from the Public Sector Talent-to-Industry Exchange (TIE) to identify high-demand public sector careers in the region. The careers will be mapped to 10 agilities in the Agile Work Profiler (AWP), a career assessment tool offered by The DeBruce Foundation. Funds were used to produce videos with government partners to promote the selected careers and related Agilities to virtually present employee stories to students, thereby expanding career exposure. This grant may end in 2022 unless another round of funding is announced in 2022.
- **Planning Sustainable Places 2021** — Kansas Department of Transportation (\$600,000), Missouri Department of Transportation and Federal Transit Administration (\$349,000) will continue to provide local governments with financial support to advance detailed local planning and project development activities. The 2021 projects will continue to develop plans which accommodate multi-modal solutions in conjunction with environmental priorities and sustainable land use options. This grant is ending in early 2022.
- **Complex Coordinated Terrorist Attack (CCTA) Grant** — This three-year grant originally scheduled to end in September 2020 was extended to May 2022. In July 2017, FEMA awarded \$2.25 million to MARC and its local government partners. This funding has helped cities and counties assess readiness and identify gaps; develop CCTA annexes to local emergency operations plans; develop protocols for sharing resources; provide training and exercises for local personnel; and launch a public outreach campaign for residents and businesses.
- **Cultivating Community Resilience** — Health Forward Foundation awarded \$127,100 to support increased participation of communities in the development of concepts and programs that serve their communities and to draft a resource/training program to implement nature-based solutions as a tool to improve human health, natural environment and community initiatives. This project has been extended through first quarter 2022.
- **EPA Wetland Development Grant** — The U.S. Environmental Protection Agency funded \$125,000 for Here We Grow: Seeding the Future of Green Infrastructure in Metro Kansas City. This project will advance wetland restoration and conservation while also providing clear economic, environmental justice, public health and economic co-benefits. This work activates the Regional Green Infrastructure Framework and Green Infrastructure Playbook strategies and recommendations in municipalities throughout the region. This grant is ending in December 2021.
- **911 Router Installation and Migration** — Funding was been identified for new NG911 VESTA Routers in 2021. Preparatory work has been completed in staging for the routers in cooperation with the local channel partner and Motorola. The routers are now in Kansas City and final preparations for installation are underway. The estimated completion date for this project has been pushed back to the first quarter 2022. The total for the project is \$1,759,418 and \$791,739 has been spent.
- **911 Microwave Upgrade Project** — The State of Kansas funded \$300,000 and the State of Missouri \$500,000 for the MARC 911 Region microwave upgrade project. Total project costs are \$1,745,161. This project will be completed in early 2022.

■ Revenue Outlook

Between the pandemic and a new federal administration, MARC's revenue outlook in 2021 was everchanging and busy. As we look forward to 2022, our revenues will be affected by several key factors. The Infrastructure Investment and Jobs Act (IIJA) was just passed by Congress and MARC staff is currently reviewing the provisions to identify programs aligned with MARC policy goal areas. Additionally, new federal funding has been made available for recovery efforts which ties into our workforce and economic development work. Philanthropies continue to be generous in providing funds for continued pandemic mitigation support.

Following are observations related to policy goal area funding sources.

Efficient Transportation and Quality Places. Support for transportation and infrastructure planning is primarily funded through federal and state sources. Over half of the funding from the IIJA is being allocated through the U.S. Department of Transportation which will increase funding for transportation planning and projects over the next five years. With increased motor fuels tax rates in Missouri and stable funding anticipated for the Eisenhower Transportation Legacy program in Kansas, the outlook for transportation planning and projects for the region is positive.

Healthy Environment. The IIJA also includes funding for a variety of transportation-related climate resiliency initiatives including a new Carbon Reduction Program, new Promoting Resilient Operations for Transformative, Efficient and Cost-Saving Transportation program and increased Congestion Mitigation Air Quality program. Climate resiliency continues to gain support from philanthropic, utility and private sector funders and smaller programming support and partnerships may be available through those sources.

Competitive Economy. MARC has received two grants through the Economic Development Administration for COVID-19 recovery. In addition to direct support to our local governments and update of the region's Comprehensive Economic Development Strategy (CEDS), this funding will support workforce programming as we work with other organizations to engage people in financially viable careers and help small businesses in Wyandotte County. Funding beyond this will depend on federal priorities and the status of the pandemic recovery.

Effective Local Government. Most local governments in the region seem to have recovered and have continued to support MARC local government services, including shared services. Continued efforts to provide innovative programming that creates efficiencies and fills gaps are focused on cybersecurity and housing. Federal funding for cybersecurity is helping to fund training and shared resources. MARC is establishing a Regional Housing Partnership supported by philanthropy. One of the goals of retooling the Government Training Institute is to provide relevant and timely training opportunities and more customized course and consulting opportunities at affordable costs. This fee for service model is a way to diversify our funding base to create a sustainable service model.

Safe and Secure Communities. The 911 system is supported by local governments and the revenues they collect through landline and cell phone fees and sales taxes. At this time, most of the counties have dedicated revenues while some rely on general funds to cover their costs. Funding for emergency response and recovery planning had a special focus on the pandemic while continuing to address ongoing hazardous materials, emergency management, and homeland security coordination and planning. The focus for 2022 will include continued analysis and coordination in response to the

pandemic, an after-action analysis of how the region responded and developing steps to strengthen our collective capabilities and address new challenges, including cybersecurity, to ensure the protection of our communities. Continued funding into 2022 will support work with hospitals, public health and other key health organizations. Additional funding may be needed to respond to continuing public health challenges.

Thriving Older Adults and Communities. MARC uses OAA funding through the State of Missouri to support a variety of social health services and integrated care programming. New service models that integrate community services with health care continue to experience strong demand that was initially spurred by the pandemic. Those models have proved valuable to health care entities and contract expansions, new health care partners, and fresh programming is expected in the near future. Federal funding for all Titles of the OAA is likely to experience stability or increases in the near term.

Funding such as the new USDA grant that will enable MARC to continue to support SNAP recipients with incentives for healthy food purchase appear to be on stable ground.

Quality Early Learning. Funding for Head Start has continued to be strong during the pandemic. Specific funding for COVID-19 improvements were awarded in 2020 and 2021. This funding will be available to our Head Start program through the spring of 2023. While the COVID-19 response funding will most likely not continue into future years, the flexibility to utilize the funds over two years ensures the most effective use funds. Funding from the state of Missouri for both Early Head Start and Educare remained steady and continues to be granted based upon strong program performance. Local philanthropic funding for developing quality early learning systems have continued, however a focus towards direct service providers was felt in 2021 and will continue to 2022

■ Potential Funding Sources

Grants and programs that are likely to happen in 2022, but are not yet certain so are not reflected in the budget include:

- USDOT Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT) Grant Program to for climate resilience planning grants.
- USDOT Prioritization Process Pilot Program to support data-driven approaches to transportation planning.
- MARC has applied for the Build Back Better Challenge grant program with community partners and will be submitting a Good Jobs Challenge grant in early January, both to the Economic Development Administration. These grants would support workforce development efforts to help the region continue to recover from the pandemic with an emphasis on inclusive prosperity.
- MARC will continue to pursue funding to fully launch the Regional Housing Partnership in 2022.
- Funding from Menorah Heritage Foundation to provide MSN social health services to Kansas older adults experiencing heart failure, in collaboration with the Quality and Value Innovation Consortium (QVIC).

■ Contributed Services

Many public and private grants require matching funding from other sources. In some cases, in-kind contributions, such as personnel time or other resources devoted to a project, count as match. The budget includes these amounts under contributed services, which are reflected as revenue and expenditures in accordance with standard accounting practices and the guidance of the individual grants. The amounts recorded are the estimated fair value of goods or services as of the date of receipt. Contributed services also include non-cash amounts contributed to MARC programs — primarily aging, Head Start and transportation — by partner agencies. As a result of COVID-19, some federal agencies allowed waivers. This reduced total contributed services to \$4,183,158 in the 2021 Budget. Revised 2021 Budget shows \$5,459,373 of contributed services. Although contributed services were not required by some funders, we tracked all actual contributed services. Additional waivers in new grants reduced the 2022 Budgeted contributed services for 2022 to \$2,466,522.

2022 BUDGETED CONTRIBUTED SERVICES BY POLICY GOAL	Total Revenue	Contributed Services	Percent of Total
Efficient Transportation and Quality Places	\$7,779,740	\$606,594	7.8%
Healthy Environment	3,511,600	197,566	5.6%
Competitive Economy	1,277,642	247,408	19.4%
Effective Local Governments	2,415,652	268,360	11.1%
Safe and Secure Communities	11,852,423	19,340	0.2%
Thriving Older Adults and Communities	15,558,928	1,127,254	7.2%
Quality Early Learning	31,903,951	—	—

■ Local Dues and Fees

Local governments support MARC’s work in a number of ways, most notably through collaborative committees and boards that support regional planning and decision-making. Cities and counties also contribute financially through dues, fees and voluntary contributions. Per capita membership dues are paid by MARC’s incorporating members (nine counties and six largest cities) and voluntary per capita dues are requested from all other cities in the region. Dues amounts in 2022 were recalibrated based on the 2020 Census. These funds make up a small percent of MARC’s annual revenue (1.8 percent in 2022), but they have a significant impact on programs of importance to the region. For example, local government dues are the primary source of cash match required to leverage certain public and private grants. Other membership fees included in this category are used to support specific programs and initiatives.

LOCAL DUES AND FEES	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Local Government Member Dues	\$413,763	\$422,046	\$422,046	\$431,001
Local Government Voluntary Dues	70,709	71,984	71,984	80,309
State Aid to Regional Planning Councils (Missouri)*	0	10,670	74,690	10,670
Aging Local Match	76,731	78,265	78,265	79,830
Emergency Services Contribution	365,919	434,505	436,461	442,340
Transportation Project Fees (biannual)	—	722,598	758,489	—
Government Innovation Forum Contribution	147,945	165,627	150,000	189,186
Government Training Institute Membership Fee	78,925	87,500	87,748	90,815
TOTAL	\$1,153,992	\$1,992,568	\$2,079,683	\$1,324,151

Note: 2022 Local Government dues reflect a 2 percent increase approved by the Board of Directors in October 2021.

**State of Missouri aid varies from year to year.*

■ Other Local Funds

Other local funds include funds other than dues or fees for service that MARC receives from cities, counties and other agencies in the region. This category includes contributions to the Regional 911 System paid by counties and selected aging programs for the metro area. It also includes city contributions to the household hazardous waste program, the water quality education program and Operation Green Light. Various community development programs receive contributions from area businesses. All of the funds in this category are designated for specific programs.

■ Investment Income

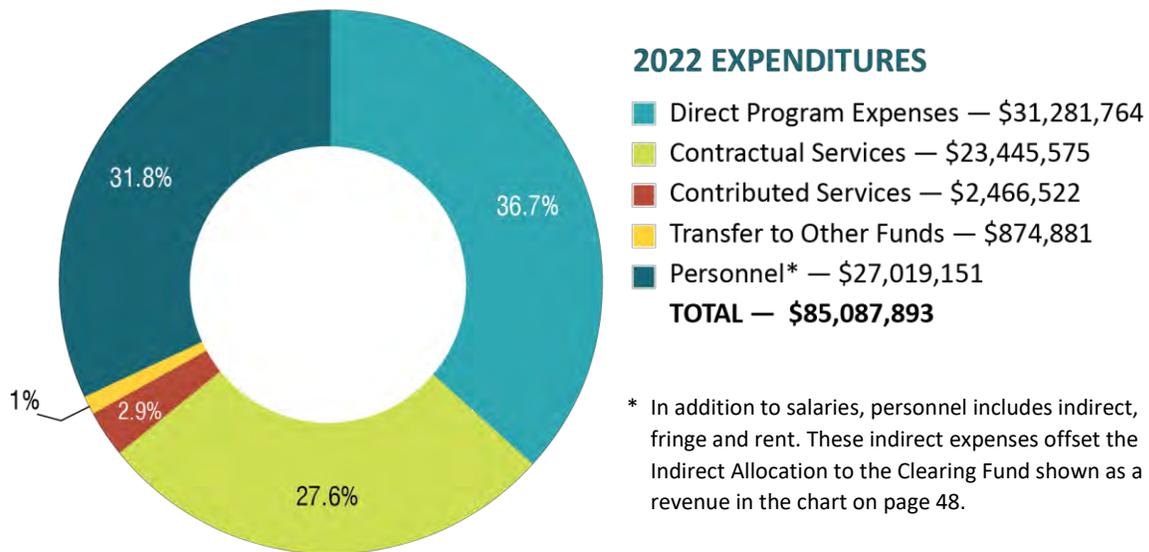
Funds not required for immediate use are invested in accordance with MARC's investment policy, typically in U.S. government securities and collateralized bank notes. Investment income is allocated, as required, to a child care scholarship fund held in trust by MARC and to the Solid Waste Management District,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

In 2021, an average of \$3.75 million was invested at any given time. Earnings from 2021 investments are projected to be \$70,000 and \$80,000 for 2022. Several investments were called and reinvested in 2021, but rates remained low, so no increase in interest is projected for 2022. In 2022, four investments are scheduled to mature. Interest rates in 2020 and 2021 dropped so low that \$0.25 million was retained in the cash account to be reevaluated in 2022.

EXPENDITURE HIGHLIGHTS

Overall expenditures (cash and non-cash) for 2022 are projected to increase by \$3,036,076 compared to the 2021 Revised Budget. Expenditure categories vary by program, but generally include personnel costs (including salaries, fringe benefits, indirect and rent), direct program expenses, contractual services and contributed services. Cash expenditures increased in 2022 marginally, with the majority of the increase being due to a decrease in required contributed services.

In addition to changes in grants and programs, changes for 2022 include an increase in staff, which is directly related to building internal capacity, a few new programs and revenues; modest salary increases; anticipated increases in health insurance benefit costs, facility improvements and technology investments.



■ Staffing

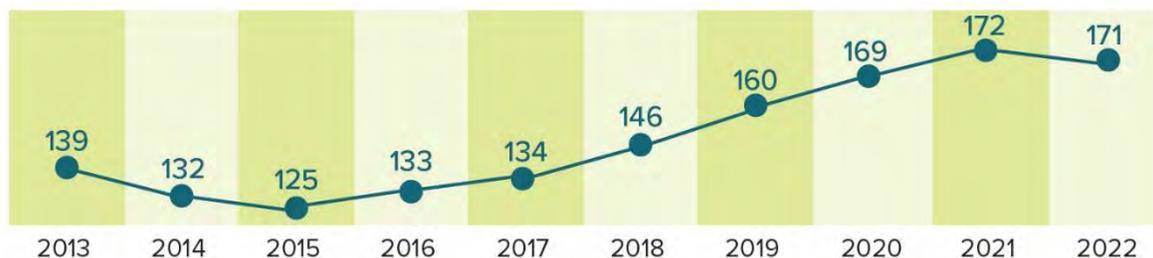
With the fluidity of grant work, sometimes additional program staff is quickly needed to support a new grant or address an urgent need. Consequently, there are times positions are created and added during a budget year. Similarly, sometimes positions are included in the budget but the work does not ramp up as quickly as anticipated, so they are not filled. Going back to 2016 we are changing the methodology related to how we count positions on an annual basis. Beginning with 2016 (and following years) the number of positions represents the total number of positions budgeted throughout the year.

During 2020 and 2021 we hired more temporary staff than usual to meet pandemic needs. Much of that work has ended, and several other grants have ended that funded personnel. Positions that ended in 2021 include two epidemiologists and two emergency services planners related to the CCTA and Cargill grants.

The 2022 budget includes 160 regular full time and 11 part-time employees and interns. All positions included in the budget are fully funded with known grants or program revenue. Due to the uncertain nature of grant funding, MARC is very conservative about creating new full time positions and makes it a

priority to reallocate current staff to meet changing needs, and to hire people with skills and talents that will maximize the impact of our work.

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



	2020		2021		2022	
	Full-time Employees	Part-time and interns	Full-time Employees	Part-time and interns	Full-time Employees	Part-time and interns
Executive Director’s Office	2		2		2	
Finance and Administration	16	3	25	2	31	3
Aging and Adult Services	13		17		22	
Community Development	55	4	45	7	4	1
Local Government Services*					30	3
Early Learning	32		32		33	
Research Services	14	1	13		11	
Transportation and Environment	24	5	24	5	27	4
TOTAL	156	13	158	14	160	11

*New department of Local Government Services was established in 2022

Staff Changes and Additions

At the end of 2021 several significant organizational changes were implemented to tap into and further develop organizational leadership, maximize opportunities for program synergy and enhance our ability to provide timely and meaningful service to the region, now and in the future. A new Local Government Services Department was established. Public safety communications and emergency services were moved into that department. Effective at the beginning of 2022, food insecurity programming and community health work will move into the Aging Department. Information Technology division will be moved into the Finance and Administration department, consolidating core capacities.

Core capacity positions provide professional support across the organization. Depending on the focus of their work they may be funded through a combination of grants and indirect. In 2022, several new positions are included to build core capacities and to support key organizational goals. During the budget process, new positions and staffing changes are reconciled for annual numbers.

New budgeted core capacity positions:

- A cybersecurity coordinator to work with Information Technology to ensure MARC is implementing and adhering to best practices, especially in regard to HIPAA compliance and data transfers in the Aging department. This position may also serve as a resource for local government constituents.
- An additional data developer position is included to help move data capacity work forward.
- A contract/compliance manager to manage the contract review process and coordinate with other compliance positions at MARC to ensure compliance with federal, state and private grant requirements.
- Two grant accountant positions to support increasing work in the Head Start and Aging programs.
- An additional program assistant role is being designed to provide administrative assistance for several growing programs.

New budgeted programmatic positions:

- An Integrated Care Specialist and an Assistant Director for Integrated Care are included in the Aging budget to provide support for the increasing workload of the various integrated care programs, especially the Managed Services Network.
- Two Community Health Worker positions – one full time, one part time, will be converted from contractual to employment in the Head Start program.
- A planner/database tech is included in Transportation budget to enhance MARC's modeling capacities.

Salaries and Benefits

Funds have been budgeted for pay-for-performance salary increases of approximately 3% in 2022. Employee fringe benefits are funded through the Indirect Cost Allocation.

Fringe benefits are a significant part of the compensation package that MARC uses to attract and retain high quality employees and it is especially critical to offer competitive benefits in this time of almost full employment. It is MARC's goal to provide a benefits package that is as competitive and economical as possible, while at the same time remaining conscious of our fringe benefits rate and the impact that higher rates have on grants and funders. We continually evaluate our benefits and from time to time make changes to the program.

In 2022, an 8% increase has been included in the budget for health insurance benefits in anticipation of premium increases for the 2022-2023 plan year that will take effect in July. MARC contracts with a benefits consulting firm that will assist in doing a soft assessment of the market in early 2022 and provides ongoing analysis of all benefit programs. The schedule below shows total costs for salaries and traditional benefits.

SALARIES AND BENEFITS	Actual 2020	Budget 2021	Revised 2021	Budget 2022
Total Salaries (<i>indirect and direct</i>)	9,293,958	11,650,000	9,617,000	10,970,000
Non-Leave Benefits	3,152,153	3,608,000	3,305,000	3,801,000
Percentage	33.9%	31.0%	34.4%	34.6%

Leave time is also an important part of the benefits package and is funded through the indirect fringe rate. Remote work and the pandemic affected leave time use in 2020 and 2021. Leave time for 2022 was budgeted at a similar rate as 2019. Utilization and costs will be monitored through the first part of 2022 to see if it returns to 2019 rates and an analysis of whether our leave policies should be adapted based on new ways of working.

■ Capital Outlay

Due to the nature of our work, MARC does not acquire and own much high value capital. However, two programs, the Regional 911 System and Operation Green Light, make substantial investments in equipment and software each year.

911 Capital Outlay

The Public Safety Communications Board approves a capital improvement plan each year to ensure that the Regional 911 System is maintained at levels that will maximize use of new technologies and mitigate potential malfunctions due to equipment failures. These funds are included in the MARC budget in order to provide a complete picture of the revenues and expenditures of the 911 program. Additional information is included on page 94.

The budget reflects continued progress toward the installation of the two purchased selective routers, along with improvements to the microwave networks with point-to-point links used to transmit 911 calls, PSAP upgrades and software support renewals. An estimated \$1,762,600 will be spent in 2021, and \$2,395,766 is budgeted for capital projects in 2022.

Large planned projects for 2022 include:

- **Workstation Replacement Project** — Started in 2020 will continue, with 60 workstations in line for replacement. Based on the four-year life cycle of the equipment, this schedule calls for replacing 60 of the 240 workstations each year, which will reduce licensing renewal costs in the future. Costs for the 60 workstations is estimated at \$1,100,000.
- **Motorola Software Support Renewals** — With the change to MARC provided 911 maintenance a contract with Motorola has been negotiated and our software support will transition to a yearly cost under the new contract and the new MARC 911 maintenance. The estimated cost is \$614,433.

Operation Green Light Capital Outlay

The MARC budget includes operating and construction costs associated with the operations and expansion of the Operation Green Light (OGL) traffic signal program. Under the guidance and leadership of the OGL Steering Committee, annual priorities are established for regional expenditures to ensure

traffic signals are upgraded and maintained. Funds to support the systems are paid by member partners and federal pass-through funds.

- **Regional Advanced Transportation System Management Software** — A capital outlay of \$1,200,000 of STBG, CMAQ and local funds are projected in 2022-2023 to update the advanced traffic management system software used to manage and monitor traffic signal operations for the OGL program.
- **Traffic Signal Advancements in Missouri** — A capital outlay of \$525,000 of CMAQ and \$203,000 of local funds are projected in 2021 through 2022 to enhance traffic response and vehicle detection systems, advanced traffic signal controllers and closed-circuit cameras in key regional locations. This work will modernize the intersections to allow for more efficient operation for all users including pedestrians and transit.
- **Traffic Signal Advancements in Kansas** — A capital outlay of \$570,000 in CMAQ and \$211,000 local funds are projected in 2021 through 2022 to provide infrastructure enhancements with fiber optic communications, upgraded controllers, and closed-circuit cameras to improve operations.

■ Targeted Agencywide Expenditures

Integrated in all grant and enterprise funded work are efforts to support MARC organizational goals. Because MARC has limited discretionary revenue streams, it is challenging to identify funds to directly and intentionally move organization-wide and support function projects forward. The primary source for those projects is Indirect funding, but it also has restrictions on uses that need to be closely monitored. Surpluses (and deficiencies) do roll from year to year, providing some flexibility. The following projects have been identified as priorities and funding has been allocated for them in the 2021 Revised and 2022 Budget in the General and Indirect Fund.

Technical Capacity

- In 2021, a comprehensive update to MARC's website will be completed. Work will continue to enhance the site, but the heavy lifting is completed. A total of \$75,000 will be spent in 2021 on this project, and \$15,000 has been included in the 2022 Budget for further enhancements.
- A full selection process was conducted in 2021 for a contact and event management software to replace a current product. The selected platform will be engaged before the end of 2021 and implementation will begin. Total implementation costs for this platform include \$ 20,500 and annual costs will be \$23,100.
- Current Human Resources operations were totally paper based prior to the pandemic and have adapted to a pdf/folder method. In 2022, a selection process will be initiated for a comprehensive Human Resources Information System. The budget includes \$150,000 in the General and Indirect Funds for the selection process and this platform.

Diversity Equity and Inclusion

In 2021, the internal MARC Diversity Equity and Inclusion Committee (DEI) team developed a strategic plan that is guiding DEI work forward. Goals of the plan include (1) develop informed and committed leadership; (2) increase knowledge and understanding across the organization; (3) create diverse, equitable and inclusive internal policies and practices; (4) design and implement diverse, equitable and inclusive external programs; and (5) measure and evaluate progress.

Substantial progress was made in 2021 with monthly sharing at Full Staff meetings, several chat n chews on significant topics, a leadership training series and equity assessment training (LEAP) that included 32 staff members. The 2022 Budget includes \$24,500 for training, events and assessments in support of the goals of the plan. Additionally, the Grant Compliance Manager is allocating some of her work time to lead DEI work.

Facility Improvements

During 2021, MARC contracted for a comprehensive space study. The study identified key needs, with the most immediate need for at least an additional 10,000 square feet of space. MARC will begin leasing an additional 12,750 square feet as of March 1, 2022. The per square foot lease rate will be reduced overall, and the additional space added resulting in a \$79,491 increase in rent for 2022. Lease costs are allocated based on use of space and charged directly to program grants and to indirect for general spaces. Most building improvements will be funded through a Tenant Refurbishment Allowance. An amount of \$100,000 is included in the General Fund budget for audio visual equipment and other projects based on the recommendations of the space study.

INDIRECT COSTS

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

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

INDIRECT COST RATES	2018	2019	2020	2021	2022*
Negotiated Indirect Rates	30.2%	30.4%	31.6%	30.7%	31.9%

*For 2022, the indirect rate is pending approval with HHS. The 2022 Budget is based on the provisional rate provided to MARC in 2020.

LONG-TERM CONTINGENCY

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

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

This fund is accounted for separately but resides within the General Fund. Each year, the amount that should be designated for contingency is recalculated. Over time, the long-term contingency fund balance has increased steadily to a balance but continues to fall short of the 12% target. The 2022 budget includes an estimated ending balance of \$1,660,886, which represents 9.0% of the covered expenses. In 2022, staff will undertake an analysis of the long-term contingency needs and evaluate funding alternatives. For more information, see page 80.

MARC



Funds

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

FUND STRUCTURE

MARC's financial accounting system includes five 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 for designated purposes.
- The **Enterprise Fund** includes activities and programs where MARC charges a fee for services.
- The **Indirect and Clearing Fund** is used to account for the indirect cost and fringe benefit pools. This fund is also used to track short-term in-and-out transactions that result in a zero balance.
- The **911 Capital Fund** is used to plan and track large-cost projects for the Regional 911 System.

REVENUES BY FUND*	ACTUAL 2020	BUDGETED 2021	REVISED 2021	BUDGETED 2022
GENERAL FUND	\$1,284,683	\$1,991,651	\$2,098,132	\$1,328,233
SPECIAL REVENUE FUND	62,434,177	64,388,669	67,574,281	65,908,977
ENTERPRISE FUND	1,953,014	2,355,322	1,845,344	2,388,068
911 CAPITAL FUND	1,099,090	2,065,600	1,610,599	2,395,766
INDIRECT AND CLEARING FUND	11,976,520	13,087,879	12,219,988	12,711,394

EXPENDITURES BY FUND*	ACTUAL 2020	BUDGETED 2021	REVISED 2021	BUDGETED 2022
GENERAL FUND	\$1,068,610	\$1,371,333	\$1,362,352	\$1,601,839
SPECIAL REVENUE FUND	62,434,177	64,388,669	67,574,281	65,908,977
ENTERPRISE FUND	1,687,609	2,166,030	1,680,399	2,132,223
911 CAPITAL FUND	1,201,281	2,065,600	1,728,450	2,395,766
INDIRECT AND CLEARING FUND	11,612,008	13,403,264	12,699,186	13,049,088

*These numbers include contributed services.

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

GENERAL FUND

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

GENERAL FUND REVENUE AND EXPENDITURES BUDGET

GF-1: ALL PROGRAMS	ACTUAL 2020	BUDGETED 2021	REVISED 2021	BUDGETED 2022
REVENUE				
Local Government Dues	\$561,203	\$582,965	\$646,985	\$601,810
Emergency Services Contributions	365,919	434,505	436,461	442,340
Transportation Project Fees	—	722,598	758,489	—
Fees for Services	1,976	27,350	5,993	27,350
Investment Income	93,190	120,000	70,000	80,000
Miscellaneous Income	98	—	600	—
Other Financing Sources	262,297	104,233	179,604	176,733
TOTAL REVENUES	\$1,284,683	\$1,991,651	\$2,098,132	\$1,328,233
EXPENDITURES				
Automobile	\$6,431	\$5,872	\$5,582	\$6,032
Capital Outlay/Equipment	10,723	27,000	27,000	225,000
Contractual Services	1,485	39,900	50,000	39,900
Fringe Benefits Allocated to Clearing Fund	60,136	57,162	57,921	59,373
Indirect Costs Allocated to Clearing Fund	93,845	67,244	69,124	90,331
Meetings/Travel	31,277	126,025	55,300	131,100
Memberships/Periodicals	25,761	32,810	28,198	28,220
Other	6,475	4,000	4,100	6,600
Postage	—	1,800	—	1,800
Printing/Reproduction	—	1,700	557	1,700
Rent/Utilities/Maintenance	1,966	1,640	3,959	5,135
Salaries	119,411	119,086	120,670	121,417
Supplies	1,729	1,850	4,850	1,850
Training	725	8,500	8,500	8,500
Transfer to Other Funds	708,646	876,744	926,591	874,881
TOTAL EXPENDITURES	1,068,610	1,371,333	1,362,352	1,601,839
Excess (Deficiency) of Revenue Over Expenditures	216,073	620,318	735,780	(273,606)
FUND BALANCE, Beginning of Year	3,563,440	3,779,513	3,779,513	4,367,872
FUND BALANCE, Transfer	—	—	(147,421)	—
FUND BALANCE, End of Year	\$3,779,513	\$4,399,831	\$4,367,872	4,094,266

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-2: RESTRICTED FUNDS, ACTUAL 2020

	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
REVENUES					
Local Government Dues	\$—	\$—	\$—	\$—	\$76,731
Emergency Services Contributions	—	—	—	365,919	—
Transportation Project Fees	—	—	—	—	—
Fees for Services	—	—	300	—	—
Investment Income	—	—	—	—	—
Miscellaneous Income	—	—	98	—	—
Other Financing Sources	—	44,627	—	—	—
TOTAL REVENUES	\$—	\$44,627	\$398	\$365,919	\$76,731
EXPENDITURES					
Local Activity	\$—	\$—	\$12,521	\$96	\$—
Capital Outlay	—	10,723	—	—	—
Transfer to Other Funds	—	—	320,379	253,329	69,998
TOTAL EXPENDITURES	—	—	332,900	253,425	69,998
Excess (Deficiency) of Revenues Over Expenditures	—	33,904	(332,502)	112,494	6,733
FUND BALANCE, Beginning of Year	1,456,470	(132,542)	209,458	1,012,110	105,744
SUBTOTAL	1,456,470	(98,638)	(123,044)	1,124,604	112,477
Transfers Between Components of General Fund	115,675	—	48,447	10,000	—
FUND BALANCE, End of Year	\$1,572,145	(\$98,638)	(\$74,597)	\$1,134,604	\$112,477

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

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

**GF-3: UNRESTRICTED AND OTHER,
ACTUAL 2020**

	Unrestricted	Vacation & Sick Leave Reserve	Total General Fund
REVENUES			
Local Government Dues	\$484,472	\$—	\$561,203
Emergency Services Contributions	—	—	365,919
Transportation Project Fees	—	—	—
Fees for Services	1,676	—	1,976
Investment Income	93,190	—	93,190
Miscellaneous Income	—	—	98
Other Financing Sources	—	217,670	262,297
TOTAL REVENUES	\$579,338	\$217,670	\$1,284,683
EXPENDITURES			
Local Activity	\$336,624	\$—	\$349,241
Capital Outlay	—	—	10,723
Transfer to Other Funds	64,940	—	708,646
TOTAL EXPENDITURES	401,564	—	1,068,610
Excess (Deficiency) of Revenues Over Expenditures	177,774	217,670	216,073
FUND BALANCE, Beginning of Year	112,027	800,173	3,563,440
SUBTOTAL			
Transfers Between Components of General Fund	(174,122)	—	—
FUND BALANCE, End of Year	\$115,679	\$1,017,843	\$3,779,513

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

**GF-6: RESTRICTED FUNDS,
BUDGETED 2021**

	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
REVENUES					
Local Government Dues	\$—	\$—	\$—	\$—	\$78,265
Emergency Services Contributions	—	—	—	434,505	—
Transportation Project Fees	—	—	434,505	—	—
Fees for Services	—	—	—	—	—
Investment Income	—	—	—	—	—
Other Financing Sources	—	54,233	—	—	—
TOTAL REVENUES	\$—	\$54,233	\$—	\$434,505	\$78,265
EXPENDITURES					
Local Activity	\$—	\$—	\$10,000	\$—	\$—
Capital Outlay	—	27,000	—	—	—
Transfer to Other Funds	—	—	291,733	470,433	65,078
TOTAL EXPENDITURES	—	27,000	301,733	470,433	65,078
Excess (Deficiency) of Revenues Over Expenditures	—	27,233	420,865	(35,928)	13,187
FUND BALANCE, Beginning of Year	1,572,145	(98,638)	(74,597)	1,134,604	112,477
SUBTOTAL	1,572,145	(71,405)	346,268	1,134,604	125,664
Transfers Between Components of General Fund	98,798	—	49,403	10,000	—
FUND BALANCE, End of Year	\$1,670,943	(\$71,405)	\$395,671	\$1,108,676	\$125,664

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

**GF-7: UNRESTRICTED AND OTHER,
BUDGETED 2021**

	Unrestricted	Vacation & Sick Leave Reserve	Total General Fund
REVENUES			
Local Government Dues	\$504,700	\$—	\$582,965
Emergency Services Contributions	—	—	434,505
Transportation Project Fees	—	—	722,598
Fees for Services	27,350	—	27,350
Investment Income	120,000	—	120,000
Other Financing Sources	—	50,000	104,233
TOTAL REVENUES	\$652,050	\$50,000	\$1,991,651
EXPENDITURES			
Local Activity	\$457,589	\$—	\$467,589
Capital Outlay	—	—	27,000
Transfer to Other Funds	49,500	—	876,744
TOTAL EXPENDITURES	507,089	—	1,371,333
Excess (Deficiency) of Revenues Over Expenditures	144,961	50,000	620,318
FUND BALANCE, Beginning of Year	115,679	1,017,843	3,779,513
SUBTOTAL	260,640	1,067,843	4,399,831
Transfers Between Components of General Fund	(158,201)	—	—
FUND BALANCE, End of Year	\$102,439	\$1,067,843	\$4,399,831

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

**GF-4: RESTRICTED FUNDS,
REVISED 2021**

	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
REVENUES					
Local Government Dues	\$—	\$—	\$—	\$—	\$78,265
Emergency Services Contributions	—	—	—	436,461	—
Transportation Project Fees	—	—	758,489	—	—
Fees for Services	—	—	2,925	—	—
Investment Income	—	—	—	—	—
Miscellaneous Income	—	—	—	—	—
Other Financing Sources	—	54,233	—	—	—
TOTAL REVENUES	\$—	\$54,233	\$761,414	\$436,461	\$78,265
EXPENDITURES					
Local Activity	\$—	\$—	\$7,778	\$—	\$—
Capital Outlay	—	27,000	—	—	—
Transfer to Other Funds	—	—	298,608	485,306	93,176
TOTAL EXPENDITURES	\$—	\$27,000	\$306,386	\$485,306	\$93,176
Excess (Deficiency) of Revenues Over Expenditures	—	27,233	455,028	(48,845)	(14,911)
FUND BALANCE, Beginning of Year	\$1,572,145	(\$98,638)	(\$74,597)	\$1,134,604	\$112,477
SUBTOTAL	1,572,145	(71,405)	380,431	1,085,759	97,566
Transfers Between Components of General Fund	50,000	—	49,403	10,000	—
FUND BALANCE, End of Year	\$1,622,145	(\$71,405)	429,834	\$1,095,759	\$97,566

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

**GF-5: UNRESTRICTED AND OTHER,
REVISED 2021**

	Unrestricted	Vacation & Sick Leave Reserve	Total General Fund
REVENUES			
Local Government Dues	\$568,720	\$—	\$646,985
Emergency Services Contributions	—	—	436,461
Transportation Project Fees	—	—	758,489
Fees for Services	3,068	—	5,993
Investment Income	70,000	—	70,000
Miscellaneous Income	600	—	600
Other Financing Sources	—	125,371	179,604
TOTAL REVENUES	\$642,388	\$125,371	\$2,098,132
EXPENDITURES			
Local Activity	\$400,983	\$—	\$408,761
Capital Outlay	—	—	27,000
Transfer to Other Funds	49,501	—	926,591
TOTAL EXPENDITURES	\$450,484	\$—	\$1,365,352
Excess (Deficiency) of Revenues Over Expenditures	191,904	125,371	735,780
FUND BALANCE, Beginning of Year	\$115,679	\$1,017,843	\$3,779,513
SUBTOTAL	307,583	1,143,214	4,515,293
Transfers Between Components of General Fund	(109,403)	—	—
FUND BALANCE, Transfer	(147,421)	—	(147,421)
FUND BALANCE, End of Year	\$50,759	\$1,143,214	\$4,367,872

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

**GF-4: RESTRICTED FUNDS,
BUDGETED 2022**

	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
REVENUES					
Local Government Dues	\$—	\$—	\$—	\$—	\$79,830
Emergency Services Contributions	—	—	—	442,340	—
Transportation Project Fees	—	—	—	—	—
Fees for Services	—	—	—	—	—
Investment Income	—	—	—	—	—
Other Financing Sources	—	76,733	—	—	—
TOTAL REVENUES	\$—	\$76,733	\$—	\$442,340	\$79,830
EXPENDITURES					
Local Activity	\$—	\$—	\$10,000	\$—	\$—
Capital Outlay	—	225,000	—	—	—
Transfer to Other Funds	—	—	278,254	471,377	75,750
TOTAL EXPENDITURES	\$—	\$225,000	\$288,254	\$471,377	\$75,750
Excess (Deficiency) of Revenues Over Expenditures	0	(148,267)	(288,254)	(29,037)	4,080
FUND BALANCE, Beginning of Year	\$1,622,145	(\$71,405)	\$429,834	\$1,095,759	\$97,566
SUBTOTAL	\$1,622,145	(\$219,672)	\$141,580	\$1,066,722	\$101,646
Transfers Between Components of General Fund	38,741	—	50,391	10,000	—
FUND BALANCE, End of Year	\$1,660,886	(\$219,672)	\$191,971	\$1,076,722	\$101,646

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

**GF-5: UNRESTRICTED AND OTHER,
BUDGETED 2022**

	Unrestricted	Vacation & Sick Leave Reserve	Total General Fund
REVENUES			
Local Government Dues	\$521,980	\$—	\$601,810
Emergency Services Contributions	—	—	442,340
Transportation Project Fees	—	—	—
Fees for Services	27,350	—	27,350
Investment Income	80,000	—	80,000
Other Financing Sources	—	100,000	176,733
TOTAL REVENUES	\$629,330	\$100,000	\$1,328,233
EXPENDITURES			
Local Activity	\$491,958	\$—	\$501,958
Capital Outlay	—	—	225,000
Transfer to Other Funds	49,500	—	874,881
TOTAL EXPENDITURES	\$541,458	\$—	\$1,601,839
Excess (Deficiency) of Revenues Over Expenditures	87,872	100,000	(273,606)
FUND BALANCE, Beginning of Year	\$50,759	\$1,143,214	\$4,367,872
SUBTOTAL	\$138,631	\$1,243,214	\$4,094,266
Transfers Between Components of General Fund	(99,132)	—	—
FUND BALANCE, End of Year	\$39,499	\$1,243,214	\$4,094,266

Special Purpose Accounts

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

1. Transportation Planning Reserve

The transportation planning reserve fund is generated for non-federal cash match. The fund receives 10 percent of annual local government dues, along with fees assessed to local governments when federal funds are programmed for transportation projects in their communities. Funds are generally programmed every two years, which leads to significant fluctuations in the reserve balance from year to year. In 2019 and 2021, MARC billed project fees of \$418,070 and \$758,489, respectively based on total funds programmed in the prior year.

TRANSPORTATION FUNDS AVAILABLE FOR PROGRAMMING, 2021-22

Surface Transportation Program Funds	\$70,636,012
Congestion Mitigation Air Quality Funds	8,238,622
Transportation Alternatives Set-Aside Funds	4,910,630
FTA Section 5310 Funds	1,335,979
Planning Sustainable Places	727,825
Total Funds Programmed, 2020	\$85,849,068

2021 TRANSPORTATION PLANNING RESERVE

Beginning Balance	\$(74,597)
Local Government Dues	49,403
Administrative Fees	758,489
Local Match and Direct Costs	(303,461)
2021 Reserve Balance	\$429,834

2022 TRANSPORTATION PLANNING RESERVE

Beginning Balance	\$429,834
Local Government Dues	50,391
Local Match and Direct Costs	(288,254)
2022 Reserve Balance	\$191,971

2. Capital Outlay and Equipment

Agencywide expenditures for leasehold improvements, equipment, and technology with a useful life of greater than one year are paid with funds from this account and depreciated over time. Depreciation is then charged to the appropriate fund. MARC defines a capital expenditure as a purchase over \$2,500. Purchases budgeted for 2022 include \$100,000 for leasehold improvements and \$125,000 for a Human Resource Information System (HRIS). There are no anticipated operating costs associated with these capital investments.

CAPITAL OUTLAY BUDGET

	Actual 2018	Actual 2019	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Facility Upgrades	\$—	\$—	\$—	\$—	\$—	\$100,000
Technology	121,718	—	10,723	27,000	27,000	125,000
Vehicles	31,592	—	—	—	—	—
Total	\$153,310	\$—	\$10,723	\$27,000	\$27,000	\$225,000

3. Emergency Services

The Emergency Services fund was established for voluntary contributions to support critical regional emergency planning, communications and training systems that are developed through the 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 retained to sustain operations in 2022 and beyond, in the event state and federal programs end or decline.

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

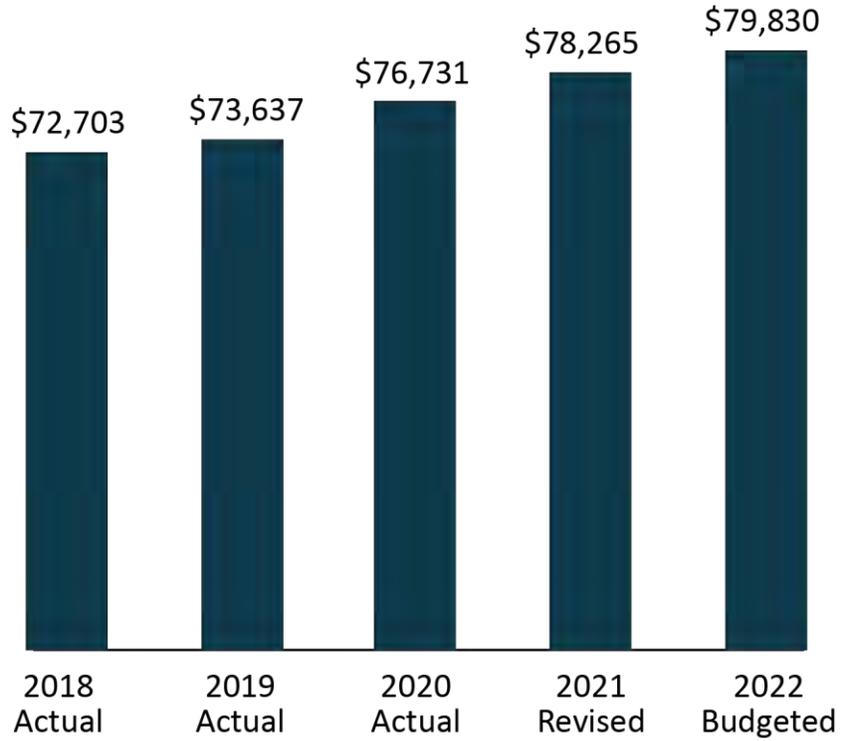
EMERGENCY SERVICES FUNDS

	Actual 2018	Actual 2019	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
General	\$264,536	\$282,258	\$264,934	\$293,995	\$293,936	\$299,815
MARCER	114,340	133,256	93,685	132,810	134,825	134,825
MOHAKCA	5,400	4,800	4,400	4,800	4,800	4,800
MERS	2,900	2,900	2,900	2,900	2,900	2,900
LT Care Facility	—	3,000	—	—	—	—
Total	\$387,176	\$426,214	\$365,919	\$434,505	\$436,461	\$442,340

4. Aging

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

AGING LOCAL MATCH COMPARISON, 2018-2022



5. Long-Term Contingency

The Long-Term Contingency Fund 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 percent of a base amount that includes annual direct salaries, fringe benefits, indirect costs and rent, excluding pass-through programs. The policy states that this reserve is to be funded by restricting at least one-half of the ending unrestricted component of the General Fund balance at the end of each fiscal year.

This fund is accounted for separately but resides within the General Fund. The amount that should be designated for contingency is recalculated each year. Over time, the long-term contingency fund balance has increased steadily to a balance of \$1,572,145 on Dec. 31, 2020, representing 84 percent of the 2020 target of \$1,865,325. In the 2021 Budget, an additional \$50,000 will be transferred to the long-term contingency fund balance, bringing the total to \$1,622,145.

LONG-TERM CONTINGENCY FUND

	Actual 2018	Actual 2019	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Base Amount	\$12,964,373	\$14,269,058	\$15,544,372	\$19,976,555	\$16,183,379	\$18,479,388
12% Goal	1,555,725	1,712,287	1,865,325	2,397,187	1,936,606	2,217,527
Long-Term Contingency Fund Balance, end of year	1,344,440	1,456,570	1,572,145	1,667,306	1,622,145	1,660,886
Actual percentage	10.40%	10.20%	10.10%	8.35%	10.10%	9.00%

6. Sick Leave and Vacation

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

SPECIAL REVENUE FUND

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

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

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

SPECIAL REVENUE FUND REVENUES AND EXPENDITURES BUDGET

SRF-1: ALL PROGRAMS	ACTUAL 2020	BUDGETED 2021	REVISED 2021	BUDGETED 2022
REVENUE				
Federal and State Funds	\$45,383,630	49,819,875	\$52,396,203	52,859,537
Private Funds	3,642,751	3,590,250	3,727,460	3,703,142
Other Local Funds	3,651,627	5,636,933	4,891,491	5,390,318
Fees for Services	180,662	272,916	158,838	589,082
Investment Income	52,404	30,142	33,825	44,995
Contributed Services	8,833,955	4,183,158	5,459,373	2,466,522
Transfer from Other Funds	689,146	857,244	907,091	855,381
TOTAL REVENUE	\$62,434,177	\$64,390,518	\$67,574,281	\$65,908,977
EXPENDITURES				
Automobile	\$15,504	\$44,500	\$44,430	\$48,500
Capital Outlay/Equipment	579,452	355,071	1,209,839	481,894
Contractual Services	33,386,696	37,479,165	38,894,452	38,859,341
Contributed Services	8,833,955	4,183,158	5,459,373	2,466,522
Depreciation	12,298	12,298	12,298	23,153
Equipment Rental	1641	—	—	—
Fees for Pass-through Grants	8117	5,103	8,217	3,600
Fringe Benefits Allocated	3,605,242	3,759,140	3,555,917	4,084,651
Indirect Costs Allocated	3,379,959	3,595,175	3,371,913	3,951,765
Insurance	36,167	31,175	38,931	31,218
Meals for the Elderly	3,188,723	3,208,418	2,973,554	2,826,284
Meetings/Travel	132,244	503,024	448,949	463,243
Memberships/Periodicals	30,528	28,280	28,928	32,198
Nutrition Incentives	473,777	1,099,230	678,117	2,316,982
Other	276,194	833,522	1,420,831	248,868
Pass-through Benefits	—	—	19,927	—
Postage	9,961	146,900	15,899	65,569
Printing/Reproduction	59,492	68,066	72,435	86,882
Rent/Utilities/Maintenance	441,382	407,176	527,235	568,535
Salaries	7,264,225	7,917,094	7,553,840	8,405,711
Scholarships	3,000	5,000	—	—
Supplies	458,400	373,668	676,110	583,464
Training	237,220	335,355	563,086	360,597
TOTAL EXPENDITURES	\$62,434,177	\$64,390,518	\$67,574,281	\$65,908,977

SPECIAL REVENUE FUND REVENUES AND EXPENDITURES BUDGET

SRF-2: BY PROGRAM	AGING			
	ACTUAL 2020	BUDGETED 2021	REVISED 2021	BUDGETED 2022
REVENUE				
Federal and State Funds	\$6,830,169	\$6,247,408	\$7,673,420	\$8,356,688
Private Funds	427,672	—	109,449	156,363
Other Local Funds	19,812	1,330,512	12,735	10,985
Fees for Services	92,510	222,652	98,914	523,014
Investment Income	—	—	—	—
Contributed Services	1,548,116	1,769,980	1,350,276	588,547
Transfer from Other Funds	69,996	65,078	93,176	75,750
TOTAL REVENUE	\$8,988,276	\$9,635,630	\$9,337,970	\$9,711,347
EXPENDITURES				
Automobile	\$1,509	\$—	\$—	\$—
Capital Outlay/Equipment	303,849	—	59,326	349,267
Contractual Services	2,378,229	2,911,679	3,197,296	3,474,011
Contributed Services	1,548,116	1,769,980	1,350,276	588,547
Depreciation	—	—	—	—
Equipment Rental	1,641	—	—	—
Fees for Pass-through Grants	—	—	—	—
Fringe Benefits Allocated	338,457	391,910	368,003	556,055
Indirect Costs Allocated	319,160	373,393	348,348	540,122
Insurance	—	—	—	—
Meals for the Elderly	3,188,723	3,208,418	2,973,554	2,826,284
Meetings/Travel	9,118	29,834	18,317	23,418
Memberships/Periodicals	9,306	7,805	5,037	9,000
Nutrition Incentives	—	—	—	—
Other	14,861	6,055	3,859	3,525
Pass-through Benefits	—	—	—	—
Postage	156	—	79	50
Printing/Reproduction	785	—	1,818	—
Rent/Utilities/Maintenance	72,334	39,972	47,218	35,496
Salaries	671,542	816,479	766,679	1,137,122
Scholarships	—	—	—	—
Supplies	77,755	32,130	86,634	93,877
Training	52,735	47,975	111,526	74,573
TOTAL EXPENDITURES	\$8,988,276	\$9,635,630	\$9,337,970	\$9,711,347

SPECIAL REVENUE FUND REVENUES AND EXPENDITURES BUDGET

SRF-2: BY PROGRAM

**COMMUNITY DEVELOPMENT/LOCAL
GOVERNMENT SERVICES**

	ACTUAL 2020	BUDGETED 2021	REVISED 2021	BUDGETED 2022
REVENUE				
Federal and State Funds	\$994,945	\$2,507,591	\$2,410,127	\$3,755,679
Private Funds	2,255,929	2,601,271	2,769,864	2,620,097
Other Local Funds	197,644	245,510	247,571	143,573
Fees for Services	67,456	27,674	28,296	48,595
Investment Income	—	—	—	—
Contributed Services	111,254	478,923	1,371,086	1,054,475
Transfer from Other Funds	11	—	1	—
TOTAL REVENUE	\$3,627,239	\$5,860,969	\$6,826,945	\$7,622,419
EXPENDITURES				
Automobile	\$—	\$—	\$—	\$—
Capital Outlay/Equipment	36,740	—	(373)	—
Contractual Services	1,420,702	2,211,265	2,892,804	2,507,535.00
Contributed Services	111,254	478,923	1,371,086	1,054,475.00
Depreciation	—	—	—	—
Equipment Rental	—	—	—	—
Fees for Pass-through Grants	3917	3903	8,217	—
Fringe Benefits Allocated	351,198	429,110	392,313	370,539.00
Indirect Costs Allocated	332,368	412,925	378,607	359,926.00
Insurance	—	—	—	—
Meals for the Elderly	—	—	—	—
Meetings/Travel	6,519	74,442	26,477	54,845.00
Memberships/Periodicals	4,448	—	500	—
Nutrition Incentives	473,777	1,099,230	678,117	2,316,982.00
Other	1,621	25	6,855	—
Pass-through Benefits	—	—	19,927	—
Postage	9,800	145,000	14,645	62,494.00
Printing/Reproduction	37,751	13,464	39,599	66,219.00
Rent/Utilities/Maintenance	36,933	41,112	45,334	49,298.00
Salaries	756,564	907,219	920,705	757,751.00
Scholarships	—	—	—	—
Supplies	36,197	27,851	31,632	20,855.00
Training	7,450	16,500	500	1,500.00
TOTAL EXPENDITURES	\$3,627,239	\$5,860,969	\$6,826,945	\$7,622,419

SPECIAL REVENUE FUND REVENUES AND EXPENDITURES BUDGET

SRF-2, continued

	EMERGENCY SERVICES/ PUBLIC SAFETY			
	ACTUAL 2020	BUDGETED 2021	REVISED 2021	BUDGETED 2022
REVENUE				
Federal and State Funds	\$1,628,704	\$1,935,474	\$3,062,700	\$1,670,801
Private Funds	270,416	64,631	63,854	—
Other Local Funds	1,931,380	2,289,912	3,476,914	3,624,701
Fees for Services	3,649	14,400	1,439	—
Investment Income	—	—	—	—
Contributed Services	156,794	10,000	346,051	19,340
Transfer from Other Funds	253,331	470,433	485,306	471,377
TOTAL REVENUE	\$4,244,273	\$4,784,850	\$7,436,264	\$5,786,219
EXPENDITURES				
Automobile	\$10,348	\$41,000	\$40,999	\$45,000
Capital Outlay/Equipment	153,422	293,071	1,095,644	103,530
Contractual Services	682,815	840,086	2,085,368	1,796,649
Contributed Services	156,794	10,000	346,051	19,340
Depreciation	12,298	12,298	12,298	23,153
Equipment Rental	—	—	—	—
Fees for Pass-through Grants	—	—	—	—
Fringe Benefits Allocated	732,346	708,112	691,212	779,283
Indirect Costs Allocated	690,591	674,654	654,289	756,958
Insurance	17,928	16,104	15,948	15,948
Meals for the Elderly	—	—	—	—
Meetings/Travel	38,861	234,938	279,419	204,448
Memberships/Periodicals	3,838	3,076	4,160	3,526
Nutrition Incentives	—	—	—	—
Other	1,202	11,655	682	400
Pass-through Benefits	—	—	—	—
Postage	5	850	1,050	850
Printing/Reproduction	6,992	29,401	25,134	8,395
Rent/Utilities/Maintenance	118,146	114,900	226,722	241,593
Salaries	1,453,068	1,475,234	1,440,025	1,593,627
Scholarships	3,000	5,000	—	—
Supplies	117,345	114,867	282,863	135,295
Training	45,274	199,604	234,400	58,224
TOTAL EXPENDITURES	\$4,244,273	\$4,784,850	\$7,436,264	\$5,786,219

SPECIAL REVENUE FUND REVENUES AND EXPENDITURES BUDGET

SRF-2, continued

	ENVIRONMENTAL PROGRAMS			
	ACTUAL 2020	BUDGETED 2021	REVISED 2021	BUDGETED 2022
REVENUE				
Federal and State Funds	\$1,192,317	\$1,265,636	\$1,150,068	\$1,819,321
Private Funds	41,081	232,366	245,500	167,043
Other Local Funds	516,107	720,600	235,607	595,646
Fees for Services	8,343	—	—	—
Investment Income	52,404	30,142	33,825	44,995
Contributed Services	168,632	81,677	158,265	89,379
Transfer from Other Funds	573	—	—	—
TOTAL REVENUE	\$1,979,457	\$2,330,421	\$1,823,265	\$2,716,384
EXPENDITURES				
Automobile	\$—	\$—	\$—	\$—
Capital Outlay/Equipment	—	—	—	—
Contractual Services	1,086,591	1,382,497	793,178	1,642,792
Contributed Services	168,632	81,677	158,265	89,379
Depreciation	—	—	—	—
Equipment Rental	—	—	—	—
Fees for Pass-through Grants	4,200	1,200	—	3,600
Fringe Benefits Allocated	163,601	171,028	164,464	183,388
Indirect Costs Allocated	157,471	166,492	157,074	182,334
Insurance	3,713	1,300	1,500	1,500
Meals for the Elderly	—	—	—	—
Meetings/Travel	3,326	24,690	6,400	29,149
Memberships/Periodicals	1,540	1,570	2,189	3,004
Nutrition Incentives	—	—	—	—
Other	21,319	63,351	138,550	128,807
Pass-through Benefits	—	—	—	—
Postage	—	—	50	150
Printing/Reproduction	6,459	9,500	1,692	1,488
Rent/Utilities/Maintenance	19,864	19,317	19,689	25,253
Salaries	334,729	367,784	347,173	388,190
Scholarships	—	—	—	—
Supplies	8,012	39,665	23,041	27,000
Training	—	350	10,000	10,350
TOTAL EXPENDITURES	\$1,979,457	\$2,330,421	\$1,823,265	\$2,716,384

SPECIAL REVENUE FUND REVENUES AND EXPENDITURES BUDGET

SRF-2, continued

	TRANSPORTATION			
	ACTUAL 2020	BUDGETED 2021	REVISED 2021	BUDGETED 2022
REVENUE				
Federal and State Funds	\$5,224,605	\$6,869,123	\$5,703,419	\$6,566,509
Private Funds	5,211	—	20,000	—
Other Local Funds	986,684	1,050,399	918,664	1,015,413
Fees for Services	—	—	—	—
Investment Income	—	—	—	—
Contributed Services	762,811	702,688	984,838	714,781
Transfer from Other Funds	320,380	291,733	298,608	278,254
TOTAL REVENUE	\$7,299,690	\$8,913,943	\$7,925,529	\$8,574,957
EXPENDITURES				
Automobile	\$3,647	\$3,500	\$3,431	\$3,500
Capital Outlay/Equipment	85,441	22,000	55,242	29,097
Contractual Services	1,705,746	3,296,357	2,293,997	2,701,600
Contributed Services	762,811	702,688	984,838	714,781
Depreciation	—	—	—	—
Equipment Rental	—	—	—	—
Fees for Pass-through Grants	—	—	—	—
Fringe Benefits Allocated	1,128,369	1,124,799	1,068,655	1,187,035
Indirect Costs Allocated	1,077,022	1,090,450	1,023,160	1,165,622
Insurance	3,198	3,500	9,000	3,500
Meals for the Elderly	—	—	—	—
Meetings/Travel	21,309	36,880	31,822	41,404
Memberships/Periodicals	5,044	10,900	10,172	10,900
Nutrition Incentives	—	—	—	—
Other	19,612	18,525	15,400	18,040
Pass-through Benefits	—	—	—	—
Postage	—	1,050	75	1,025
Printing/Reproduction	6,880	12,692	667	3,760
Rent/Utilities/Maintenance	129,889	125,760	124,257	157,226
Salaries	2,279,927	2,404,164	2,264,111	2,466,955
Scholarships	—	—	—	—
Supplies	69,076	51,678	34,802	61,112
Training	1,719	9,000	5,900	9,400
TOTAL EXPENDITURES	\$7,299,690	\$8,913,943	\$7,925,529	\$8,574,957

SPECIAL REVENUE FUND REVENUES AND EXPENDITURES BUDGET

SRF-2, continued

	EARLY LEARNING/HEAD START			
	ACTUAL 2020	BUDGETED 2021	REVISED 2021	BUDGETED 2022
REVENUE				
Federal and State Funds	\$29,512,890	\$30,994,643	\$32,396,469	\$30,690,539
Private Funds	642,442	691,982	518,793	759,639
Other Local Funds	—	—	—	—
Fees for Services	8,705	8,190	30,189	17,473
Investment Income	—	—	—	—
Contributed Services	6,086,348	1,139,890	1,248,857	—
Transfer from Other Funds	44,856	30,000	30,000	30,000
TOTAL REVENUE	\$36,295,242	\$32,864,705	\$34,224,308	\$31,497,651
EXPENDITURES				
Automobile	\$—	\$—	\$—	\$—
Capital Outlay/Equipment	—	40,000	—	—
Contractual Services	26,112,613	26,837,281	27,631,809	26,736,754
Contributed Services	6,086,348	1,139,890	1,248,857	—
Depreciation	—	—	—	—
Equipment Rental	—	—	—	—
Fees for Pass-through Grants	—	—	—	—
Fringe Benefits Allocated	891,271	934,181	871,270	1,008,351
Indirect Costs Allocated	803,347	877,261	810,435	946,803
Insurance	11,328	10,271	12,483	10,270
Meals for the Elderly	—	—	—	—
Meetings/Travel	53,111	102,240	86,514	109,979
Memberships/Periodicals	6,352	4,929	6,870	5,768
Nutrition Incentives	—	—	—	—
Other	217,579	733,911	1,255,485	98,096
Pass-through Benefits	—	—	—	—
Postage	—	—	—	1,000
Printing/Reproduction	625	3,009	3,525	7,020
Rent/Utilities/Maintenance	64,216	66,115	64,015	59,669
Salaries	1,768,395	1,946,214	1,815,147	2,062,066
Scholarships	—	—	—	—
Supplies	150,015	107,477	217,138	245,325
Training	130,042	61,926	200,760	206,550
TOTAL EXPENDITURES	\$36,295,242	\$32,864,705	\$34,224,308	\$31,497,651

ENTERPRISE FUND

The Enterprise Fund includes activities and programs for which MARC charges a fee for services, as well as those in which entities participate and pay based on benefit-based allocation structures. MARC's program and finance staff regularly monitor the activities and programs in this fund to ensure that revenues will support the expenditures. MARC uses the 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. Operating revenues and expenses for the Enterprise Fund result from providing training and consulting services. Examples of these include the Government Training Institute, services provided to the Kansas Eastern Region Insurance Trust (KERIT), the bi-annual aerial photography project, the annual salary survey and the Kansas City Regional Purchasing Cooperative.

ENTERPRISE FUND REVENUE AND EXPENDITURES BUDGET

EF-1: ALL PROGRAMS	ACTUAL 2020	BUDGETED 2021	REVISED 2021	BUDGETED 2022
REVENUE				
Private Funds	\$160,000	\$—	\$3,500	\$—
Local Dues and Fees	226,870	155,200	230,000	507,307
Other Local Funds	61,253	252,500	61,200	62,424
Fees for Services	1,485,391	1,928,122	1,531,144	1,798,837
Transfer from Other Funds	19,500	19,500	19,500	19,500
TOTAL REVENUE	\$1,953,014	\$2,355,322	\$1,845,344	\$2,388,068
EXPENDITURES				
Contractual Services	\$695,227	\$839,403	\$756,027	\$908,770
Fringe Benefits Allocated	234,623	297,029	206,758	269,391
Indirect Costs Allocated	224,862	286,774	197,032	264,093
Meetings/Travel	3,751	40,000	12,250	41,444
Memberships/Periodicals	1,367	1,490	2,175	2,115
Other	1,679	6,310	4,102	8,450
Postage	626	—	531	655
Printing/Reproduction	702	2,275	1,128	625
Rent/Utilities/Maintenance	25,649	32,791	22,474	36,333
Salaries	476,966	631,050	435,037	558,488
Supplies	18,032	24,908	38,823	37,859
Training	4,125	4,000	4,062	4,000
TOTAL EXPENDITURES	1,687,609	2,166,030	1,680,399	2,132,223
Excess (Deficiency) of Revenue Over Expenditures	265,405	189,292	164,945	255,845
FUND BALANCE, Beginning of Year*	1,045,658	1,311,063	1,311,063	1,623,429
FUND BALANCE, Transfer	—	—	147,421	—
FUND BALANCE, End of Year	\$1,311,063	\$1,500,355	1,623,429	1,879,274

EF-2: BY PROGRAM

COOPERATIVE PURCHASING				
	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Revenue	\$142,255	\$81,400	\$83,104	\$99,953
Expenditures	72,788	86,365	87,056	97,598
Excess (Deficiency) of Revenue over Expenditures	69,467	(4,965)	(3,952)	2,355
Fund Balance, Start of Year	271,765	341,232	341,232	337,280
Fund Balance, End of Year	\$341,232	\$336,267	\$337,280	\$339,635

ANNUAL SALARY SURVEY				
	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Revenue	\$17,379	\$14,000	\$16,700	\$16,630
Expenditures	12,718	10,000	22,166	19,769
Excess (Deficiency) of Revenue over Expenditures	4,662	4,000	(5,466)	(3,139)
Fund Balance, Start of Year	19,272	23,934	23,934	18,468
Fund Balance, End of Year	\$23,934	\$27,934	\$18,468	\$15,329

IBTS BUILDING TECHNICAL SERVICES				
	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Revenue	\$6,940	\$7,754	\$7,500	\$7,650
Expenditures	8,578	8,673	8,310	8,311
Excess (Deficiency) of Revenue over Expenditures	(1,637)	(919)	(810)	(661)
Fund Balance, Start of Year	25,604	23,967	23,967	23,157
Fund Balance, End of Year	\$23,967	\$23,048	\$23,157	\$22,496

GOVERNMENT TRAINING INSTITUTE				
	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Revenue	\$318,917	\$343,429	\$268,559	\$396,993
Expenditures	314,312	338,127	261,107	313,289
Excess (Deficiency) of Revenue over Expenditures	4,605	5,302	7,452	83,704
Fund Balance, Start of Year	(2,026)	2,579	2,579	10,031
Fund Balance, End of Year	\$2,579	\$7,881	\$10,031	\$93,735

SMALL CITIES CONSULTING				
	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Revenue	\$51,376	\$112,637	\$30,000	\$75,800
Expenditures	108,608	58,306	30,016	32,509
Excess (Deficiency) of Revenue over Expenditures	(57,232)	54,331	(16)	43,291
Fund Balance, Start of Year	(58,508)	(115,740)	(115,740)	(49,615)
Fund Balance, Transfer	—	—	66,141	—
Fund Balance, End of Year	(\$115,740)	(\$55,650)	(\$49,615)	(\$6,324)

RESEARCH DATA CENTER				
	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Revenue	\$91,730	\$117,907	\$27,471	\$71,794
Expenditures	86,658	93,708	40,516	70,511
Excess (Deficiency) of Revenue over Expenditures	5,071	24,199	(13,045)	1,283
Fund Balance, Start of Year	54,943	60,015	60,015	46,970
Fund Balance, End of Year	\$60,015	\$84,214	\$46,970	\$48,253

KERIT				
	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Revenue	\$28,874	\$41,055	\$33,088	\$34,742
Expenditures	27,909	39,367	30,581	32,091
Excess (Deficiency) of Revenue over Expenditures	965	1,688	2507	2,651
Fund Balance, Start of Year	5,996	6,961	6,961	9,468
Fund Balance, End of Year	\$6,961	\$8,649	\$9,468	\$12,119

REGIONAL AERIAL PHOTOGRAPHY				
	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Revenue	\$188,269	\$—	\$—	\$113,190
Expenditures	193,049	—	—	113,190
Excess (Deficiency) of Revenue over Expenditures	(4,780)	—	—	—
Fund Balance, Start of Year	1,242	(3,537)	(3,537)	(3,537)
Fund Balance, End of Year	(\$3,537)	(\$3,537)	(\$3,537)	(\$3,537)

SHARED SERVICES				
	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Revenue	\$—	\$—	\$—	\$—
Expenditures	—	—	—	—
Excess (Deficiency) of Revenue over Expenditures	—	—	—	—
Fund Balance, Start of Year	8,361	8,361	8,361	—
Fund Balance, Transfer	—	—	(8,361)	—
Fund Balance, End of Year	\$8,361	\$8,361	\$—	\$—

CORE 4				
	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Revenue	\$61,200	\$158,325	\$93,400	\$62,424
Expenditures	90,915	171,753	97,893	65,997
Excess (Deficiency) of Revenue over Expenditures	(29,715)	(13,428)	(4,493)	(3,573)
Fund Balance, Start of Year	174,205	144,491	144,491	139,998
Fund Balance, End of Year	\$144,491	\$131,063	\$139,998	\$136,425

SPECIAL PROJECTS				
	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Revenue	\$—	\$—	\$—	\$—
Expenditures	—	—	—	—
Excess (Deficiency) of Revenue over Expenditures	—	—	—	—
Fund Balance, Start of Year	288	288	288	288
Fund Balance, End of Year	\$288	\$288	288	288

GOVERNMENT INNOVATIONS FORUM				
	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Revenue	\$150,549	\$165,627	\$151,126	\$343,635
Expenditures	135,286	180,922	95,174	137,643
Excess (Deficiency) of Revenue over Expenditures	15,263	(15,295)	55,952	205,992
Fund Balance, Start of Year	98,740	114,003	114,003	169,955
Fund Balance, End of Year	\$114,003	\$98,708	\$169,955	\$375,947

VETERANS DIRECTED SERVICES				
	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Revenue	\$273,806	\$559,706	\$276,170	\$283,347
Expenditures	145,147	207,051	221,143	238,915
Excess (Deficiency) of Revenue over Expenditures	128,659	352,655	55,027	44,432
Fund Balance, Start of Year	28,991	157,650	157,650	212,677
Fund Balance, End of Year	\$157,650	\$510,305	\$212,677	\$257,109

EDUCARE/EL SERVICES				
	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Revenue	\$365,040	\$431,465	\$415,297	\$406,300
Expenditures	305,740	452,208	414,119	481,919
Excess (Deficiency) of Revenue over Expenditures	59,300	(20,743)	1,178	(75,619)
Fund Balance, Start of Year	193,490	252,790	252,790	253,968
Fund Balance, End of Year	\$252,790	\$232,047	\$253,968	\$178,349

MANAGED SERVICES NETWORK				
	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Revenue	\$187,609	\$189,016	\$382,486	\$401,610
Expenditures	22,195	386,549	316,873	329,516
Excess (Deficiency) of Revenue over Expenditures	165,414	(197,533)	65,613	72,094
Fund Balance, Start of Year	223,295	388,709	388,709	454,322
Fund Balance, End of Year	\$388,709	\$191,176	\$454,322	\$526,416

WORKFORCE DEVELOPMENT				
	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Revenue	\$69,069	\$133,001	\$60,443	\$74,000
Expenditures	163,708	133,001	55,445	190,965
Excess (Deficiency) of Revenue over Expenditures	—	—	4,998	(116,965)
Fund Balance, Start of Year	—	(94,639)	(94,639)	—
Fund Balance, Transfer	—	—	89,641	—
Fund Balance, End of Year	(\$94,639)	(\$94,639)	\$—	(\$116,965)

TOTALS				
	Actual 2020	Budgeted 2021	Revised 2021	Budgeted 2022
Revenue	\$1,953,015	\$2,355,322	\$1,845,344	\$2,388,068
Expenditures	1,687,610	2,166,030	1,680,399	2,132,223
Excess (Deficiency) of Revenue over Expenditures	265,405	189,292	164,945	255,845
Fund Balance, Start of Year	1,045,658	1,311,063	1,311,063	1,623,429
Fund Balance, Transfer	—	—	147,421	—
Fund Balance, End of Year	\$1,311,063	\$1,500,355	\$1,623,429	\$1,879,274

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 that the system is well-maintained and kept up to date with new technologies. Funds to support the system are paid by member counties. As the Regional 911 system continues to grow from a 1960s-era analog system to a 21st century digital system with Next Generation 911 capabilities, the costs associated with adding functionality and maintaining the state-of-the-art system will necessarily increase. MARC is working diligently to determine the most cost-effective means to accomplish the Board’s goals for the Regional 911 system. The transition to using MARC technicians to provide 24/7 maintenance for the 911 system along with a direct purchase agreement with Motorola continues to be cost-effective. Additional information about the most significant 2022 investments can be found on page 60.

The 911 Capital Fund Planned Expenditures plan is evaluated and modified annually. During its review, the Board can prioritize purchases and projects based on the funds available. The numbers provided are best estimates that can be derived at the time. A four-year timeframe is used to coincide with the workstation replacement project. 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 below are estimates for proposed projects used by the Public Safety Communications Board for future decision making. The Public Safety Communications Board reviews these projects and adjusts the expenditures between budget years to accomplish the goal of providing a state-of-the-art Next Gen 911-capable system for the MARC 911 region.

PLANNED EXPENDITURES

	2022	2023	2024	2025
Geospatial Routing	—	\$ 800,000	—	—
Microwave Networks & Point- to-Point Links	245,000	200,000	200,000	200,000
Microwave Overlay	400,000		—	—
Miscellaneous & Contingency	150,000	150,000	150,000	150,000
Workstation Project	1,000,000	1,200,000	1,400,000	1,600,000
Motorola Software Support Renewals	625,000	650,000	675,000	700,000
VESTA® Host Server Upgrade	180,000	185,000	190,000	200,000

INDIRECT AND CLEARING FUND

The Indirect and Clearing Fund is used primarily to account for indirect costs and fringe benefits. Expenses are allocated to grants each pay period using rates negotiated annually (based on prior year actuals) with MARC's federal cognizant agency (U.S. Department of Health and Human Services). Indirect costs and fringe benefit costs are moving targets through the year, and ebb and flow with the amount of direct costs charged to grants. The Clearing Fund is also used to track the in and out of 911 phone charges.

INDIRECT COSTS BUDGET

COST CATEGORY	ACTUAL 2020	BUDGETED 2021	REVISED 2021	BUDGETED 2022
Accounting/Audit	\$131,597	\$147,770	\$168,739	\$229,942
Automobile	27,316	31,100	27,600	31,100
Capital Outlay	—	—	—	—
Contractual Services	183,184	259,655	251,514	251,338
Depreciation	32,329	41,935	41,935	51,935
Equipment Rental	6,640	7,096	7,196	7,196
Fringe Benefits Allocated	729,769	761,426	731,629	906,835
Insurance	169,329	189,935	187,737	201,122
Meetings/Travel	3,677	15,650	3,900	16,400
Memberships/Periodicals	20,598	20,800	26,324	22,425
Other	34,294	34,870	40,696	42,845
Postage	6,290	10,785	11,885	11,950
Printing/Reproduction	47,953	60,327	58,790	64,800
Rent/Utilities/Maintenance	476,883	494,730	495,766	589,054
Salaries	1,489,319	1,631,558	1,574,156	1,884,816
Supplies	90,833	197,389	205,480	218,888
Training	9,949	30,250	20,500	40,750
TOTAL INDIRECT COSTS	\$3,459,959	\$3,935,276	\$3,853,848	\$4,571,396
Fees for Pass-through Grants	(23,036)	(29,660)	(10,645)	(15,764)
NET INDIRECT COSTS	\$3,436,923	\$3,905,616	\$3,843,203	\$4,555,632

COMPARISON TO ALLOCATED INDIRECT COSTS

Amount Allocated to Grants	3,698,666	3,939,557	3,640,410	4,306,189
Net Indirect Costs	(3,436,923)	(3,905,616)	(3,843,203)	(4,555,632)
SURPLUS (DEFICIT)	\$261,743	\$33,941	(\$202,793)	(\$249,443)
FUND BALANCE, Beginning of Year	179,736	441,480	441,480	238,687
FUND BALANCE, END OF YEAR	\$441,480	\$475,421	\$238,687	(\$10,756)

FRINGE BENEFITS BUDGET

COST CATEGORY	ACTUAL 2020	BUDGETED 2021	REVISED 2021	BUDGETED 2022
FICA Taxes	\$747,365	\$835,738	\$785,157	\$889,378
Pension	692,988	760,403	691,263	808,933
401k Employer Match	203,543	229,583	221,148	244,656
Health Insurance Subsidy	1,112,191	1,302,246	1,150,778	1,304,905
Cafeteria Allowance	338,000	388,065	358,000	439,200
Disability Insurance	32,165	36,315	34,727	38,516
Unemployment Compensation	9,230	15,000	15,000	15,000
Educational Assistance	6,403	25,000	12,496	25,000
Other Fringe Benefits	535	2,500	25,250	27,150
Vacation	678,120	733,391	719,911	788,818
Sick Leave	285,740	390,609	311,610	346,929
Holidays	389,647	467,950	463,302	457,801
Other Leave	21,344	14,000	31,533	14,000
TOTAL FRINGE BENEFITS	\$4,517,271	\$5,200,800	\$4,820,174	\$5,400,286
COMPARISON TO ALLOCATED INDIRECT COSTS				
Amount Allocated to Grants	4,620,038	4,851,475	4,543,770	5,312,037
Total Fringe Benefits	(4,517,271)	(5,200,800)	(4,820,174)	(5,400,286)
SURPLUS (DEFICIT)	\$102,767	(\$349,325)	(\$276,405)	(\$88,249)
FUND BALANCE, Beginning of Year	(1,701)	101,066	101,066	(175,338)
FUND BALANCE, END OF YEAR	\$101,066	(\$248,259)	(\$175,338)	(\$263,587)

911 CLEARING FUND BUDGET

	ACTUAL 2020	BUDGETED 2021	REVISED 2021	BUDGETED 2022
REVENUE				
Other Local Funds	\$3,646,850	\$3,142,959	\$4,024,878	\$3,084,955
TOTAL REVENUES	3,646,850	3,142,959	4,024,878	3,084,955
EXPENDITURES				
Capital Outlay	\$—	\$—	\$—	\$—
Contractual Services	1,281,864	503,180	419,884	558,955
Insurance	14,988	20,798	126,636	213,000
Meetings/Travel	—	—	—	—
Rent/Utilities/Maintenance	2,325,862	2,605,481	3,462,682	2,313,000
Supplies	24,136	13,500	15,676	—
TOTAL EXPENDITURES	\$3,646,850	\$3,142,959	\$4,024,878	\$3,084,955
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	\$—	\$—	\$—	\$—

Appendices

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

A. BUDGET PROCESS AND TIMELINE

Unlike cities and counties, regional planning organizations have no legislative requirement to prepare and publish a budget document. MARC's bylaws do require an annual budget which is critical to strategic planning and responsible fiscal management. Since 2019, we have approached the budget process as an opportunity to review and update our goals and corresponding annual work plans, engaging staff in an inclusive process to clearly articulate the connections between financial reports on revenues and expenses and the outcomes we are trying to achieve — our regional vision, strategic policy goals, and work programs.

In July, MARC staff began the process of identifying accomplishments, updating 2021 priority projects and articulating goals for 2022. Things continued to change in 2021 still due to the COVID-19 pandemic, however, most of our work remained funded and continued at a brisk pace.

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

During 2021, the MARC Purchasing Policy was updated and authorization levels were modified. 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, the B&P Committee and Board review these issues. If approved, these changes do not require an amendment to the current budget document. Regular financial reports are presented to the B&P Committee that reflect variances from the budget. Depending on timing, the changes may be reflected in the revised budget, and would always be reflected in the actual expenditures noted in the following year's budget and explained in the Notable Changes section.

Following is the timeline and steps for the preparation of the revised 2021 and the 2022 budget.

2022 Budget Timeline

July	Budget Plan Developed Finance staff met and laid out the plan for the 2022 budget process.
August/September	Committee Budgets Reviewed and Approved Individual committees that oversee funding provided direction for, reviewed and approved various grant budgets that make up the larger budget. Some, like 911, OGL and MARCER, approved their annual 2022 budget.
August thru October	Overarching Goals and Strategic Objectives Department directors and the executive director held several strategy sessions to identify priorities for 2022 work plans and the budget, including staffing, facilities, technology and organizational development needs. Discussions also included federal and state priorities, future revenue outlook and development of performance measures.
August/September	Policy Goal Team Budget Planning Meetings Public affairs and finance department staff facilitated meetings with each policy goal team to identify accomplishments from 2021 and outline new work plan priorities for 2022.
September	Budget Templates Updated Finance staff refined the budget system structure in its Prophix software system and updated templates to streamline data entry and ensure that revenues and expenses for each program aligned with policy goals.
September/October	Budget Entry Program staff entered budgets for more than 100 funding streams, each with its own timeline, spending parameters and contractual requirements.
September/October	Organizational Priorities Internal meetings were held to discuss priorities for staffing, technology, facilities and organizational development. Meetings included technical staff, the diversity, equity & inclusion committee, human resources, public affairs, innovation staff and department directors.
October	Personnel Allocations and General Fund and Clearing Fund Budgets While program staff continued data entry, finance staff began to allocate personnel costs (salaries, fringe benefits, indirect and rent) across all grants and developed budgets for the General and Clearing funds. Planning documents were created for technology, facilities and organizational needs. These documents were then evaluated and prioritized based on strategic objectives for the budget.
October/November	Budget Document Narratives Work plan content was updated to reflect accomplishments from 2021 and new work for 2022. All narrative in the budget was updated, then shared with relevant staff members throughout the organization for comment. Public affairs and finance staff reviewed GFOA guidance and addressed improvements recommended by GFOA evaluators in the 2021 budget.

- October 22** **Data Entry Complete**
Program managers and finance staff completed all data entry and generated tabular data.
- October 26** **Executive Board Input**
The executive director reviewed the proposed goals for 2022 with the Executive Committee of the MARC Board for input and discussion.
- November** **Trends and Highlights Identified**
Once the numbers and work plans came together, staff reviewed each policy goal area to analyze trends and identify significant changes from the 2021 Budget.
- November 23** **Board Review**
A draft budget was presented to the B&P Committee and Board of Directors for review and feedback.
- November/December** **Final Revisions**
Graphs will be developed, fund schedules will be completed and included.
- December 21** **Board Approval**
The MARC Board of Directors approved the final 2021 Revised and 2022 Budget.

B. METHODOLOGY

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

Governmental fund financial statements (budget and audit) 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 2022 Budget format is intended to help stakeholders understand how MARC work is funded, and for staff to measure progress toward goals. The nature of MARC's financial structure is such that revenue streams are inextricably tied to policy goals. Staff members work deliberately to identify priorities and programs that further the regional vision. This 2022 Budget shows the clear linkages between revenue, expenditures, policy goals and priority focus areas.

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

The Prophix system used for budgeting allows revenues and expenses to be tracked both by department and by programs within each policy goal, depending on the reporting needs. At the same time, financial operations continue to be tied to five funds — the General Fund, Special Revenue Fund, Enterprise Fund, Indirect and Clearing Fund and 911 Capital Fund — each of which has a specific purpose. (These funds are described in more detail beginning on page 66.) As new programs are identified, the decision of which policy goal they most support and which fund to use to account for their work is deliberated based on planned outcomes, funding type, functional aspects and other factors.

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

- Forecast revenues for ongoing programs for which grant funding is certain.
- Forecast revenues for programs and grants which, based on experience and communications with funders, are very likely to come to fruition in 2022.
- Decreasing revenues for grants that are expected to come to a close in 2022.

Expenditures are also budgeted on what is known today.

- Direct expenditures are based on approved or projected grant budgets.

- The projected value of contributed services is determined using known match requirements and trends from past years and taking into account any available federal waivers.
- Costs allocated for leave time and benefits are based on trend analysis. Due to recent changes in leave time utilization, finance will continue to monitor trends and may adjust the percentage used for the projection in the future.

C. SUMMARY OF FINANCIAL POLICIES

Investment Policy

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

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

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

Revenue Recognition Policy

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

Fund Balance Constraint Policy

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

Purchasing Policy

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

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

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

Fixed Assets and Depreciation Policy

Property owned by MARC represents the fixed assets acquired by the agency and recorded in the property and equipment fund. Physical assets acquired by the General Fund with unit costs in excess of \$2,000 are capitalized as fixed assets in the General Fixed Asset Account Group. These assets are considered unrestricted fixed assets. On a monthly basis, depreciation for the unrestricted assets is calculated and charged to the indirect cost allocation pool.

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

Balanced Budget Policy

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

Debt Policy

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

D. INDIRECT COST ALLOCATION

Direct Costs versus Indirect Costs

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

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

Indirect Cost Allocation Plan (ICAP)

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

By June 30 each year, unless an extension is requested as was in 2021, MARC develops an Indirect Cost Proposal based on the most recently completed budget year. For example, actual numbers from 2020 were used for the 2022 rate proposal. The proposal is submitted to MARC's cognizant agency (the federal agency from which MARC receives the largest dollar value in direct federal grant awards), currently the U.S. Department of Health and Human Services (HHS). For consistency, MARC uses the ICAP methodology and rates for federal and non-federal grants and other shared-services programs. Some private grants awarded to MARC do not allow an indirect cost allocation.

The plan includes three rates: an indirect rate; a fringe benefit rate; and a fringe benefit rate for interns. Throughout the year, the indirect rate is applied to direct salaries as they are paid. The fringe rate is applied to direct and indirect salaries. The amounts generated from these calculations are accounted for in the Clearing Fund. Actual indirect costs and fringe benefits are paid from the 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 sick and vacation leave. MARC, however, includes the value of sick and vacation leave as a fringe benefit, rather than a direct expense, so that the cost can be charged as earned. This ensures that no one grant is charged more than its fair share.

Proposed 2022 Indirect Cost Allocation Rates

The 2022 ICAP rates and calculations have not yet been approved by HHS as of the approval of this Budget. The Revised 2022 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, while fringe rates

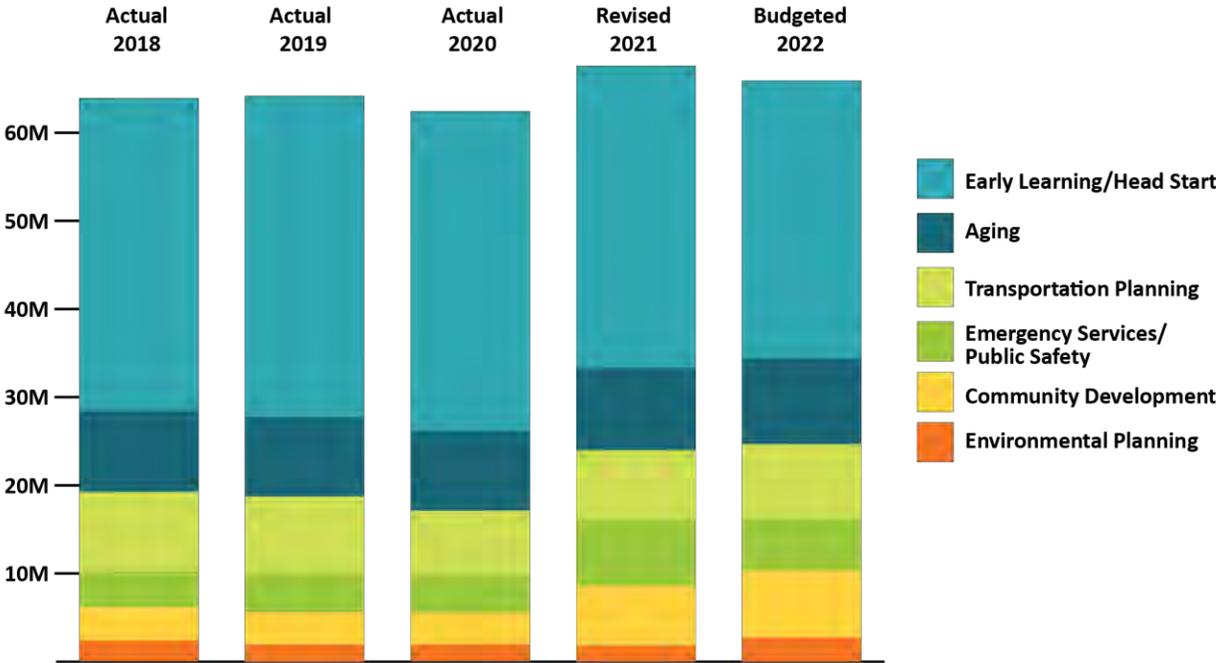
are more consistent. MARC continues to look for ways to stabilize the swings in indirect rates for more predictable budgeting, while still being able to provide needed resources. MARC also works diligently to manage indirect and fringe rates, keeping overhead costs within a reasonable proportion to the size and scope of the agency's programs and services.

E. ADDITIONAL FINANCIAL TABLES

As noted previously, the 2022 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, 2018–2022

Program	Actual 2018	Actual 2019	Actual 2020	Revised 2021	Budgeted 2022
Environmental Planning	\$2,409,119	\$1,954,886	\$1,979,458	\$1,823,265	\$2,716,384
Community Development	3,803,796	3,704,996	3,627,239	6,826,945	7,622,419
Emergency Services/Public Safety	4,005,501	4,447,831	4,244,272	7,436,264	5,786,219
Aging	9,163,515	8,967,248	8,988,276	9,337,970	9,711,347
Transportation Planning	9,063,334	8,644,108	7,299,690	7,925,529	8,574,957
Early Learning/Head Start	35,460,391	36,451,816	36,295,242	34,224,308	31,497,651
TOTAL	\$63,905,656	\$64,170,885	\$62,434,177	\$67,574,281	\$65,908,977



TOTAL AGENCY BUDGET OF REVENUES BY FUND

ACTUAL 2020	General Fund	Special Revenue Fund	Enterprise Fund	911 Capital Fund	Indirect Costs and Clearing	Total Agency Budget
Federal and State Funds	\$—	\$45,383,630	\$—	\$—	\$—	\$45,383,630
Private Funds	—	3,642,751	160,000	—	—	3,802,751
Local Dues and Fees	927,122	—	226,870	—	—	1,153,992
Other Local Funds	98	3,651,627	61,253	1,099,090	3,648,084	8,460,152
Fees for Services	1,976	180,662	1,485,391	—	—	1,668,029
Investment Income	93,190	52,404	—	—	—	145,594
Other Financing Sources	262,297	—	—	—	—	262,297
Contributed Services	—	8,833,955	—	—	—	8,833,955
Transfer from Other Funds	—	689,146	19,500	—	—	708,646
Indirect Allocation to Clearing Fund	—	—	—	—	8,328,436	8,328,436
TOTAL REVENUE	\$1,284,683	\$62,434,177	\$1,953,014	\$1,099,090	\$11,976,520	\$78,747,482

REVISED 2021	General Fund	Special Revenue Fund	Enterprise Fund	911 Capital Fund	Indirect Costs and Clearing	Total Agency Budget
Federal and State Funds	\$—	\$52,396,203	\$—	\$—	\$—	\$52,396,203
Private Funds	—	3,727,460	3,500	—	—	3,730,960
Local Dues and Fees	1,841,935	—	230,000	—	—	2,071,935
Other Local Funds	600	4,891,491	61,200	1,610,599	4,024,877	10,588,767
Fees for Services	5,993	158,838	1,531,144	—	—	1,695,975
Investment Income	70,000	33,825	—	—	—	103,825
Other Financing Sources	179,604	—	—	—	—	179,604
Contributed Services	—	5,459,373	—	—	—	5,459,373
Transfer from Other Funds	—	907,091	19,500	—	—	926,591
Indirect Allocation to Clearing Fund	—	—	—	—	8,195,111	8,195,111
TOTAL REVENUE	\$2,098,132	\$67,574,281	\$1,845,344	\$1,610,599	\$12,219,988	\$85,348,344

BUDGETED 2022	General Fund	Special Revenue Fund	Enterprise Fund	911 Capital Fund	Indirect Costs and Clearing	Total Agency Budget
Federal and State Funds	\$—	\$52,859,537	\$—	\$—	\$—	\$52,859,537
Private Funds	—	3,703,142	—	—	—	3,703,142
Local Dues and Fees	1,044,150	—	507,307	—	—	1,551,457
Other Local Funds	—	5,390,318	62,424	2,395,766	3,084,955	10,933,463
Fees for Services	27,350	589,082	1,798,837	—	—	2,415,269
Investment Income	80,000	44,995	—	—	—	124,995
Other Financing Sources	176,733	—	—	—	—	176,733
Contributed Services	—	2,466,522	—	—	—	2,466,522
Transfer from Other Funds	—	855,381	19,500	—	—	874,881
Indirect Allocation to Clearing Fund	—	—	—	—	9,626,439	9,626,439
TOTAL REVENUE	\$1,328,233	\$65,908,977	\$2,388,068	\$2,395,766	\$12,711,394	\$84,732,438

F. PERSONNEL SUMMARY CHART

	2020		2021		2022	
	Full-time Employees	Part-time and interns	Full-time Employees	Part-time and interns	Full-time Employees	Part-time and interns
EXECUTIVE DIRECTOR'S OFFICE	1		1		1	
Administrative Support	1		1		1	
FINANCE AND ADMINISTRATION						
Financial Grants and Management	14	2	14	1	17	2
Human Resources	2	1	2	1	2	1
Information Technology					3	
Innovation			1		1	
Public Affairs			8		8	
AGING AND ADULT SERVICES	13		17		22	
COMMUNITY DEVELOPMENT						
General	8		7	2	2	1
Solid Waste Management District	3		3			
Workforce	5	1	4	1	2	
Public Safety Communications	15		16			
Emergency Services	11	2	10	1		
Local Government Services	5	1	5	3		
Public Affairs	8					
LOCAL GOVERNMENT SERVICES						
Local Government Services					6	3
Public Safety Communications					16	
Emergency Services					8	
EARLY LEARNING						
Head Start	28		27		28	
Early Learning	4		5		5	
RESEARCH SERVICES						
Research and Data	3	1	3		3	
Geographic Information Systems	8		8		8	
Information Technology	2		2			
Innovation	1					
TRANSPORTATION AND ENVIRONMENT						
Administration	2		2		2	
Air Quality	4	1	4	1	4	1
Transportation Data	2		2		2	
Environment	2	1	2	1	2	1
Solid Waste Management District					3	
General	3		3		3	
Operation Green Light	5		5		5	
Transportation Planning	6	3	6	3	6	2
TOTAL	156	13	158	14	160	11

Full-time employees work a schedule based on 40 hours per week. Employees in part-time positions have regular schedules that include between 24 and 40 hours per week and their positions are usually expected to be ongoing. Employees in full and some part-time positions are eligible for the MARC benefits program, including leave accrual.

Intern positions are typically hired for a specific, predefined period and/or will work less than 1,000 hours in a rolling year. They do not accrue leave time and are not eligible for MARC benefits.

G. GLOSSARY OF FINANCIAL TERMS

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

- A -

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

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

- B -

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

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

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

- C -

Capital Expenditure — Money spent to acquire, maintain, repair or upgrade equipment, machinery, facilities or infrastructure that will

provide long-term service or other public benefits.

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

Capital Improvement Plan — A budget plan for the improvement of facilities and infrastructure in which the resulting project has a useful life of more than one year and in which costs are expected to be over \$2,000. Currently, the projects and equipment on the Capital Improvement Plan are related to the Regional 911 System and Operation Green Light.

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

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

- D -

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

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

Department — Major unit of organization.

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

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

- E -

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

- F -

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

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

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

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

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

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

Fund Balance — On-hand, available cash balances, which are realized in prior fiscal years

less current liabilities and are available for designation as a funding source for a future budget year. Fund balance often represents resources saved from prior years for future planned projects.

- G -

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

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

- I -

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

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

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

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

- L -

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

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

- M -

Major Fund – Fund financial statement whose revenues, expenditures/expenses, assets or liabilities are at least 10 percent of the total for their fund category (governmental or enterprise) and 5 percent of the aggregate of all governmental and enterprise funds in total. These tests to determine major funds must be applied to each fund individually including each capital project and/or each special district. An entity may choose to report any other governmental or enterprise fund as a major fund if it believes that the fund is important to the users of its financial statements. The general fund is always considered a major fund.

- O -

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

- P -

Part-time/Intern — Part-time/Intern employees are typically hired 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 generally work a schedule that is less than 40 hours a week, 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 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 percent or 50 percent of a full-time schedule.

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

- Long-Term Contingency: Established to provide supplementary program cash flow as necessary, startup costs for a new initiative, a safety net if federal or state programs are reduced, or to make larger purchases with cash, if deemed appropriate.
- Vacation and Sick Leave Reserve: Amounts set aside each payroll period to cover MARC’s outstanding liability for all accrued leave.

- **Transportation Planning Reserve:** Project fees charged when funds are programmed, along with a portion of local government dues. Used to generate non-federal cash match.

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

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

- S -

Special Revenue Fund — The fund used to account for and manage grants awarded for designated purposes.

- T -

Transfers — Amounts distributed from one fund to finance activities in another fund. Transfers are shown as an expenditure in the originating fund and a revenue in the receiving fund.

- U -

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

H. GLOSSARY OF PROGRAMS AND ACRONYMS

- A -

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

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

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

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

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

- B -

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

- C -

CARES ACT — The Coronavirus Aid, Relief, and Economic Security Act is an economic relief

package worth more than \$2 trillion that was passed by Congress and signed into law on March 27, 2020.

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

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

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

CLASS — The Classroom Assessment Scoring System™ is an observational instrument developed to assess classroom quality in Pre-K classrooms. It describes multiple dimensions of teaching that are linked to student achievement and development and has been validated in over 2,000 classrooms.

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.

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

the regional transportation plan every five years.

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

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

- D -

DART-Data and Analytics Resource Team is a committee that supports KC Rising in creating and maintaining a metrics framework to measure progress towards goals, enable community action and provide data for decision-making.

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

- E -

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

EFT-electronic funds transfer the electronic transfer of money from one bank account to another, either within a single financial institution or across multiple institutions, via

computer-based system, without the direct intervention of bank staff.

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

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

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

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

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

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

- F -

FEI-Food Equality Initiative was formed to improve health and end hunger in individuals

diagnosed with food allergies and celiac disease through access, education, and advocacy.

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

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

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

- G -

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

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

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

GIS-Geographic Information Systems is a conceptualized framework that provides the

ability to capture and analyze spatial and geographic data.

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

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

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

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

- H -

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

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

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

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

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

- I -

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

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

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

- K -

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

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

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

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

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

- L -

LINC-Local Investment Commission is a non-profit organization that works with state and

local governments, businesses, community, and civic leaders to improve the lives of children and families in the Kansas City region.

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

- M -

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

MAC — Multi-agency coordination is a generalized term which describes the functions and activities of representatives of involved agencies and/or jurisdictions who come together to make decisions regarding the prioritizing of incidents and the sharing and use of critical resources.

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

communications through each of the radio systems.

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

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

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

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

- N -

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

- O -

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

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

and reduce emissions that contribute to ozone pollution.

- P -

P4 — Promoting Pediatric Primary Prevention -

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

PROTECT — Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving

Transportation is legislation passed to reauthorize highway and bridge programs currently set to expire under the Fixing America's Surface Transportation (FAST) Act in Sept 2021.

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

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

- Q -

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

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

- R -

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

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

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

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

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

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

- S -

SNAP — The **Supplemental Nutrition Assistance Program** is the federal nutrition

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

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

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

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

- T -

TAP — Transportation Alternatives Program are projects that implement former MARC Planning Sustainable Places (PSP) program

recommendations. TAP is a Federally funded program with the goal to expand transportation choices and enhance the transportation experience through categories of activities related to the surface transportation system. The TAP focuses on non-motorized transportation projects with an emphasis on bicycle and pedestrian facilities

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

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

- U -

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

MARC



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