2023

BUDGET & WORK PLAN

MARC
MID-AMERICA REGIONAL COUNCIL

TO: MARC Board of Directors and Budget and Personnel Committee

FROM: David A. Warm, Executive Director

RE: 2023 Budget and Work Plan

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

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

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

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

- *Technical Capabilities*

    MARC's ability to continue serving as a platform for collaborative decisions and services depends on our ability to have the technical capabilities to engage with data, technology, analytics and information systems that are increasingly embedded in every aspect of our lives. MARC has high degrees of technical excellence in many areas, yet we recognize the central importance of being highly attentive to mastering new technologies and keeping pace with the sheer proliferation of information systems that drive public systems. Some areas of focus in 2023 include:

- Continued implementation of an internal *Data Forward* plan to coordinate organization-wide capacities and data enhancement efforts.

- Reallocate staff and restructure some positions to bring new skills and capacity to research, data analysis and data visualization.

- Expansion of data sources through partnerships to ensure timely and comprehensive data which will enable us to create and enhance meaningful data hubs and analyses related to key regional issues.

- Expansion of our capabilities to use our new contact/event management, enhancing our ability to communicate with partners, coordinate events and committees.

- Automate processes and enhance communication with staff with implementation of a human resources information system and an updated Intranet.

- Create meaningful analysis and provide current tools and resources available to all through continued enhancement of our new, award winning, website.

- ***Integrated Systems and Strategies***

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

    - In 2022, MARC held two leadership sessions that focused on enhancing internal systems by acting upon the integration and overlaps of our work. Several internal task forces have been formed with representation from all departments. For instance, a Tech Team gathers quarterly to share information, projects and skills. We plan to continue having leadership gatherings and expand sharing of information through these cross-department groups. We are being very intentional about identifying issues that involve multiple policy goal areas and bringing staff together to brainstorm on mutual goals.

    - The Bistate Sustainable Reinvestment Corridor is advancing a broad strategy that requires integrated planning across the organization and committees. Through this work, plans will be in place for a high-capacity, zero emission transit corridor that supports the region's Climate Action Plan, Metropolitan Transportation Plan and improved access to housing, health care, employment and education.

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

- A grant that promotes food waste reduction and will also support climate resilience and food security initiatives.

- In partnership with other agencies in Northwest Missouri, MARC will support home-based/family childcare providers, infant/toddler teachers and preschool teachers through onsite coaching support, intensive cohort trainings, and best practices training.

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

  - We have made great strides in expanding understanding of diversity, equity and inclusion throughout the organization and putting that understanding to work in modifying policies and practices identified through equity assessments. That work will continue as we keep discussions of and training about these issues at the forefront and ensure all staff are viewing our organization and our work through an equity lens.

  - During 2022, post-pandemic, we worked to actively re-engage with regional partners and community leaders to strengthen relationships and jump start any momentum lost during the past two years. Recommendations from our equity assessment regarding outreach will be integrated into our structures with a goal of ensuring racial and geographic diversity in our committees and task force groups.

  - We will continue to grow our expertise in the use of virtual platforms, expanding opportunities to gather input around our work from larger and diverse audiences.

  - A new program to support capacity development and community-based climate resilience efforts in four urban core neighborhoods.

  - Leading implementation of a plan to address digital equity for households by assisting with enrollment in the federal Affordable Connectivity Program (ACP), obtaining computer devices and participating in digital training.

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

    - Implementing recommendations of an analysis of the Regional Homeland Security

Committee and its various working groups, including more systematic outreach to new elected officials and using task forces instead of standing committees.

- Broadening agency-wide use of social media to strategically disseminate information and resources to the public and agency partners.

- Increasing presence at community events.

- Enhancing staff skills and consulting resources to conduct outreach and public engagement in partnership with local governments and community agencies.

- Expanding MARC's newly designed website to continually improve the ease of finding information and resources

As always, even as we explore new opportunities, the proposed budget retains our long-term commitment to sound fiscal management and good stewardship of the funds entrusted to us. The 2023 budget reflects capacity-building strategies while continuing efforts to contain direct and overhead expenses, monitor benefits costs, and grow our long-term contingency fund.

On behalf of MARC's management team, I would like to express our sincere appreciation to the staff who worked hard to prepare this 2023 budget, those who apply for and manage the many grants MARC receives, and the Board of Directors and the many committee volunteers who play a key role in allocating resources. We look forward to a challenging but rewarding year ahead.

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, 2022

Christopher P. Morrill

Executive Director

MARC

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MARC

About MARC

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BACKGROUND

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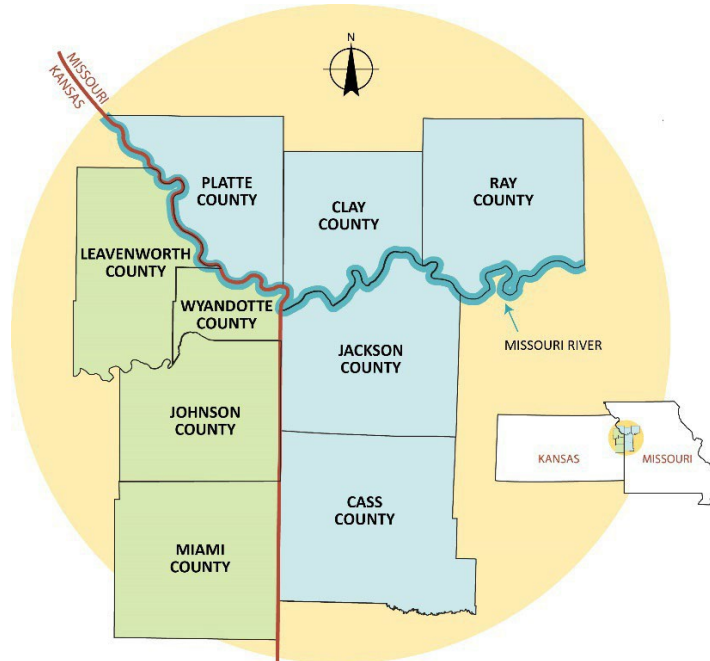
REGIONAL VISION

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

BOARD OF DIRECTORS

MANAGEMENT TEAM

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

HEALTHY ENVIRONMENT

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

COMPETITIVE ECONOMY

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

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
- Community Disaster Resiliency Network
- Public Safety Communications Board and related committees:
  - Public Safety Communications Users
  - Regional Interoperability • 911 Peer Support Advisory Committee
- Metropolitan Area Regional Radio System Management Council

QUALITY EARLY LEARNING

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

EFFECTIVE LOCAL GOVERNMENT

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

THRIVING OLDER ADULTS AND COMMUNITIES

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

EXEMPLARY CORE CAPACITIES

- Regional Association of Public Information Officers

December 2022

Mid-America Regional Council
Internal Organization Chart

EXECUTIVE DIRECTOR

EXECUTIVE ASSISTANT

DEPARTMENTS

LOCAL GOVT. SERVICES

Local Government Services
Managers Roundtable
Government Training Institute
Purchasing Cooperative
Small Cities Program
Shared Services
First Suburbs Coalition
Regional Housing Partnership
KC Communities for All Ages

Emergency Services
Regional Coordination
Plans & Protocols
Training & Exercise
Health & Medical
Public Health
Finance & Administration

Public Safety Communications
911 System
Interoperable Communications

COMMUNITY DEVELOPMENT

Economic & Workforce Development
Economic Development Planning
Regional Workforce Intelligence Network
GradForce KC
KC Degrees

HMIS
Homelessness Mgmt. Information System

Legislative Resources

Community Health

Special Projects

TRANSPORTATION & ENVIRONMENT

Metropolitan Planning
Regional Transportation Plan 2050
Modal Planning
Planning Sustainable Places
Destination Safe

Transportation Programming
Transportation Improvement Program
Unified Planning Work Program

Transportation Operations
Operation Green Light
Rideshare KC
Intelligent Transportation Systems Regional Architecture

Performance Management
Data & Modeling
Congestion Management Process

Environmental Programs
Air Quality
Water Quality
Climate Action
Green Infrastructure
Solid Waste Management District

AGING/ADULT SERVICES

Community Services
Community Centers
Health Promotion & Disease Prevention
Caregiver Support & Education
Transportation Services
Home-Delivered Meals

Integrated Care
Professional Assessment
Care Management
In-Home Services
Information & Referral
Consumer-Directed Care
Home Repair and Modification

Advocacy
Long-Term Care Ombudsman
Legal Assistance
Silver-Haired Legislature

Food Systems and Security
Nutrition Incentives

RESEARCH SERVICES

Research
Socioeconomic Analysis
Economic Forecasts
Population and Employment Forecasts
Peer Metro Metrics

Data Services
Data Collection
Data Creation
GIS Mapping
Aerial Photography

Digital Services
Data Visualization
Online Data and Mapping Tools

EARLY LEARNING

Mid-America Head Start
Organizational Development
Program Governance
Child Health & Development
Family & Community Engagement

Metropolitan Council on Early Learning
School Readiness
Workforce Development
Financial Sustainability
Quality Enhancement

FINANCE AND ADMINISTRATION

Financial & Grants Management

Human Resources

Office Facilities

Innovation
Emerging Technologies
Data Partnerships

Information Systems
Information Technology
Data Management

Public Affairs

EFFICIENT TRANSPORTATION & QUALITY PLACES
SAFE & SECURE COMMUNITIES
HEALTHY ENVIRONMENT
QUALITY EARLY LEARNING
COMPETITIVE ECONOMY
THRIVING OLDER ADULTS & COMMUNITIES
EFFECTIVE LOCAL GOVERNMENT
CORE CAPACITIES

MARC is administratively organized into seven departments. Each department director oversees programs that align with the eight policy goals shown in the diagram above, although much of this work is interconnected across departmental and program lines, and the agency's core capacities (research, finance, human resources, information technology and public affairs) support all programs. Work plans and budgets for each policy goal are explored in more detail on pages 20-44.

REGIONAL PROFILE

Population 2,199,544

Median age 37.9 years

Population by age and sex

	Males	Females
Birth to 19	27.1%	24.8%
Ages 20-44	33.9%	33.2%
Ages 45-64	24.8%	24.8%
65 and over	14.2%	17.2%
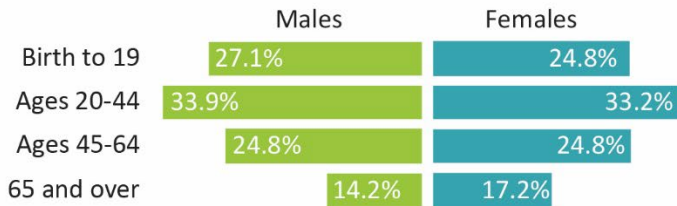
Race and Hispanic origin
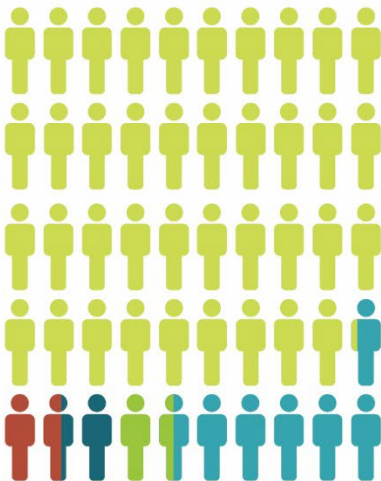
71.8% White
11.9% Black or African American
3.8% Some other race
2.9% Asian
.5% American Indian and Alaska Native
.1% Native Hawaiian and other Pacific Islander
9% Two or more races

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

Housing stock

883,621 occupied housing units

65,997 vacant housing units

Owners versus renters

Renters — 34%

Homeowners — 66%

Types of households

Married-couple families: 49.5%

Single-parent households - Female: 26.3%

Single-parent households - Male: 17.1%

Other nonfamily households: 7.1%
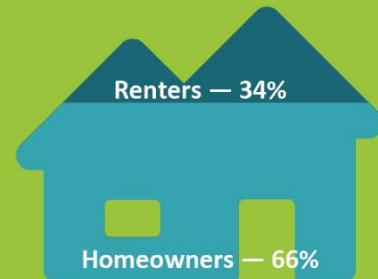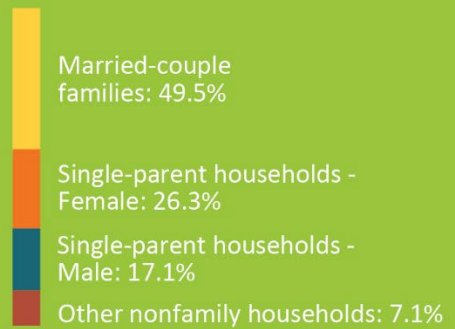
Total school enrollment

525,013

Nursery school	Kindergarten to 12th grade	College or graduate school
32,715	385,489	106,809

Educational attainment
People 25 years and over

- Less than high school diploma — 6.6%
- High school diploma or equivalency — 24.7%
- Some college, no degree — 21.2%
- Associates degree — 8%
- Bachelor's degree — 24.4%
- Graduate or professional degree — 15.1%

Income distribution

Median household income $73,900

Income bracket	Percentage
Less than $10,000	4.8%
$10,000 to $14,999	2.9%
$15,000 to $24,999	6.1%
$25,000 to $34,999	7.4%
$35,000 to $49,999	11.8%
$50,000 to $74,999	17.7%
$75,000 to $99,999	14.2%
$100,000 to $149,999	17.6%
$150,000 to $199,999	8.9%
$200,000 or more	8.6%
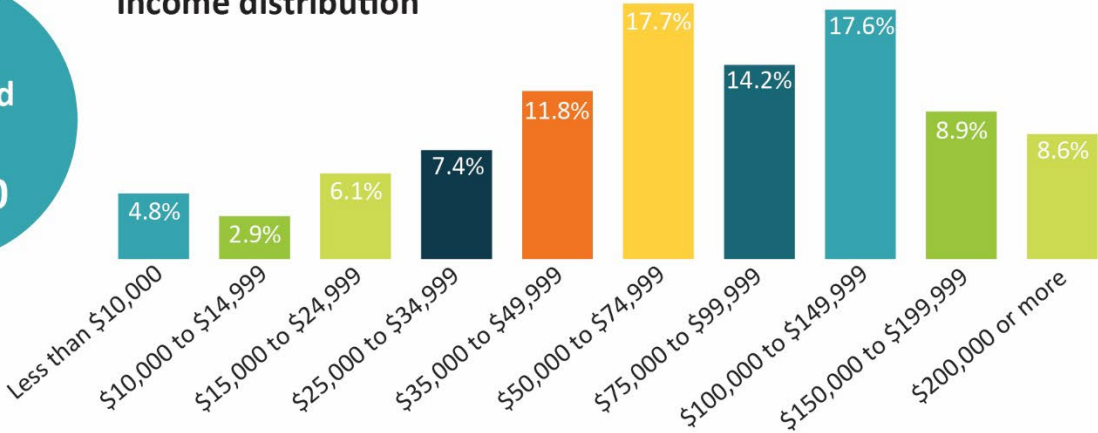
Total employment (nonfarm)

1,100,500

Employment by industry

Trade, transportation and utilities
219,200

Professional business services
186,800

Health services and private education
163,700

Government
146,000

Leisure and hospitality
107,900

Manufacturing
80,500

Financial
76,700

Mining, logging and construction
61,300

Other services
42,100

Information
16,300

Roadway miles

Interstate & freeway — 1,753 miles

Local roads — 4,174 miles

Total — 5,927 miles

Commuting to work

- Drove alone — 70.7%
- Carpooled — 6.4%
- Public transportation — .5%
- Walked — 1.1%
- Other means — 1.3%
- Worked at home — 20%
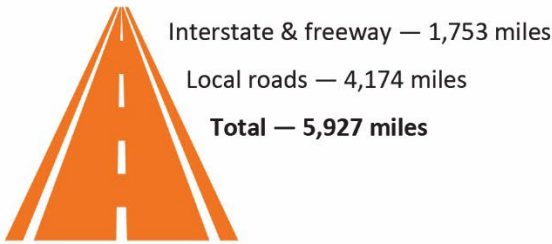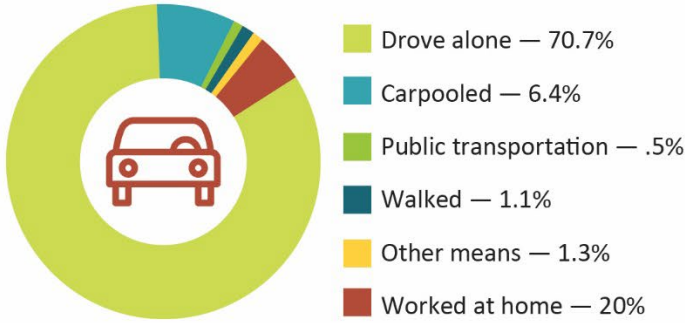
Public transit trips

Including RideKC and KC Streetcar

Average weekly trips **205,796**

Budget At-a-Glance

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

BUDGET AT-A-GLANCE — AGENCYWIDE

2023 REVENUES

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

TOTAL — $110,847,411

Pie chart percentages: 66%, 12.4%, 9.4%, 3.4%, 3.3%, 2.5%, 2.1%, .7%, 0.2%

2023 EXPENDITURES

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

TOTAL — $109,520,234

Pie chart percentages: 36%, 33.7%, 26.2%, 3.5%, .7%
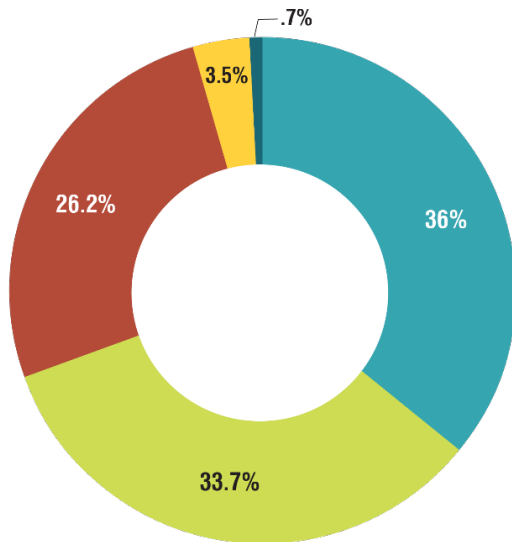
*Personnel includes salaries, indirect, fringe and rent. The Indirect Allocation to the Clearing Fund, shown as a revenue above, offsets indirect expenses included in Personnel. Note: Overall annual revenues and expenses often differ due to fluctuations in fund balances.

| EXPENDITURES BY FUND CATEGORY	Actual 2021	Approved 2022	Revised 2022	Budgeted 2023
General Fund	$1,198,610	$1,601,839	$1,586,376	$1,519,249
Special Revenue Fund	66,782,719	65,908,977	71,890,676	90,297,484
Enterprise Fund	2,002,299	2,166,030	2,390,538	2,100,944
911 Capital Fund	1,825,231	2,395,766	1,223,377	2,233,097
Indirect and Clearing Fund	11,307,759	13,174,088	12,055,870	13,369,460
Total Expenditures (Cash)	83,116,618	85,246,700	89,146,837	109,520,234
Less Contributed Services	(5,678,526)	(2,466,522)	(6,595,157)	(3,803,012)
NET EXPENDITURES	**$77,438,092**	**$82,780,178**	**$82,551,680**	**$105,717,222**

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

PASS-THROUGH FUNDS

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

26%

74%

- Pass-Through Funds
- MARC Coordination Services
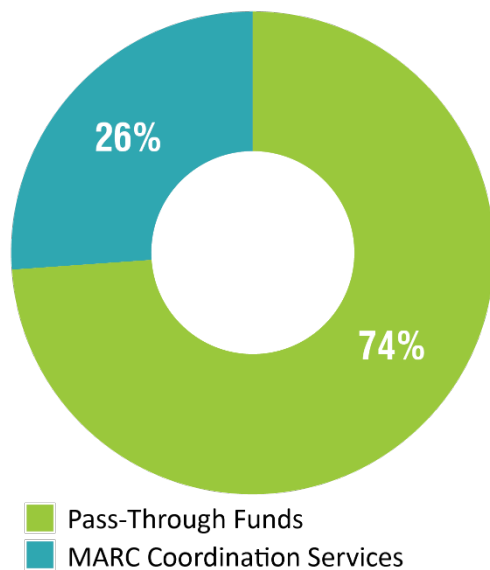
LONG-TERM CONTINGENCY FUND
(in millions)

|				$1.87
$1.46	$1.57	$1.62	$1.66	
2019	2020	2021	2022	2023
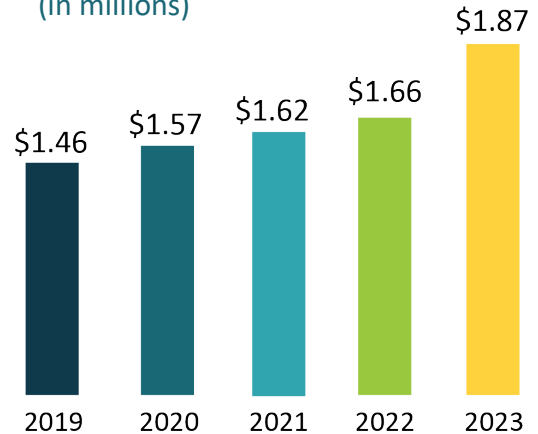
MARC restricts at least half of the ending balance of unrestricted funds in the General Fund at the end of each year to serve as a general reserve fund for all agency operations.

STAFFING TRENDS (full- and part-time employees)
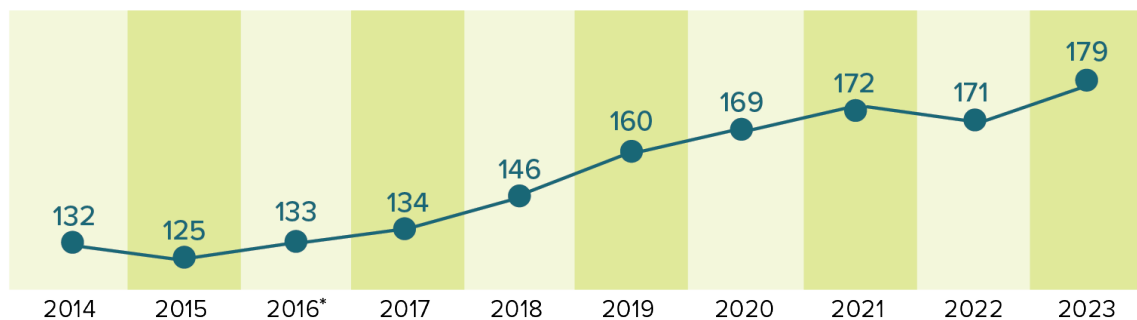
2014	2015	2016*	2017	2018	2019	2020	2021	2022	2023
132	125	133	134	146	160	169	172	171	179

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

Policy Goals and Work

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

INTRODUCTION

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

"Greater Kansas City is a region of opportunity. Its robust economy, healthy environment and social capacity support the creativity, diversity and resilience of its people, places and communities."
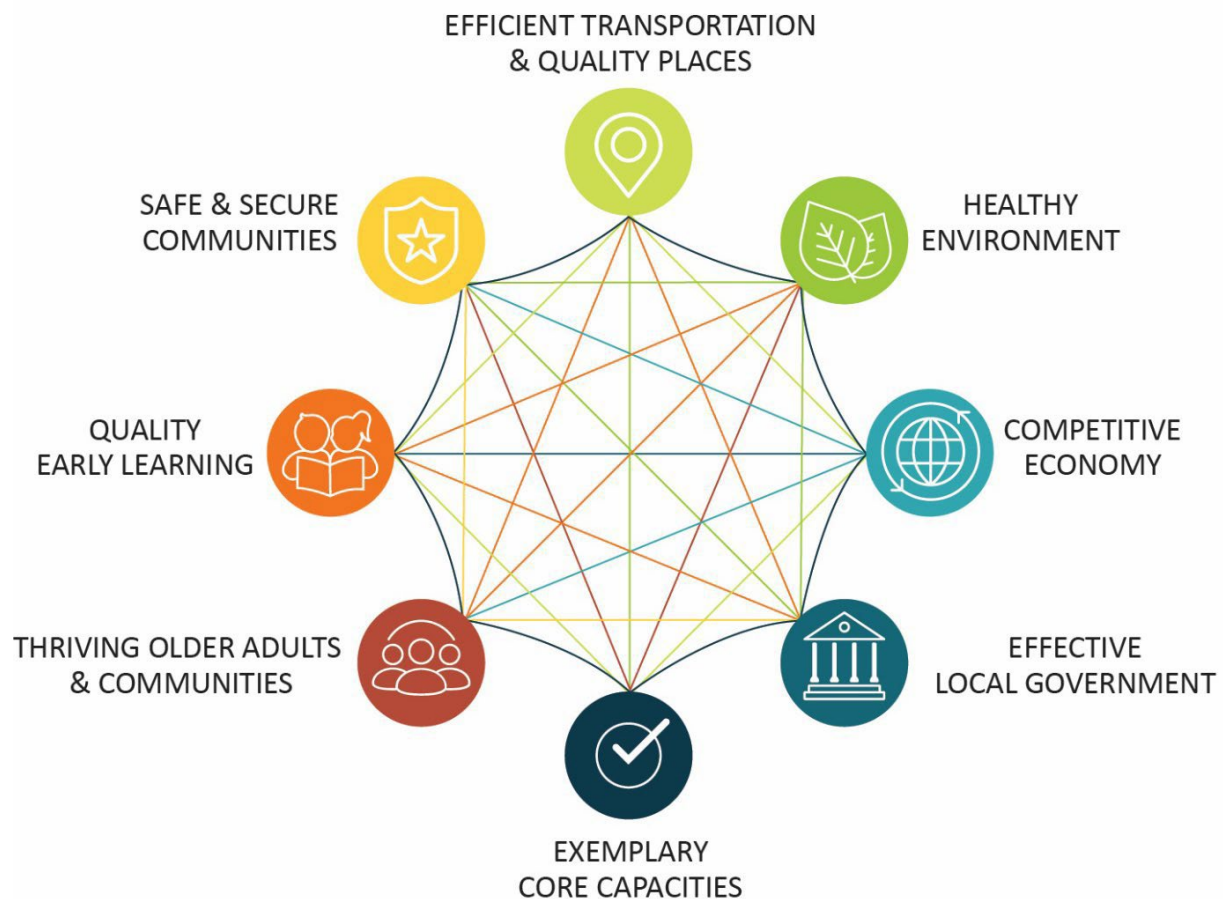
This section is designed to provide a clear picture of how revenues are allocated to achieve our overarching policy goals. The following pages provide a high-level budget overview with total **revenues** and **expenditures** for programs assigned to each policy goal area.

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

With input from our many stakeholders, we continually evaluate our existing programs and initiatives, looking for ways to increase our impact in achieving our regional vision. In addition to programmatic changes, we also continually evaluate internal organizational structure, competencies and practices. Organizational goals for 2023 were modified slightly from 2022, as we continue to be agile and make changes that will enable us to best accomplish our work. These goals and our organizational values continue to guide how we do our work across all policy goal areas: enhanced technical capabilities, integrated systems and strategies, equity at our core, responsive processes and nimble structures.

The work outlined for 2023 has been thoughtfully designed to reflect our continuing efforts to retool and rethink existing systems — ensuring that our work supports our internal goals and has the most positive impact possible on the region in the face of current challenges: residual pandemic recovery issues, continued political division, inflation, workforce availability, fluid federal and state budgets and a heightened need for attention to racial equity and inclusion.

This work plan narrative is not intended to be a comprehensive list of all of MARC's work. It highlights **key accomplishments** from 2022, describes **priority focus areas** for 2023 that are advancing our regional vision and outlines **ongoing programs** that will require significant investment of time and other resources.

ORGANIZATIONAL VALUES

INTEGRITY

INNOVATION

COLLABORATION

DIVERSITY AND INCLUSION

EXCELLENCE IN PERFORMANCE

SERVICE LEADERSHIP

PERFORMANCE MEASURES

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

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

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

Performance Measures by Policy Goal Area

EFFICIENT TRANSPORTATION AND QUALITY PLACES

Program:	Operation Green Light
Measure:	Traffic Signal Controller Network Up-Time
2021 Actual:	86%
2022 Target:	86%
2022 Projected:	83%
2023 Target:	85%
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.

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 Actual:	36%
2022 Target:	40%
2022 Projections:	38%
2023 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 Actual: 98%

2022 Target: 95%

2022 Projected: 98%

2023 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 Actual: 85%

2022 Target: 75%

2022 Projected: 85%

2023 Target: 75%

Explanation: Green infrastructure is fundamental to complete streets. It conserves water quality, makes streets more walkable, reduces heat islands, creates habitat, and adds beauty to the community.

COMPETITIVE ECONOMY

Program: KC Degrees/WYCO Works/Mid-America Head Start Connections

Measure*: Number of clients advised, enrolled in a post-secondary program, and number who completed a credential or training program - the program will focus on serving residents in Wyandotte County and Head Start parents

2021 Actual: Completed: 150   Assisted: 109   Employed: Not Tracked

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

2022 Projected: Trained: 50   Advised: 172   Employed: 50

2023 Target: Trained: 200   Advised: 175   Employed: 50

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 or degree, it would create a win-win for families, employers and our region. Earning a certificate, associate, bachelor's or graduate degree can be life-changing for individuals and their families, building pathways to new career options and positioning themselves for new challenges and opportunities.

Measure changed from 2021

🏛️ EFFECTIVE LOCAL GOVERNMENT

Program: Government Training Institute
Measure: Customer satisfaction rating of GTI classes
2021 Actual: 92.9%
2022 Target: An overall satisfaction rating of at least 90%
2022 Projected: 94.9%
2023 Target: 93.4%
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 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 Actual: 188 PSAP personnel per quarter
2022 Target: 200 PSAP personnel per quarter
2022 Projected: 200 PSAP personnel per quarter
2023 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 Actual: RFP Issued
2022 Target: Complete implementation and add 50 new clients
2022 Projected: Complete implementation with 50 to 58 new clients
2023 Target: 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.

QUALITY EARLY LEARNING

Program: Head Start/Early Head Start
Measure: Implementation of a telehealth program and well-check visits
2021 Actual: 191 well-check visits completed
2022 Target: Implement telehealth, mobile clinics, and school-based health access to complete
                    175 well-check visits
2022 Projected: Telehealth, mobile clinics, and school-based health access were implemented and
                    305 well-check visits were completed
2023 Target: 275/300 completed well-check visits
Explanation: Telehealth will increase access to well-child visits for children enrolled in Head Start,
                    which will improve overall health.

Program: Early Learning
Measure: Percentage of Early Learning programs participating in the Early Learning Program
                    Profile that will implement and achieve at least one quality enhancement goal
2021 Actual: Due to program closures at the beginning of the year, implementation of the Early
                    Learning Program Profile was postponed to the fall of 2021.
2022 Target: 80%
2022 Projected: 86% of programs participating implemented at least 1 quality enhancement goal
2023 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 Actual: 10.54%
2022 Target: 9.00%
2022 Projected: 10.10%
2023 Target: 9.61%
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.

2023 Budget in Brief

REVENUES

Federal and State Funds	$18,253,883
Other Local Funds	1,909,584
Local Dues and Fees	1,378,839
Transfer from Other Funds	251,070
Contributed Services	1,159,570
Total Revenues	**$22,952,946**

EXPENDITURES

Direct Program Expenses	$250,764
Contractual Services	15,143,365
Contributed Services	1,159,570
Transfer to Other Funds	251,070
Personnel*	5,032,207
Total Expenditures	**$21,836,976**

*Personnel includes salaries, indirect, fringe and rent.

2023 Expenditures by Program

- Metropolitan Transportation Planning — 33%
- Transportation System Management — 31.6%
- Operation Green Light — 17.7%
- Coordinated Mobility Planning — 9.9%
- Planning Sustainable Places — 5.9%
- RideShare — 1.4%
- Active Transportation — 0.4%
- Other — 0.1%
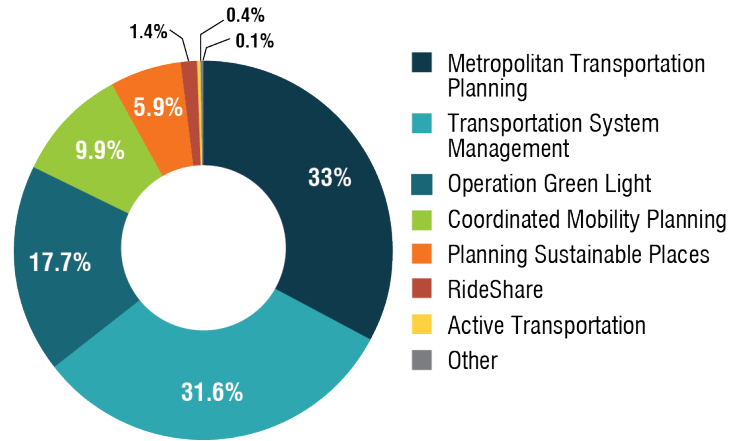
Key Accomplishments for 2022

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

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

Priority Focus Areas for 2023

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

- **Transportation Investments** — Develop 2024-2028 Transportation Improvement Program (TIP). Update 2024 call for projects selection process. Develop carbon reduction program target allocations.
    - **Travel Model** — Use travel model to complete aerial analysis for the transportation plan update and to support other studies. Initiate expansion of model to additional counties in Missouri.
    - **Transportation Safety** — Support local initiatives. Update safety targets and conduct programming for traffic safety education and enforcement projects.

Ongoing Programs and Initiatives

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

Lead Policy Committees
Total Transportation Policy Committee — Co-Chairs Mayor Carson Ross, Blue Springs, Missouri, and Councilmember Chuck Adams, Edwardsville, Kansas
Sustainable Places Policy Committee — Co-Chairs Commissioner Jim Walters, Unified Government of Wyandotte County/ Kansas City, Kansas, and Councilmember Beto Lopez, Lee's Summit, Missouri

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

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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.

2023 Budget in Brief

REVENUES

Federal & State Funds	$2,686,690
Private Funds	138,207
Other Local Funds	1,121,055
Transfer from Other Funds	5,000
Contributed Services	237,675
Investment Income	18,488
Total Revenues	**$4,207,115**

EXPENDITURES

Direct Program Expenses	$400,583
Contractual Services	2,372,428
Contributed Services	237,675
Personnel*	1,196,429
Total Expenditures	**$4,207,115**

*Personnel includes salaries, indirect, fringe and rent.

2023 Expenditures by Program

- Solid Waste Management District — 44.5%
- Water Quality - Policy & Planning — 22.9%
- Air Quality - Clean Air — 11.6%
- Air Quality - Outreach & Education — 8.2%
- Other — 7%
- Water Quality - Outreach & Education — 5.8%
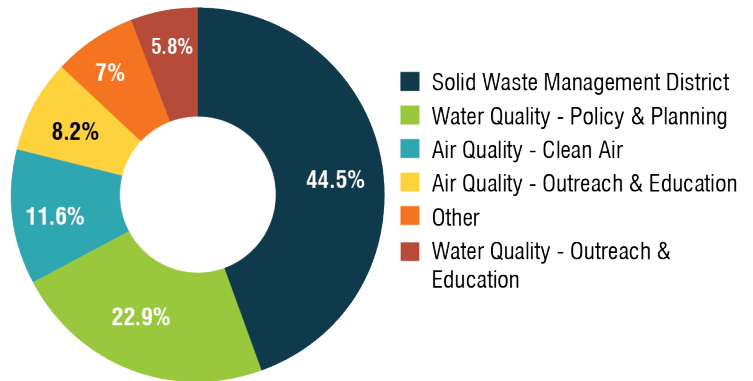
Key Accomplishments for 2022

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

media and e-newsletter communications. Hosted technical assistance panel with the Urban Land Institute to facilitate development of the Energy Efficiency Investment Fund.

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

Priority Focus Areas for 2023

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

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

Ongoing Programs and Initiatives

- **Climate Resilience** — Integrate environmental justice principles across programs at MARC.
- **Air Quality** — Implement the region's Clean Air Action Plan, including strategies related to transportation connectivity, technology and public engagement.
- **Outreach, Education and Engagement** — Conduct annual outreach and education campaigns for air quality, water quality, green infrastructure and recycling. Support workshops, training and conferences through the Academy for Sustainable Communities. Continue MARC's commitment to equity and inclusion by engaging residents and stakeholders in sustainability and resiliency efforts.
- **Grant Programs** — Offer grants to community organizations to support solid waste management and water quality programs.
- **Household Hazardous Waste** — Work with SWMD member communities to host mobile household hazardous waste collection events in the five Missouri counties.
- **Recycling Outreach** — Maintain and promote RecycleSpot.org.
- **Plan and Program Integration** — Continue to integrate environmental priorities into regional plans and programs – land use, development, parks, housing, hazard mitigation, etc.

Lead Policy Committees
Air Quality Forum — Co-Chairs Commissioner Angela Markley, Unified Government of Wyandotte County/Kansas City, Kansas, and County Legislator Scott Burnett, Jackson County, Missouri
Air Quality Public Education Committee — Vacant chair
Water Quality Public Education Committee — Co-Chairs Hobie Crane, Platte County, Missouri, Planning and Zoning, and Meghan Woolbright, Mission Hills, Kansas
Solid Waste Management District Council — Chair Alderman Doug Wylie, Parkville, Missouri, and Vice Chair vacant
Climate and Environment Council – Co-Chairs Mayor Mike Kelly, Roeland Park, Kansas, and Mayor Damien Boley, Smithville, Missouri

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COMPETITIVE ECONOMY

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

2023 Budget in Brief

REVENUES

Federal & State Funds	$98,853
Private Funds	25,973
Contributed Services	88,788
Fees for Services	41,494
Total Revenues	**$255,108**

EXPENDITURES

Direct Program Expenses	$159
Contractual Services	25,374
Contributed Services	88,788
Personnel*	140,787
Total Expenditures	**$255,108**

Personnel includes salaries, indirect, fringe and rent.

2023 Expenditures by Program

- Economic Development Planning — 83.8%
- KC Degrees — 15.2%
- Regional Workforce Intelligence Network — 1%
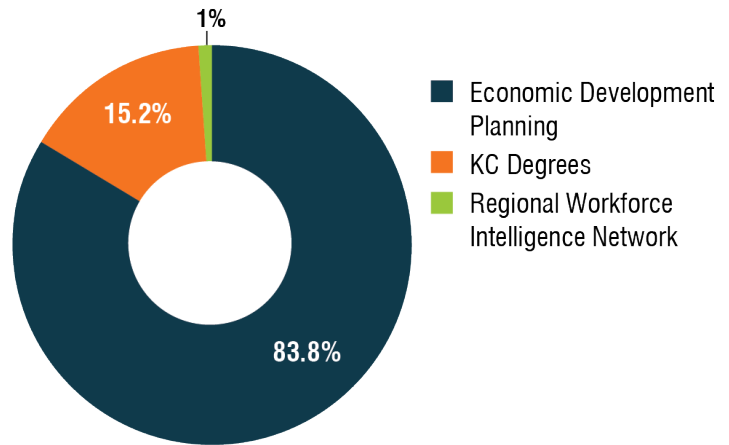
Key Accomplishments for 2022

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

- **Economic Equity Value Atlas (EEVA)** — Released version 1.0 incorporating a new system of KC Rising Pillar metrics to ensure investment decisions create inclusive economic growth. Created a version of the EEVA for MARC's Planning Sustainable Places program. Identified a community organization to demonstrate how they could use the EEVA in resource allocation decisions. Conceptualized a roll-out plan to target cities, economic development agencies, foundations, nonprofit organizations and partners to reinforce how EEVA can be of value.
- **Economic Recovery and Resiliency**— Supported the region's economic recovery and resiliency by:
    - Delivering training and technical assistance to local governments to support recovery efforts.
    - Receiving technical assistance from the New Growth Innovation Network to embed inclusive and equitable growth into the workforce and economic development system.
    - Supporting three organizations to provide training and technical assistance to small businesses in Wyandotte County, reaching over 500 businesses. Partnered with UMKC Innovation Center to provide training and technical assistance to small businesses, particularly those working to expand their operations and employment.
    - Convening community partners seeking federal resources to support workforce development in key industry sectors.
    - Updating the region's Comprehensive Economic Development Strategy (CEDS) plan to incorporate strategies that support economic recovery and increase the region's resiliency in the face of future disruptions.
- **2020 Census** — Published an online story map featuring 2020 Census results showing the region is growing more diverse. Presented findings to regional groups. Completed county data profiles profiling census and other key data points.
- **KC Rising** — Supported KC Rising, a partnership with the Civic Council of Greater Kansas City, the Kansas City Area Development Council, the Greater Kansas City Chamber of Commerce and local government leaders, to advance the region's economic competitiveness. Activities included:
    - Launching new metrics describing progress on the seven KC Rising Pillars of Prosperity. Updating the metrics for the KC Rising Horizon Goals. Starting work on strategy-level metrics for each pillar.
    - Supporting the Place Committee focused on developing strategies for improving digital equity and improving housing choice and public transit capacity.
- **Digital Equity** — Received funding to implement a broadband connectivity plan for the region. Developed a regional broadband infrastructure analysis with Black & Veatch, identifying unserved and underserved areas. Supported outreach and communication efforts, including 12 virtual and in-person workshops, surveys and digital content. Advanced a digital equity investment strategy to better support households that lack digital access.
- **Workforce Data Hub** — Updated content on MARC website as a transition from KCworkforce.com.

Priority Focus Areas for 2023

- **Workforce Development** — Seek resources to expand regional economic development planning, data and analysis, and workforce system support.
    - Promote services for adult learners through partnerships with higher education institutions, KC Scholars and other community partners.
    - Host the 13th annual Workforce and Education Summit.
    - Offer the Head Start Connections program. Partnering with workforce and education partners, transition the current KC Degrees model to one supporting career coaching to groups of adults working with community partners.
    - Develop and distribute a Talent-to-Industry Exchange report on transportation occupations.
    - Increase focus on public sector, child care and community health worker workforces.

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

Ongoing Programs and Initiatives

- **Economic Development** — Use updated CEDS plan to support economic development strategies focusing on equity, economic and climate resiliency, and best practices for infrastructure and energy conservation.
- **GradForce KC Postsecondary Attainment** — Convene stakeholders quarterly. Strengthen systems for achieving postsecondary attainment goals and support partners working together on inclusive educational opportunities. Address complex issues, including the barrier of past institutional debt for returning adult learners, options for emergency financial assistance, and tracking short-term credentials and alternative learning pathways.
- **Regional Workforce Intelligence Network (RWIN)** — Convene economic and workforce development stakeholders to share data, promising strategies and examples of regional and local best practices. Support RWIN's efforts to identify specific CEDS goals and strategies for priority attention in 2023 and ensure workforce development efforts build the talent needed to meet labor market needs.
- **Economic Forecasts** — Complete annual regional economic forecasts created for the Greater Kansas City Chamber of Commerce with projections of employment growth and gross domestic product for the region compared to the U.S.
- **Workforce Indicators Communications** — Share regular communications focused on regional workforce data and insight.

Lead Policy Committees
Regional Workforce Intelligence Network — Co-Chairs Lara Vermillion, Blue Springs Chamber of Commerce, and Keely Schneider, Workforce Partnership
GradForceKC Steering Committee — Co-Chairs Christy Ziegler, Shawnee Mission School District, and Laurel Hogue, University of Central Missouri
KC Rising Data and Analytics Resource Team — Chair Ahmed Abdelmoity, Children's Mercy Hospital

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EFFECTIVE LOCAL GOVERNMENT

MARC's Role:

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

2023 Budget in Brief

REVENUES

Federal and State Funds	$427,242
Private Funds	1,093,081
Local Dues and Fees	285,600
Other Local Funds	156,121
Contributed Services	294,087
Fees for Services	474,948
Transfer from Other Funds	19,500
Total Revenues	**$2,750,579**

EXPENDITURES

Direct Program Expenses	$478,963
Contractual Services	943,274
Contributed Services	294,087
Personnel*	955,990
Total Expenditures	**$2,672,314**

Personnel includes salaries, indirect, fringe and rent.

2023 Expenditures by Program

- Regional Housing — 37.5%
- DOJ & Mental Health Collaboration — 27%
- Government Training Institute — 14.2%
- CORE 4 — 5.5%
- Government Innovations Forum — 4.5%
- KC Regional Purchasing Cooperative — 4.5%
- Small Cities Consulting — 2.9%
- Research Data and Analysis — 1.6%
- KERIT — 1.3%
- Annual Salary Survey — 0.7%
- IBTS Building Tech Services — 0.3%
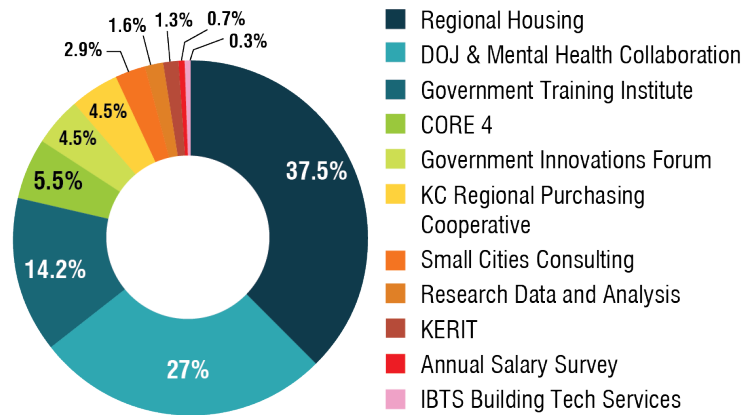
Key Accomplishments for 2022

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

to prepare for 988, the new suicide and crisis lifeline.

- o Completing an assessment of the Managers Roundtable, resulting in suggestions for programming and frequency/format of roundtable meetings.

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

Priority Focus Areas for 2023

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

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

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

Ongoing Programs and Initiatives

- **Shared Services** — Administer cooperative agreements with partners for regional shared services for IT, compensation services and building development services.
- **Outreach** — Develop strategies and track outreach activities that strengthen relationships with legislators, MARC Board members, jurisdiction staff and community organizations.
- **Managers Roundtable** — Convene regular meetings of city and county managers. Engage members to plan relevant presentations on important topics. Implement recommendations from best practice research to increase manager engagement in regional policy matters.
- **First-Suburbs Coalition** — Address issues unique to first suburb communities and share information to strengthen partnerships.
- **Sub-Regional Partnerships** — Grow and support self-organized partnerships to pilot regional collaborative strategies, including an eastern Jackson County partnership among the cities of Blue Springs, Independence, Grandview, Lee's Summit and Raytown, and the CORE4 governments.
- **Small Cities Program** — Provide grant administration services and technical assistance to small cities, including water and sewer projects, flood buyouts and other programs when requested. Expand capacity to support small cities by cross-training staff and offering new services.
- **GIS** — Through direct services provided by MARC, expand GIS service support to small cities, helping local governments build internal capacity and coordination with other municipalities.
- **Legislative Priorities** — Advocate for legislative issues important to the region in state legislatures and in Congress. Support legislative platforms brought forward by local governments and planning committees and approved by the MARC Board of Directors.
- **Bi-State Commission** — Provide administrative services for the Bi-State Commission, including publishing an annual report of remaining funds and expenditures.
- **Data Management** — Expand MARC's internal and external ability to collect, store, share, access and use data effectively.

Lead Policy Committees
Managers Roundtable
Government Training Institute Advisory Committee
First Suburbs Coalition — Co-Chairs Councilmember Bonnie Limbird, Prairie Village, Kansas, and Alderman Damon Randolph, Grandview, Missouri
Government-to-University Steering Committee — Co-Chairs Teri Casey, City of Kansas City, Missouri, and Carolyn McKnight, University of Kansas
Housing Strategy Committee – Co-Chairs Councilwoman Ryana Parks-Shaw, Kansas City, Missouri, and Commissioner Janeé Hanzlick, Johnson County, Kansas

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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.

2023 Budget in Brief

REVENUES

Federal & State Funds	$3,484,481
Private Funds	50,000
Local Dues and Fees	448,335
Other Local Funds	10,274,292
Transfer from Other Funds	494,774
Contributed Services	10,000
Total Revenues	**$14,761,882**

EXPENDITURES

Direct Program Expenses	$5,677,439
Contractual Services	5,062,155
Contributed Services	10,000
Transfer to Other Funds	494,774
Personnel*	3,653,953
Total Expenditures	**$14,898,321**

*Personnel includes salaries, indirect, fringe and rent.

2023 Expenditures by Program
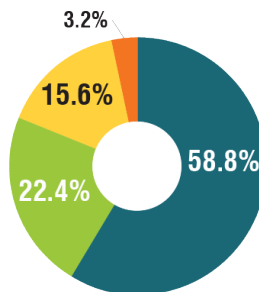
Emergency Services
- Homeland Security & Law Enforcement — 58.8%
- Local Activity — 22.4%
- Health & Medical — 15.6%
- Hazardous Materials — 3.2%
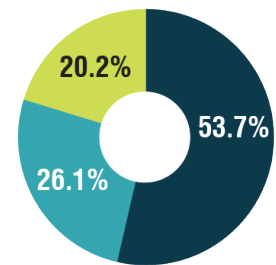
Public Safety Communications
- 911 Coordination — 53.7%
- 911 Capital Projects — 26.1%
- 911 Regional Network — 20.2%

Key Accomplishments for 2022

- **COVID-19 Response** — Coordinated the region's COVID-19 response and recovery efforts. Updated PrepareMetroKC.org with the latest COVID-19 data, information and resources. Convened organizations in response to the pandemic. Coordinated with the region's public information officers to issue joint public heath news releases. Coordinated resources to mitigate the impact of COVID-19 and support recovery. Continued joint grantmaking to address urgent community needs.
- **Public Health** — Supported public health agencies across the region in disease surveillance, testing, vaccination efforts and recovery to build back stronger for future public health emergencies. Launched an effort to prepare the region for opioid overdose prevention efforts.
- **Regional Homeland Security Coordination Committee (RHSCC)** — Completed a COVID-19 after-action report and a Threat and Hazard Risk Identification and Assessment update for both Kansas and Missouri. Conducted annual strategic planning. Recruited new leadership and members. Supported the region's specialty response teams and others with approximately 55 trainings reaching 1,000 personnel. Developed a regional resource sharing agreement. Convened stakeholders to outline federal fund investments. Carried out grant investments and reported results to local stakeholders and state agencies. Completed an organizational analysis. Updated the regional active shooter framework to accommodate multiple scenarios. Introduced a regional plans dashboard.

- **Complex Coordinated Terrorist Attacks (CCTA) Initiative** — Completed four web-based training modules. Provided law enforcement counterterrorism and hostile event integrated response training to first responders. Finalized the local CCTA annex template. Updated the regional coordination guide and annexes for CCTAs. Conducted limited outreach to venues. Developed Safety and Security Measures for special events. Invested in strategic deployment for "throw kits." Hosted functional exercises on CCTAs in four locations and designed an exercise tool kit for CCTA events available to local jurisdictions.
- **Cybersecurity** — Convened the Regional Cybersecurity Task Force. Conducted a cybersecurity exercise and developed an after-action report for participating jurisdictions. Began work on a regional playbook.
- **Metropolitan Emergency Managers Committee (MEMC)** — Worked with partners to design and conduct a community-based exercise and completed an after-action report. Engaged private-sector agencies. Convened the Community Disaster Resiliency Network to focus on supporting vulnerable populations in increasing disaster preparedness. For the second year, hosted a joint meeting with emergency managers. Developed a Request for Proposal for a multi-jurisdictional information platform.
- **Health Care Response Planning** — Completed a burn annex for the Health Care Coalition (HCC) Response Plan.
- **Emergency Medical Services (EMS) Prehospital Care** — Implemented the new Mid-America Regional Council Emergency Rescue (MARCER) Committee cooperative purchasing program. Supported potential modifications to the hospital/EMS plan for diversion. Updated the mass casualty incident plan. Supported the Resuscitation Academy to provide advanced training.
- **Hazardous Materials** — Updated the Regional Hazardous Materials Emergency Response Plan and a related interactive map. Designed and conducted two exercises. Convened representatives from Missouri local emergency planning districts and Kansas City local emergency planning committees to bring together facilities that house hazardous materials. Supported regional hazmat teams in conducting a self-assessment. Continued to receive Tier II filings for the region from both states and area facilities.
- **Regional 911 System Expansion** — Began adding Linn County, Kansas, to the regional 911 system.
- **Next Generation 911 (NG911)** — Nearly finalized installation of new IP-based selective routers. Launched a pilot program to advance photo/video transmission in Johnson County, Kansas.
- **Microwave Upgrade Project** — Completed microwave upgrade project. Installed new microwaves and dual radios on 10 towers to triple available bandwidth.
- **911 Training** — Partnered with the Kansas 911 Coordinating Council to share online classes with 911 dispatchers through a new learning management system. Identified opportunities for future collaboration and partnerships to provide additional trainings.
- **Records Analysis** — Reviewed nearly 8,895 cell tower sectors that resulted in 5,549 changes and allowed for more 911 calls to be routed correctly.
- **Interoperable Communications** — Updated Emergency Support Function #2 and Tactical Interoperable Communications Plan. Oriented seven communications coordinators and a volunteer position to coordinate radio frequency across the region.
- **911 Mapping** — Explored 911 mapping contractor options. Prepared additional map data layers for incorporation into the regional map. Installed software to allow for robust quality control processes and incorporated data into new GeoComm Maps to ensure data accuracy. Held meetings with addressing and mapping professionals from counties across the region.
- **Peer Support** — Served on a National Emergency Number Association committee to highlight the regional peer support model.

Priority Focus Areas for 2023

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

Ongoing Programs and Initiatives

- **Public Health** — Continue support for the Metropolitan Official Health Agencies of the Kansas City Area (MOHAKCA), which coordinates local public health agency efforts to improve community health.
- **Hazardous Materials** — Convene public and private agencies to share information, build relationships and maintain plans. Update the regional plan for hazardous material response. Maintain a regional inventory of chemicals stored at Tier II facilities and add Tier II locations to maps available to 911 dispatchers.
- **MEMC** — Convene local emergency managers and partners. Partner with community agencies to increase their disaster preparedness, empower them to help clients become prepared and connect agencies with local emergency managers. Provide oversight to PrepareMetroKC.org.
- **Health Care Response Planning** — Continue to use eICS/EMResource for information sharing and situational awareness. Update the preparedness and response plan. Monitor hospital bed status and convene a threat assessment team, as needed. Support the HCC, execute communications drills and maintain the HCC duty officer system.
- **Maintenance Program** — Continue in-house maintenance model approved by the Public Safety Communications (PSC) Board.

- **System and Equipment Upgrades** — Continue replacement of approximately 60 PSAP workstations annually across the region.
- **Peer Support** — Maintain the telecommunicator and command-level peer support program. Provide 24/7 support to peers by phone or text. Provide additional support through scheduled debriefings.
- **Specialty Response** — Support regional specialty response teams with trainings and exercises.
- **EMS** — Support MARCER's efforts to advocate for effective transport of time-critical diagnosis patients to trauma-designated hospitals and communications coordination.
- **Private Sector Engagement** — Engage private-sector partners in regional work to improve relationships, expand opportunities and build the region's response and recovery capacity.
- **Training and Exercises** — Plan and conduct training and exercises for first responders, hospital staff, dispatchers and professionals from other disciplines. Increase training cadre for ICS level courses.
- **911 Training** — Offer courses to ensure state-level minimum training guidelines are met. Share online learning resources with the Kansas 911 Coordinating Council. Offer mental health resilience training for regional dispatchers. Train roving peer support members for command-level and dispatcher teams. Continue sharing weekly training tips with dispatchers and supervisors.
- **Records Analysis** — Review and assess 911 landline phone records to reduce costs and improve accuracy. Audit cell phone towers annually.
- **911 Mapping** — Use 911 mapping tools to ensure location accuracy for dispatchers in the region.
- **Interoperable Communications** — Work with partner agencies on sustainment plans to continue operations for the Metropolitan Area Regional Radio System (MARRS).
- **911 Cybersecurity** — Prioritize cybersecurity initiatives to identify and mitigate threats.
- **State Support** — Support NG911 initiatives in both Kansas and Missouri.
- **Maintenance Program** — Continue in-house maintenance of regional 911 system and equipment.
- **Outreach** —Coordinate 911 educational events promoting proper use of 911 to children. Provide materials for school presentations and other public safety events.
- **State Homeland Security and Other Annual Federal Grants** — Convene stakeholders to outline investments for homeland security and health and medical planning and response. Carry out grant investments and report to local stakeholders and state agencies.

Lead Policy Committees

Regional Homeland Security Coordinating Council — Co-Chairs Joe Connor, Johnson County, Kansas, and Donna Lake, Kansas City, Missouri, Fire Department

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

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

Metropolitan Emergency Managers Committee — Chair Dante Gliniecki, City of Independence, Missouri, and Randy Pommenville, City of Lenexa, Kansas

Hazardous Materials Emergency Preparedness Alliance (Kansas City Metro LEPCs/Missouri LEPDs) — Chair Scott Munk, Bayer Crop Science, and Scott Casey, Overland Park Fire Department

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

Metropolitan Area Regional Radio System Management Council — Co-Chairs Worth Hunsinger, Johnson County, Kansas, and Major Tim Hernandez, Kansas City, Missouri, Police Department

Metropolitan Official Health Agencies of the Kansas City Area — Vacant Chair and Vice Chair Gary Zaborac, Clay County, Missouri, Public Health Center

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THRIVING OLDER ADULTS AND COMMUNITIES

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

2023 Budget in Brief

REVENUES

Federal & State Funds	$12,368,915
Private Funds	1,687,306
Local Dues and Fees	81,427
Other Local Funds	328,974
Transfer from Other Funds	337
Fees for Services	1,740,398
Contributed Services	2,012,892
Total Revenues	**$18,220,249**

EXPENDITURES

Direct Program Expenses	$9,502,799
Contractual Services	2,640,798
Transfer to Other Funds	337
Contributed Services	2,012,892
Personnel*	3,654,805
Total Expenditures	**$17,811,631**

Personnel includes salaries, indirect, fringe and rent

2023 Expenditures by Program

Aging and Adult Services
- Nutrition — 55.7%
- Supportive Services — 22.5%
- Integrated Care Networks — 12.5%
- Family Caregiver Assistance — 9.2%
- COVID-19 — 0.1%

Healthy Communities
- Nutrition Insecurity — 78.7%
- Health Care & Public Health — 12.5%
- Housing & Homelessness — 4.2%
- KC Communities for All Ages — 2.5%
- COVID-19 — 2.1%
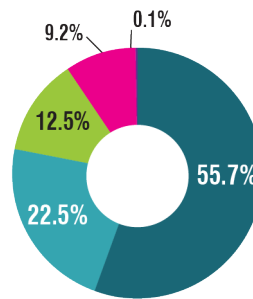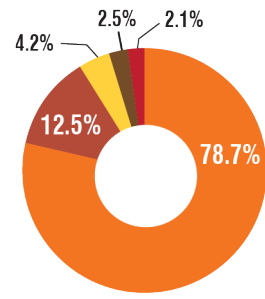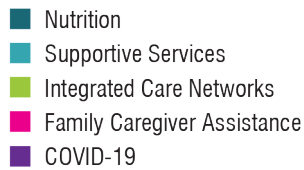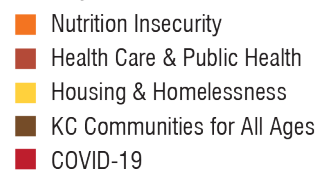
Key Accomplishments in 2022

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

Ages program for their efforts to make communities more welcoming for all age groups. Promoted the 2021 Universal Design Idea Book with a video and training. Promoted referral pathways from municipalities through a video, surveys and listening sessions for three pilot cities.

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

Priority Focus Areas for 2023

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

- **Community Health Workers** — Educate, train and advocate for CHWs. Offer technical assistance to agencies on how to use of the CHW toolkit and bill payers for CHWs as part of the health care team.
- **Consumer-Directed, In-Home Services** — Expand program to reach more eligible people.
- **DEI** — Increase visibility and engagement in communities that would benefit from additional services and programs. Initiate chronic disease self-management courses in urban core community centers. Onboard CBOs that have strong visibility, engagement and trust in underserved communities.

Ongoing Programs and Initiatives

- **Caregiving** — Build capacity to provide programming and support for family caregivers, including skills-based training tools and a new caregiver training program. Explore ways to reorganize how caregivers are compensated and expand use of consumer-driven models. Offer the Aging Mastery Program (AMP) for Caregivers to provide tools and resources to support caregivers.
- **Supportive Services** — Coordinate nutrition, transportation, in-home care, legal, case management and other services for older adults and expand the volunteer ombudsman program.
- **Evidence-Based Programming** —Advance comprehensive, evidence-based programs throughout older adult service systems, leveraging existing contractual network of community-based providers.
- **Service Quality** — Ensure clear, accurate monitoring of all services and activities to enhance quality.
- **KC Communities for All Ages** — Support local government planning activities. Provide technical support through webinars and programming.
- **Education and Engagement** — Host the Age Positive Conference. Continue offering AMP program.
- **Veterans-Directed Care Program** — Connect veterans to services from VA Medical Center and identify strategies to reach more veterans with specific medical conditions. Advocate for, and locally implement, support for veterans to address the needed level of care.
- **Older Adult Nutrition** — Continue providing home-delivered meals to older adults and individuals with disabilities. Work to enhance service quality and expand participation at congregate meal sites.
- **Home Repair and Modification Program** — Offer program to help older adults stay in their homes.
- **Integrated Care** — Secure and manage contracts with health care payers, hospitals and health care providers. Initiate services.
- **Leadership in Aging Network** — Support legislative advocacy efforts led by the Leadership in Aging Network through briefings and trainings for nonprofits. Collaborate with other statewide groups.
- **Collaborate with the Future of Aging Coalition** — Expand model to communities across Missouri.
- **Community Health Workers** — Support efforts to expand training for CHWs, increase the number of agencies employing CHWs and use of the new sustainability toolkit to establish reimbursement mechanisms.
- **Data Management** — Work to improve the region's technical capacity to collect, manage and share data to better understand health issues and assess the impact of community health initiatives. Ensure HIPAA-compliant communications with multiple stakeholders and health referral platforms that connect patients to non-medical supports.

Lead Policy Committees

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

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

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

QUALITY EARLY LEARNING

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

2023 Budget in Brief

REVENUES	
Federal & State Funds	$35,825,104
Private Funds	695,767
Transfer from Other Funds	30,000
Fees for Services	40,192
Total Revenues	**$36,591,063**

EXPENDITURES	
Direct Program Expenses	$19,076,541
Contractual Services	12,922,402
Personnel*	4,592,120
Total Expenditures	**$36,591,063**

Personnel includes salaries, indirect, fringe and rent.

2023 Expenditures by Program

Head Start/Early Head Start
- Organizational Management — 36.5%
- Education — 20.5%
- Professional Development — 14.1%
- Family and Community Engagement — 12.4%
- COVID-19 — 8.2%
- Health, Mental Health & Disabilities — 4.2%
- ERSEA — 4.1%

Early Learning
- Program Quality — 90.3%
- School Readiness — 5.1%
- Regional Coordination — 3%
- Workforce Development — 1.6%
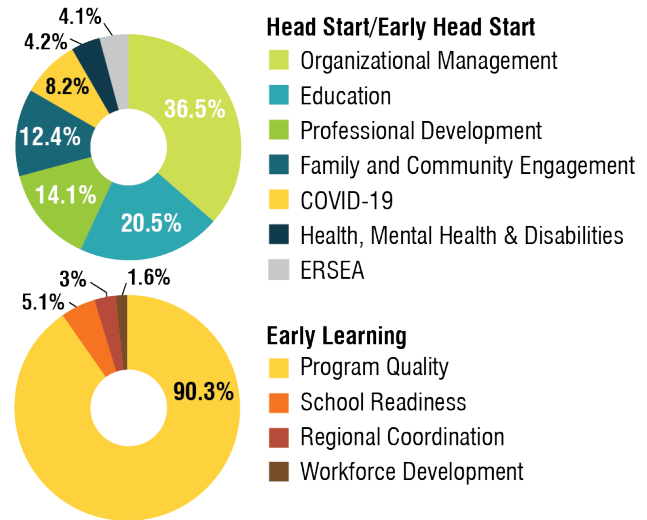
Key Accomplishments for 2022

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

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

Priority Focus Areas for 2023

- **Quality Environments** — Support transition to new Missouri Department of Elementary and Secondary Education (DESE) Provider Collaborative Network. Help partners secure new contracts to implement pre-K, infant toddler and home-based collaborative networks aimed at measuring and supporting quality improvements in participating programs. Expand services to 35 new child care providers. Partner with community organizations to support five local educational agencies serving refugee children become registered child care providers. Partner with new DESE Conscious Discipline training project to provide trainings and incentives to an estimated 30 child care program staff and parents.

- **Qualified Workforce** — Refine and replicate Head Start's workforce skill-up program for parents and caregivers with young children:
  - Expand the bachelor's degree stackable credentials model to include an associate degree option.
  - Collaborate with area high school career and technical education programs to expand or implement a Child Development Associate (CDA) credentialing program.
  - Recruit Head Start parents to earn a CDA while serving as teacher assistants in classrooms.
  - Constitute a regional workforce coordinating group to guide the expansion, creation and deployment of workforce pipeline strategies.

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

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

Lead Policy Committees
Partners in Quality — Co-Chairs Deidre Anderson, EarlystART, and Scott Hall, Greater Kansas City Chamber of Commerce
MARC Head Start Advisory Board — MARC Board of Directors
MARC Head Start Advisory Committee — Chair Susan Knittle
MARC Head Start Policy Council — Chair Kalina Smalls

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EXEMPLARY CORE CAPACITIES

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

2023 Budget in Brief

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

Key Accomplishments for 2022

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

technology and infrastructure, including ongoing systems inventories, data and project management standards and increased capacity to sort, access and interact with internal and external data.

- Upgraded path of review process to increase efficiency and effectiveness.
- Created a data catalogue to allow staff to quickly locate available data and track relationships between websites and data sets.
- Identified data visualization and data tools; expanded platforms and resources.
- Developed a data visualization guide to promote standardization and educate staff on best practices.
- Digitized process for submitting transportation projects for potential funding.
- Developed data dashboards, including a regional housing hub.

- **Records Management** — Completed pilot project to scan key internal documents.
- **50th Anniversary** — Celebrated MARC's 50th anniversary by highlighting regional progress and stories through the Regional Assembly, website, annual review, social media, presentations and proclamations.

Priority Focus Areas for 2023

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

- **Records Management** — Finalize records management policy, including records retention schedule. Continue to digitize documents.

Ongoing Programs and Initiatives
- **Cybersecurity** — Manage cybersecurity risks. Provide cybersecurity training for staff.
- **Analytical Capacity** — Maintain and improve EEVA to embed equity into decision making.
- **Digital Communications** — Maintain and update marc.org and satellite sites.
- **Research and Analysis** — Provide data, maps, statistical analyses and data dashboards and visualizations as needed to support MARC programs and initiatives.
- **Grant Management** — Administer more than 100 unique funding streams, documenting expenses and reporting to funding agencies as required.
- **Facility Management** — Maintain MARC's conference center, training facilities and workspaces.
- **Data Management** — Expand regional capacity to collect and store high-quality data; serve as a hub for data access and look for economies of scale. Help local governments and other partners make better use of data to solve problems.
- **Technical Capacity** — Build internal capacity to collect, analyze and manage increasingly complex and detailed data from a variety of published and non-published sources. Create tools to distribute and visualize data. Improve existing tools. Build regional partnerships to share data with and among community organizations. Develop data-sharing agreements that lead to improved outcomes.
- **Public Outreach and Engagement** — Support public outreach campaigns for MARC programs and initiatives of regional importance. Host public meetings to ensure ample opportunity for resident input in regional decision making. Expand outreach and communications across more platforms to effectively engage and inform partners and diverse audiences.
- **Strategic Communications** — Support strategic communications planning to identify effective delivery methods to share key messages with relevant audiences, including internal groups. Using newsletters and reports, inform stakeholders and the public about regional issues. Use websites and social media to share information. Inform and engage MARC staff on relevant issues.
- **Modeling Capacity** — Develop and improve analytical models used to inform policy and analysis. Prepare economic and demographic forecasts for adoption as part of long-range transportation plan. Continue to produce economic forecasts and track regional response to macroeconomic events.

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

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Budget Highlights

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

BUDGET STRUCTURE

MARC's budget is complex and includes several types of revenue sources and expenditures, that while tracked within funds, are also tracked by individual grants, and projects within grants. Most revenues come from federal, state and private grants. Local government dues and fees make up a small, but significant, part of the budget. We also track contributed services — the value of cash, personnel time, goods and services that are used as in-kind match for grant funds — as both a revenue and an expense. Per federal guidelines, MARC uses an indirect cost allocation method to charge indirect and fringe benefit costs to grants and programs as hours are worked. We also set aside some money in a long-term contingency fund each year. The following pages provide a high-level overview of these critical budget elements, along with notable changes in 2022 and for 2023.

BUDGET STRUCTURE

REVENUES from multiple sources

- FEDERAL & STATE FUNDS
- PRIVATE FUNDS
- LOCAL DUES AND FEES
- OTHER LOCAL FUNDS
- INVESTMENT INCOME
- FEES FOR SERVICES
- CONTRIBUTED SERVICES

are organized into five **FUNDS**

- GENERAL FUND
- SPECIAL REVENUE FUND
- ENTERPRISE FUND
- INDIRECT & CLEARING FUND
- 911 CAPITAL FUND

to pay for **EXPENSES**

- DIRECT PROGRAM EXPENSES
- CONTRACTUAL SERVICES
- CONTRIBUTED SERVICES
- PERSONNEL (including fringe, indirect and rent)

that support work to achieve our **POLICY GOALS**

- EFFICIENT TRANSPORTATION & QUALITY PLACES
- THRIVING OLDER ADULTS & COMMUNITIES
- COMPETITIVE ECONOMY
- EFFECTIVE LOCAL GOVERNMENT
- SAFE & SECURE COMMUNITIES
- HEALTHY ENVIRONMENT
- QUALITY EARLY LEARNING
- EXEMPLARY CORE CAPACITIES

REVENUE HIGHLIGHTS

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

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

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

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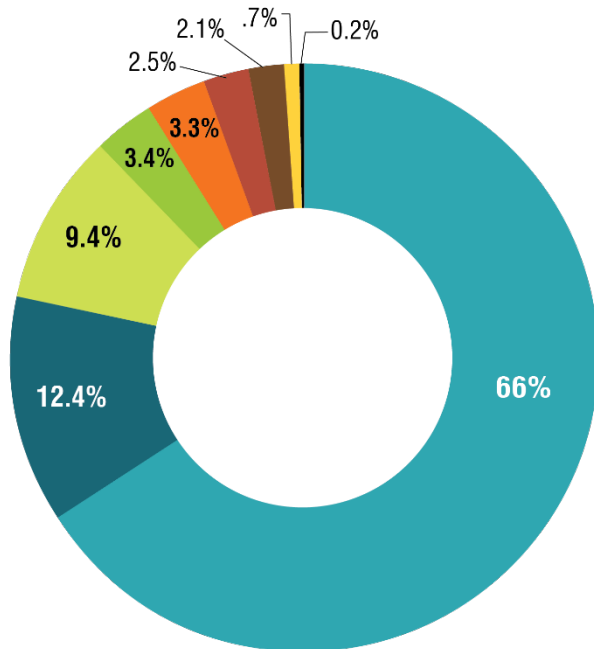
2023 REVENUES

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

TOTAL — $110,847,411

Note: The Indirect Allocation to the Clearing Fund, shown as a revenue above, offsets indirect expenses included in Personnel in the expense chart on page 56.

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■ Notable Changes in 2022 and 2023

As indicated by the Work Plans outlined in the Policy Goal areas, our overarching roles remain the same. Some programs support ongoing work and have had consistent funding streams over many years. However, many of MARC's programs and projects are shorter term by nature. These types of grants support reports and projects that develop recommendations to address current concerns and include immediate and short-term projects that tackle urgent issues, such as the COVID-19 pandemic. The Revised 2022 Budget and the 2023 Budget reflect the following new and ending programs.

New Grants and Programs in 2022 and 2023

Efficient Transportation and Quality Places

U.S. Department of Transportation Bistate Sustainable Reinvestment Corridor, $5,600,000
Local government match, $1,400,000
This planning initiative will identify opportunities, approaches and funding to demonstrate how sustainable communities might be developed in and around one or more high-capacity, zero-emission transit corridors within the study area. This program will support the region's Climate Action Plan, Metropolitan Transportation Plan and the regional transit vision of improved access to housing, health care, employment and education, and may be replicated in other corridors nationally and in the Kansas City region.

Federal Highway Administration / MoDOT CRRSAA (Coronavirus Response and Relief Supplemental Appropriations Act) Regional Overlay Project, $8,393,333
To provide funding to address coronavirus disease 2019 (COVID-19) impacts related to transportation programs. A portion of the funding appropriated by the CRRSAA was suballocated to urbanized areas with a population over 200,000 in the same manner as the Surface Transportation Block Grant program funds. The Missouri STP Priorities committee explored options under the Special Authority provisions of CRRSAA for preventive maintenance activities on local roadways to address deferred maintenance needs for area cities and counties.

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

Healthy Environment

Environmental Justice/Climate Resiliency, $200,000
The Environmental Protection Agency is providing funds to support capacity development and community-based climate resilience efforts in four urban core neighborhoods. 2023 efforts will build upon initial assessment activities to support local project development. The project will provide a new template to support agency equity engagement activities.

Conservation Finance/Wetland Program Development, $170,000
The Environmental Protection Agency is providing funds to support the development of a conservation finance feasibility study. The study will evaluate new financial tools to expand the scope and impact of regional green infrastructure initiatives, and support project development to ensure a productive project pipeline.

Food Waste Grant, $175,000

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

Competitive Economy

Digital Connectivity Regional Investment Strategy, $420,000

With COVID 19 Regional Response and Recovery Fund, MARC is working with KC Rising and the Federal Reserve Bank of Kansas City to identify broadband infrastructure needs and a plan to address digital equity for households by assisting with enrollment in the federal Affordable Connectivity Program (ACP), obtaining computer devices and participating in digital training. The planning work will be shared with the states of MO and KS to inform their statewide plans and use of federal broadband and digital equity funding.

Effective Local Government

Regional Housing Partnership, $1,920,000

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

Safe and Secure Communities

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

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

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

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

Thriving Older Adults and Communities

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

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

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

This federal award empowers older adults and adults with disabilities through chronic disease self-management education programs. This project builds upon previous work to establish an administrative

hub for a statewide network of course providers, organized across Missouri's Area Agencies on Aging. Key objectives include expanding course offerings of the network, building referral pathways and funding relationships with Medicaid systems, and expanding health care partnerships to support long-term stability of the initiative.

U.S. Department of Agriculture, National Institute of Food and Agriculture (NIFA) Produce Prescription Program, $500,000
To support a produce prescription program in the KC metro area which will provide healthy food incentives to selected Medicaid patients from three area health clinics allowing them to purchase and consume more fresh vegetables and fruits. This program will measure the impact on lowering A1c and blood pressure levels as well as food insecurity.

Community Services Network, **$1,300,000** (formerly Managed Services Network)
The initiative coordinates and facilitates delivery of an array of community services focused on improving health outcomes, especially to help patients recently released from the hospital to access services that can help them avoid readmissions. Start-up funding from philanthropic organizations supported development and initial implementation of the program through 2022. Contracts with BlueKC COVID, Commercial and Medicare Advantage plan, were secured with wraparound social health services beginning in 2021, Additional contracts with Missouri Department of Health and Senior Services, Home State Health, University of Missouri-Kansas City Healthcare Institute for Innovations in Quality and Menorah Heritage Foundation expanded services to older adults under this initiative. The work is funded through fee-based agreements. We anticipate additional providers may enter into agreements for services during 2023. Actual revenues will be dependent on the number of clients referred and managed.

Kansas Department of Health and Environment, $214,465
MARC supports the KC Regional Community Health Worker Collaborative and will use funding in 2023 to encourage expanded use of community health workers through advocacy and training. In addition, the funds will support technical assistance to agencies to establish billing systems to sustain the use of CHWs by health care and other agencies in the Kansas City region and throughout the state of Kansas.

Quality Early Learning

Missouri Department of Elementary and Secondary Education, Office of Childhood, Home Based, Infant Toddler and Preschool Collaborative Networks, $3,065,500
MARC submitted bids for this initiative in November 2022. If awarded the contracts, the collaborative networks will replace the Educare program that MARC has been administrating since 2018 through December 2022. The networks will provide onsite coaching support, intensive cohort trainings, and best practice trainings to support home based/family child care providers, infant/toddler teachers and preschool teachers in the Office of Childhood's Northwest Region. MARC will partner with the Local Investment Commission, The Family Conservancy, the St. Joseph Youth Alliance, and the University of Missouri-Columbia to support implementation of targeted services.

Head Start Connections, $162,962
MARC's KC Degrees program is assisting MARC Head Start parents and guardians with career coaching and workforce services through a cohort coaching model. A group of parents and guardians are guided over a 6-week training program to help identify career pathways, learn about training and education programs and hear from employers about seeking employment.

Ending Grants and Projects

Healthy Environment
EPA Kansas City Metro Infrastructure Plan, $102,726
Building a Green Infrastructure Atlas and Playbook for Metro Kansas City. The U.S. Environmental Protection Agency funded $199,475 to develop the regional Green Infrastructure (GI) Policy Framework, Atlas, Playbook, triple bottom line metrics and evaluations, and a suite of GI model ordinances. The regional Green Infrastructure Framework offers a planning and design approach to grow communities in ways that simultaneously tend to neighborhoods, commerce and nature. The MARC Board adopted the GI Policy Framework in 2019. This grant ended in October 2022.

MDNR Water Quality Management Planning, $50,000
The Missouri Department of Natural Resources funded this program to support planning for the update of APWA 5600 (engineering standards and specifications for stormwater management) and the MARC/APWA Manual of Best Management Practices to Conserve Water Quality (BMP Manual). Over two years, this project worked to educate and build agreement among stormwater managers, policy makers, and community stakeholders on the nature, focus, structure, goals, and priorities for the stormwater standards update process. This grant ended in September 2022.

Competitive Economy
EDA CARES Disaster Recovery, $400,000
MARC received a 2-year planning grant as the region's Economic Development District to support an update to the Comprehensive Economic Development Strategy Plan (CEDS) and training and support for local jurisdictions to support economic recovery from the pandemic. This grant ends December 31, 2022.

EDA CARES Workforce Development, $1,230,031
MARC worked with several community partners, including the University of Missouri-Kansas City, to secure a competitive EDA CARES grant focused on addressing workforce development and small business support with a focus on Wyandotte County. The grant was awarded in early 2021 and will conclude on June 30, 2023.

Quality Early Learning
Missouri Educare, $1,667,850
This initiative provides resources, training opportunities and technical assistance to child care providers for caregivers of children between ages zero to three, with an emphasis on family home providers. In partnership with the Local Investment Commission (LINC), the Mid-America Regional Council administered the Educare learning initiative in Cass, Clay, Jackson, Platte and Ray counties. This program is ending in 2022.

Core Capacities
MARC Office Remodel, $1,115,000
MARC engaged in a large project in 2022 to remodel MARC's current office space including additional offices, enhanced conference room technology and a new staff lounge. The project is funded by several different sources including the Tenant Refurbishment Allowance, Indirect Funds, 911 budget, 10% of the Long-Term Contingency balance and some costs from other grants. The remodel will be completed by December 2022 with some residual payments in early 2023.

■ Revenue Outlook

With the easing of the pandemic during 2022, federal and state governments, and philanthropy turned their funding toward recovery efforts. Recovery programs focus on many factors which coincide with MARC's policy goal areas such as transportation, economic development, workforce, housing, programs for older Americans and food insecurity. In 2022, we worked with stakeholders to identify opportunities to pursue regional applications or to coordinate local applications. A number of those were awarded resulting in an influx of grant funds in the 2023 budget. Most of these grants are multi-year and will be spent out over the next three years. Grant opportunities continue to be available to address critical community issues such as early learning, climate change and mental illness. MARC is uniquely positioned to provide data and technical assistance to ensure that federal and philanthropic resources are maximized in our region. Following are observations related to policy goal area funding trends and opportunities.

Efficient Transportation and Quality Places

Support for transportation and infrastructure planning is primarily funded through federal and state sources. Over half of the funding from the IIJA/BIL is being allocated through the U.S. Department of Transportation which will increase funding for transportation planning and projects over the next five years. With increased motor fuels tax rates in Missouri and stable funding anticipated for the Eisenhower Transportation Legacy program in Kansas, the revenue outlook for transportation planning and projects for the region is positive. MARC and its regional partners continue to monitor recent inflationary trends which may affect buying power for these revenues.

Healthy Environment

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

Competitive Economy

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

Effective Local Government

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

Safe and Secure Communities

The 911 system is supported by local governments and the revenues they collect through landline and cell phone fees and sales taxes. At this time, most of the counties have dedicated revenues while some rely on general funds to cover their costs. MARC administers numerous grants that support regional emergency response and recovery efforts for hazardous materials, emergency management, and homeland security coordination and planning. Local emergency services dues are a small but vital funding source to ensure local match for state/federal grants and flexible funding for new initiatives. Continued funding into 2023 will support work with hospitals, public health and other key health organizations. The Regional Homeland Security Coordinating Council (RHSCC) is undertaking a multi-year strategic planning process to better forecast long-range funding needs for optimal grant management.

Thriving Older Adults and Communities

Stable OAA funding through the State of Missouri supports a variety of social health services and integrated care programming. Federal funding for all Titles of the OAA is likely to experience stability in the near term, albeit increases have not kept pace with growth in the older adult demographic. New service models that integrate community services with health care continue to experience strong demand. Those models have proved valuable to health care entities as demonstrated through contract renewals and expansions. New partnerships are expected in the future.

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

Quality Early Learning

Funding for Head Start has continued to be strong, and that stability appears it will continue as we enter another 5-year grant cycle. Specific Head Start funding for COVID-19 improvements, awarded in 2020 and 2021, will end in the spring of 2023. Funding from the state of Missouri for Early Head Start remained steady and continues to be granted based upon strong program performance. The Educare program was rebranded and will continue to provide needed revenue to support small and home-based early learning providers, while expanding to support center-based programs. Local philanthropies continue to support development of quality early learning systems with focus on building workforce. As the economic impact of decreased early learning and child care organizations becomes apparent, funding models that draw in business and governments will be explored.

■ Contributed Services

Many public and private grants require matching funding from other sources. In some cases, in-kind contributions, such as personnel time or other resources devoted to a project, count as match. The budget includes these amounts under contributed services, which are reflected as revenue and expenditures in accordance with standard accounting practices and the guidance of the individual grants. The amounts recorded are the estimated fair value of goods or services as of the date of receipt. Contributed services also include non-cash amounts contributed to MARC programs — primarily aging, Head Start and transportation — by partner agencies. As a result of COVID-19, some federal agencies allowed waivers. This reduced contributed services over the past two years. The 2022 budgeted contributed services was $2,466,522.
The total for the 2023 budget is $3,803,012.

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

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

◼ Local Dues and Fees

Local governments support MARC's work in several ways, most notably through collaborative committees and boards that support regional planning and decision-making. Cities and counties also contribute financially through dues, fees and voluntary contributions. Per capita membership dues are paid by MARC's incorporating members (nine counties and six largest cities) and voluntary per capita dues are requested from all other cities in the region. These funds make up a small percent of MARC's annual revenue (2.5% in 2023), but they have a significant impact on programs of importance to the region. For example, local government dues are the primary source of cash match required to leverage certain public and private grants. Other membership fees included in this category are used to support specific programs and initiatives.

LOCAL DUES AND FEES	Actual 2021	Budgeted 2022	Revised 2022	Budgeted 2023
Local Government Member Dues	$422,046	$431,001	$431,001	$439,629
Local Government Voluntary Dues	71,984	80,309	80,309	81,715
State Aid to Regional Planning Councils (Missouri)*	74,690	10,670	59,752	10,670
Aging Local Match	78,265	79,830	79,830	81,427
Emergency Services Contribution	425,896	442,340	423,511	448,335
Transportation Project Fees (biannual)	758,489	—		1,378,839
Government Innovation Forum Contribution	150,907	189,186	184,913	192,968
Government Training Institute Membership Fee	79,332	90,815	90,815	92,632
TOTAL	**$2,061,609**	**$1,324,151**	**$1,350,131**	**$2,726,215**

Note: 2023 Local Government dues reflect a 2% increase which was approved by the Board of Directors in December 2021.
State of Missouri aid varies from year to year. We budget conservatively.

◼ Other Local Funds

Other local funds total is $13,790,026 in 2023. This category includes funds other than dues or fees for service that MARC receives from cities, counties and other agencies in the region. This category includes contributions to the Regional 911 System paid by counties and selected aging programs for the metro area. It also includes city contributions to the household hazardous waste program, the water quality education program and Operation Green Light. All 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 childcare scholarship fund held in trust by MARC and to the Solid Waste Management District, with the remaining amount credited to the General Fund as unrestricted funds. Per policy, half of the ending unrestricted fund balance is transferred into the Long-Term Contingency Fund each year.

In 2022, an average of $3.98 million was invested at any given time. Earnings from 2022 investments are projected to be $78,000 and the same for 2023. Two investments were called and reinvested in 2022. In 2023, two investments are scheduled to mature.

EXPENDITURE HIGHLIGHTS

Expenditure categories vary by program, but generally include personnel costs (including salaries, fringe benefits, indirect and rent), direct program expenses, contractual services and contributed services. Overall expenditures (cash and non-cash) for 2023 are projected to increase to $109,520,234 from $85,087,893 in 2022. The $24.4 million increase is attributable to several large federal recovery grants, increases to existing grants and biannual transportation fees which occur in 2023. Other changes for 2023 include an increase in personnel costs, which is directly related to increasing capacity to manage the expansion of current programs, building internal capacity, salary increases, anticipated increases in health insurance benefit costs, and technology investments.
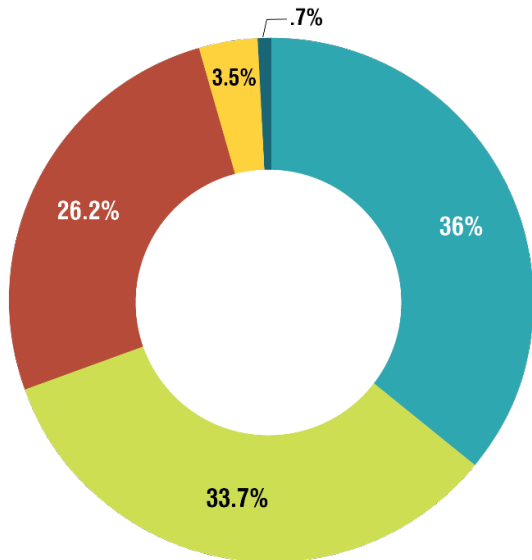
2023 EXPENDITURES

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

TOTAL — $109,520,234

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

Staffing

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

STAFFING LEVELS* | Full-Time, Part-Time and Interns
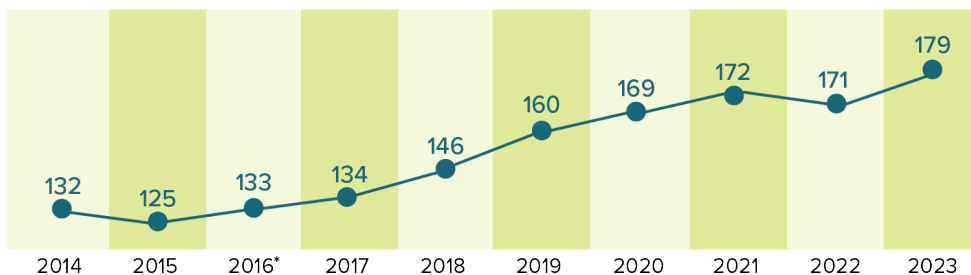
*Beginning with 2016, staff positions were counted based on total approved positions at the beginning of the year.

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

*New department of Local Government Services was established in 2022

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

- **Public Affairs Coordinator** (Finance and Admin) – an additional position to support the increasing demand for communications of all kinds including digital, outreach, social media.

- **Community Engagement Specialist** (Aging) – this role will coordinate a variety of policy- and systems-level programs and initiatives that benefit older adults and the organizations that serve them.

- **Aging Systems Specialist** (Aging) - as the number and complexity of partner organizations, payments, and reports to funders increases, this role will provide additional administrative processing and coordination capacity.

- **Nutrition Innovation Specialist** (Aging) - the new prescription produce project for the Double Up Food Bucks program requires this program management role.

- **Shared Services Program Director** (Local Gov't Services) - this role will support the SAMHSA grant (a federal grant to improve mental health mobile crisis response in four counties in Missouri) and will oversee other programs within the Local Government Services Department.

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

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

Salaries and Benefits

Funds have been budgeted for pay-for-performance salary increases of approximately 4% in 2023. Employee fringe benefits are funded through the Indirect Cost Allocation, and for 2023 the value of employer-provided benefits (not including leave time) is approximately 35 percent of total salaries. Because leave time cannot be charged to grants, costs related to leave are included in the fringe benefit cost allocation rate.

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

Health insurance continues to be a high-cost benefit for MARC and its employees. A 9% increase ($63,138) has been included in the budget in anticipation of premium increases for the 2022-2023 plan year. MARC contracts with a benefits consulting firm that will assist in doing a soft assessment of the market in early 2023 and provides ongoing analysis of all benefit programs. The schedule below shows total costs for salaries and traditional (non-leave) benefits.

SALARIES AND BENEFITS	Actual 2021	Budgeted 2022	Revised 2022	Budgeted 2023
Total Salaries *(indirect and direct)*	$9,832,429	$10,970,000	$10,668,000	$11,791,000
Total Benefits	3,333,224	3,801,000	3,647,000	4,118,000
Percentage	33.9%	34.6%	34.2%	34.9%

■ Capital Outlay

Due to the nature of our work, MARC does not acquire or own much high value capital. However, two programs, the Regional 911 System and Operation Green Light, make substantial investments in equipment and software each year. In 2022, the Aging Department purchased several large trucks for food delivery.

911 Capital Outlay

The Public Safety Communications Board approves a capital improvement plan each year to ensure that the Regional 911 System is maintained at levels that will maximize use of new technologies and mitigate potential malfunctions due to equipment failures. These funds are included in the MARC budget to provide a complete picture of the revenues and expenditures of the 911 program. The budget reflects ongoing replacement of servers for the host 911 system, along with lifecycle replacements of microwave networks with point-to-point links used to transmit 911 calls, and software support renewals. Large, planned projects for 2023 include:

Workstation Replacement Project — Based on the four-year life cycle of the equipment, the replacement schedule calls for replacing approximately 60 of the 240 workstations each year. In 2023, 52 workstations will be replaced at an estimated of $400,000.

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

An estimated $2,604,432 will be spent in 2022. Planned expenditures in 2023 are $2,952,864. Due to a vendor refund, the net budget for capital expenditures is $2,101,176.

Operation Green Light Capital Outlay

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

- **Regional Advanced Transportation System Management Software** — A capital outlay of $1,203,000 of STBG, CMAQ and local funds are projected in 2022-2023 to update the advanced traffic management system software used to manage and monitor traffic signal operations for the OGL program.

- **Traffic Signal Advancements in Missouri** — A capital outlay of $525,000 of CMAQ and $203,000 of local funds are projected in 2023 to enhance traffic response and vehicle detection systems, advanced traffic signal controllers and closed-circuit cameras in key regional locations. This work will modernize the intersections to allow for more efficient operation for all users including pedestrians and transit.

- **Traffic Signal Advancements in Kansas** — A capital outlay of $570,000 in CMAQ and $213,000 local funds are projected in 2023 to provide infrastructure enhancements with fiber optic communications, upgraded controllers, and closed-circuit cameras to improve operations.

Aging

During 2022, the Aging department purchased six refrigerated cargo vans for a total expenditure of about $285,000. These vans will be used in the Home-Delivered Meals program. Previously, meals were being delivered by older vehicles, or other contractors. MARC anticipates retaining ownership and maintenance/repair responsibility for these vehicles, but partner agencies will provide a paid driver, cleaning, and storage. The vehicles may also be stationed at MARC's anticipated home-delivered meals facility sometime in 2023. Estimated annual maintenance costs for the next five years are $1,200 per year, per van. The Aging program delivers 12,000 meals weekly to numerous locations throughout MARC's Missouri AAA planning and service area, as well as to Kansas and Missouri integrated care clients.

■ Targeted Agencywide Expenditures

Integrated in all grant and enterprise funded work are efforts to support MARC organizational goals. Because MARC has limited discretionary revenue streams, it is challenging to identify funds to directly and intentionally move organization-wide and support function projects forward. The primary source for those projects is Indirect funding, but it also has restrictions on uses that need to be closely monitored. Surpluses (and deficiencies) do roll from year to year, providing some flexibility. The following projects have been identified as organization-wide priorities and funding has been allocated for them in the 2022 Revised and 2023 Budget in the General and Indirect Fund.

Technical capabilities

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

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

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

Expansion of data sources through partnerships will allow us to create timely and comprehensive data and will also enable us to create and enhance meaningful data hubs to analyze key regional issues. The 2023 Budget (Indirect and across other grants) includes about $35,000 for those subscriptions and memberships.

Integrated systems and strategies

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

Equity at our core

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

Responsive processes and nimble structures

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

INDIRECT COSTS

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

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

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

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

LONG-TERM CONTINGENCY

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

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

This fund is accounted for separately but resides within the General Fund. Each year, the amount that should be designated for contingency is recalculated. Over time, the long-term contingency fund balance has increased steadily but continues to fall short of the 12% target. Trends over time and projections are shown on page 76. In the future, staff will undertake an analysis of the long-term contingency needs and evaluate funding alternatives.

Funds

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

FUND STRUCTURE

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

- The **General Fund** includes contributions from local governments, additional state income, investment income, and other charges for services and events.
- The **Special Revenue Fund** is used to manage grants awarded 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 2021	APPROVED 2022	REVISED 2022	BUDGETED 2023
GENERAL FUND	$2,068,010	$1,328,233	$1,303,769	$2,632,871
SPECIAL REVENUE FUND	66,782,719	65,908,977	71,890,676	90,297,482
ENTERPRISE FUND	2,325,708	2,388,068	2,671,597	2,506,737
INDIRECT AND CLEARING FUND	11,076,035	12,711,394	11,964,127	13,267,222
911 CAPITAL FUND	2,661,829	2,395,766	1,133,433	2,143,097

EXPENDITURES BY FUND	ACTUAL 2021	BUDGETED 2022	REVISED 2022	BUDGETED 2023
GENERAL FUND	$1,198,610	$1,601,839	$1,586,376	$1,519,249
SPECIAL REVENUE FUND	66,782,719	65,908,977	71,890,676	90,297,484
ENTERPRISE FUND	2,002,399	2,166,030	2,390,538	2,100,944
INDIRECT AND CLEARING FUND	11,307,759	13,174,088	12,055,870	13,369,460
911 CAPITAL FUND	1,825,231	2,395,766	1,223,377	2,233,097

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

GENERAL FUND

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

GENERAL FUND REVENUE AND EXPENDITURES BUDGET

GF-1: ALL PROGRAMS	ACTUAL 2021	BUDGETED 2022	REVISED 2022	BUDGETED 2023
REVENUE				
Local Government Dues	$646,985	$601,810	$650,892	$613,441
Emergency Services Contributions	425,896	442,340	425,725	448,335
Transportation Project Fees	758,489	-	-	1,378,839
Fees for Services	15,091	27,350	26,999	-
Investment Income	67,864	80,000	70,868	69,000
Miscellaneous Income	600	-	80	-
Other Financing Sources	153,085	176,733	129,204	123,256
TOTAL REVENUES	$2,068,010	$1,328,233	$1,303,768	$2,632,871
EXPENDITURES				
Automobile	5,127	6,032	6,032	6,032
Capital Outlay/Equipment	-	225,000	42,999	100,000
Contractual Services	46,773	39,900	204,500	81,750
Fringe Benefits Allocated to Clearing Fund	60,285	59,373	62,028	76,582
Indirect Costs Allocated to Clearing Fund	71,814	90,331	87,309	103,277
Meetings/Travel	20,735	131,100	105,282	128,200
Memberships/Periodicals	26,514	28,220	28,389	29,520
Other	11,231	6,600	6,500	6,500
Postage	-	1,800	-	1,800
Printing/Reproduction	380	1,700	730	1,700
Rent/Utilities/Maintenance	3,694	5,135	6,631	7,719
Salaries	125,562	121,417	126,848	155,339
Supplies	5,965	1,850	2,100	2,600
Training	8,456	8,500	13,350	17,550
Transfer to Other Funds	812,074	874,881	893,678	800,681
TOTAL EXPENDITURES	$1,198,610	$1,601,839	$1,586,376	$1,519,250
Excess (Deficiency) of Revenue Over Expenditures	869,400	(273,606)	(282,608)	1,113,621
FUND BALANCE, Beginning of Year	3,779,513	4,648,913	4,648,913	4,366,305
FUND BALANCE, End of Year	$4,648,913	$4,375,307	$4,366,305	$5,479,926

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-2: RESTRICTED FUNDS, ACTUAL 2021	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
REVENUES					
Local Government Dues	$-	$-	$-	$-	$78,265
Emergency Services Contributions	-	-	-	425,896	-
Transportation Project Fees	-	-	758,489	-	-
Fees for Services	-	-	3,975	-	-
Investment Income	-	-	-	-	-
Miscellaneous Income	-	-	-	-	-
Other Financing Sources	-	38,708	-	-	-
TOTAL REVENUES	$-	$38,708	$762,464	$425,896	$78,265
EXPENDITURES	**-**	**-**	-	-	-
Local Activity	-	-	17,256	-	-
Capital Outlay	-	-	-	-	-
Transfer to Other Funds	-	-	325,837	368,553	69,368
TOTAL EXPENDITURES	$-	$-	$343,093	$368,553	$69,368
Excess (Deficiency) of Revenues Over Expenditures	-	38,708	419,371	57,343	8,897
FUND BALANCE, Beginning of Year	1,572,145	(98,638)	(74,597)	1,134,604	112,477
SUBTOTAL	1,572,145	(59,930)	344,774	1,191,947	121,374
Transfers Between Components of General Fund	144,946	-	49,403	10,000	-
FUND BALANCE, End of Year	$1,717,091	($59,930)	$394,177	$1,201,947	$121,374

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 support of administrative costs, research and development purposes for new programming or start up support for initiatives that have not yet secured a funding source.

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-3: UNRESTRICTED AND OTHER, ACTUAL 2021	Unrestricted	Vacation & Sick Leave Reserve	Total General Fund
REVENUES			
Local Government Dues	$568,720	$-	$646,985
Emergency Services Contributions	-	-	425,896
Transportation Project Fees	-	-	758,489
Fees for Services	11,116	-	15,091
Investment Income	67,864	-	67,864
Miscellaneous Income	600	-	600
Other Financing Sources	-	114,377	153,085
TOTAL REVENUES	$648,300	$114,377	$2,068,010
EXPENDITURES	-	-	-
Local Activity	369,280	-	386,536
Capital Outlay	-	-	-
Transfer to Other Funds	48,316	-	812,074
TOTAL EXPENDITURES	$417,596	$-	$1,198,610
Excess (Deficiency) of Revenues Over Expenditures	230,704	114,377	869,400
FUND BALANCE, Beginning of Year	115,679	1,017,843	3,779,513
SUBTOTAL	346,383	1,132,220	4,648,913
Transfers Between Components of General Fund	(204,349)	-	-
FUND BALANCE, End of Year	$142,034	$1,132,220	$4,648,913

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF4: 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	-	-	-	-	-
Miscellaneous 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	-	(148,267)	(288,254)	(29,037)	4,080
FUND BALANCE, Beginning of Year	1,717,091	(59,930)	394,177	1,201,947	121,374
SUBTOTAL	1,717,091	(208,197)	105,923	1,172,910	125,454
Transfers Between Components of General Fund	38,741	-	50,391	10,000	-
FUND BALANCE, End of Year	$1,755,832	($208,197)	$156,314	$1,182,910	$125,454

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
Miscellaneous Income	-	-	-
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	144,944	1,132,220	4,651,823
SUBTOTAL	232,816	1,232,220	4,378,217
Transfers Between Components of General Fund	(99,132)	-	-
FUND BALANCE, End of Year	$133,684	$1,232,220	$4,378,217

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-6: RESTRICTED FUNDS, REVISED 2022	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
REVENUES					
Local Government Dues	$-	$-	$-	$-	$79,830
Emergency Services Contributions	-	-	-	425,725	-
Transportation Project Fees	-	-	-	-	-
Fees for Services	-	-	150	-	-
Investment Income	-	-	-	-	-
Miscellaneous Income	-	-	-	-	-
Other Financing Sources	-	29,204	-	-	-
TOTAL REVENUES	$-	$29,204	$150	$425,725	$79,830
EXPENDITURES					
Local Activity	-	-	9,950	-	-
Capital Outlay	-	42,999	-	-	-
Transfer to Other Funds	-	-	277,974	439,268	123,843
TOTAL EXPENDITURES	$-	$42,999	$287,924	$439,268	$123,843
Excess (Deficiency) of Revenues Over Expenditures	-	(13,795)	(287,774)	(13,543)	(44,013)
FUND BALANCE, Beginning of Year	1,717,091	(59,930)	394,177	1,201,947	121,374
SUBTOTAL	1,717,091	(73,725)	106,403	1,188,404	77,361
Transfers Between Components of General Fund	90,331	-	50,391	10,000	-
FUND BALANCE, End of Year	$1,807,422	($73,725)	$156,794	$1,198,404	$77,361

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-7: UNRESTRICTED AND OTHER, REVISED 2022	Unrestricted	Vacation & Sick Leave Reserve	Total General Fund
REVENUES			
Local Government Dues	$571,062	$-	$650,892
Emergency Services Contributions	-	-	425,725
Transportation Project Fees	-	-	-
Fees for Services	26,849	-	26,999
Investment Income	70,868	-	70,868
Miscellaneous Income	80	-	80
Other Financing Sources	-	100,000	129,204
TOTAL REVENUES	$668,859	$100,000	$1,303,768
EXPENDITURES			
Local Activity	639,749	-	649,699
Capital Outlay	-	-	42,999
Transfer to Other Funds	52,593	-	893,678
TOTAL EXPENDITURES	$692,342	$-	$1,586,376
Excess (Deficiency) of Revenues Over Expenditures	(23,483)	100,000	(282,608)
FUND BALANCE, Beginning of Year	144,944	1,132,220	4,651,823
SUBTOTAL	121,461	1,232,220	4,369,215
Transfers Between Components of General Fund	(150,722)	-	-
FUND BALANCE, End of Year	($29,261)	$1,232,220	$4,369,215

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-8: RESTRICTED FUNDS, BUDGETED 2023	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
REVENUES					
Local Government Dues	$-	$-	$-	$-	$81,427
Emergency Services Contributions	-	-	-	448,335	-
Transportation Project Fees	-	-	1,378,839	-	-
Fees for Services	-	-	-	-	-
Investment Income	-	-	-	-	-
Miscellaneous Income	-	-	-	-	-
Other Financing Sources	-	38,256	-	-	-
TOTAL REVENUES	$-	$38,256	$1,378,839	$448,335	$81,427
EXPENDITURES					
Local Activity	-	-	11,800	-	-
Capital Outlay	-	100,000	-	-	-
Transfer to Other Funds	-	-	251,070	494,774	337
TOTAL EXPENDITURES	$	$100,000	$262,870	$494,774	$337
Excess (Deficiency) of Revenues Over Expenditures	-	(61,744)	1,115,969	(46,439)	81,090
FUND BALANCE, Beginning of Year	1,807,422	(73,725)	156,794	1,198,404	77,361
SUBTOTAL	1,807,422	(135,469)	1,272,763	1,151,965	158,451
Transfers Between Components of General Fund	59,613	-	52,134	10,000	-
FUND BALANCE, End of Year	$1,867,034	($135,469)	$1,324,897	$1,161,965	$158,451

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-9: UNRESTRICTED AND OTHER, BUDGETED 2023	Unrestricted	Vacation & Sick Leave Reserve	Total General Fund
REVENUES			
Local Government Dues	$532,014	$-	$613,441
Emergency Services Contributions	-	-	448,335
Transportation Project Fees	-	-	1,378,839
Fees for Services	-	-	-
Investment Income	69,000	-	69,000
Miscellaneous Income	-	-	-
Other Financing Sources	-	85,000	123,256
TOTAL REVENUES	$601,014	$85,000	$2,632,871
EXPENDITURES			
Local Activity	606,769	-	618,569
Capital Outlay	-	-	100,000
Transfer to Other Funds	54,500	-	800,681
TOTAL EXPENDITURES	$661,269	$-	$1,519,250
Excess (Deficiency) of Revenues Over Expenditures	(60,255)	85,000	1,113,621
FUND BALANCE, Beginning of Year	(29,261)	1,232,220	4,369,215
SUBTOTAL	(89,516)	1,317,220	5,482,836
Transfers Between Components of General Fund	(121,747)	-	-
FUND BALANCE, End of Year	($211,263)	$1,317,220	$5,482,836

Special Purpose Accounts

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

- **Transportation Planning Reserve**

The transportation planning reserve fund is generated for non-federal cash match. The fund receives 10% of annual local government dues, along with fees assessed to local governments when federal funds are programmed for transportation projects in their communities. Funds are generally programmed every two years, which leads to significant fluctuations in the reserve balance from year to year. In 2021, MARC billed project fees of $758,489 and in 2023 estimates $1,378,839 in billed project fees due to significant increases in programmed funds from the Bipartisan Infrastructure Law.

TRANSPORTATION FUNDS AVAILABLE FOR PROGRAMMING FY 2022-23	
Surface Transportation Program Funds	$95,500,000
Congestion Mitigation Air Quality Funds	14,297,866
Transportation Alternatives Set-Aside Funds	25,250,000
FTA Section 5310 Funds	1,336,000
Planning Sustainable Places	1,500,000
Total Funds Programmed in 2022	**$137,883,866**

2022 TRANSPORTATION PLANNING RESERVE	
Beginning Balance	$394,177
Local Government Dues	50,391
Local Match and Direct Costs	(287,774)
2022 Reserve Balance	**$156,794**

2023 TRANSPORTATION PLANNING RESERVE	
Beginning Balance	$156,794
Local Government Dues	52,134
Administrative Fee	1,378,839
Local Match and Direct Costs	(262,870)
2023 Reserve Balance	**$1,324,897**

- **Capital Outlay and Equipment**

Agencywide expenditures for leasehold improvements, equipment, and technology with a useful life of greater than one year are paid with funds from this account and depreciated over time. Depreciation is then charged to the appropriate fund. MARC defines a capital expenditure as a purchase over $5,000. In the 2023 Budget, $38,256 in revenue represents depreciation and $100,000 is budgeted for initial investment in a human resources system and other new software platforms.

- **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 2023 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 2019	Actual 2020	Actual 2021	Budgeted 2022	Revised 2022	Budgeted 2023
General	$282,258	$264,934	$289,741	$299,815	$291,327	$305,810
MARCER	133,256	93,685	129,655	134,825	126,883	134,825
MOHAKCA	4,800	4,400	4,600	4,800	4,708	4,800
MERS	2,900	2,900	2,900	2,900	2,808	2,900
LT Care Facility	3,000	-	(1,000)	-	-	-
Total	**$426,214**	**$365,919**	**$425,896**	**$442,340**	**$425,726**	**$448,335**

- **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, 2019-2023

2019 Actual	2020 Actual	2021 Actual	2022 Revised	2023 Budgeted
$73,637	$76,731	$78,265	$79,830	$81,427
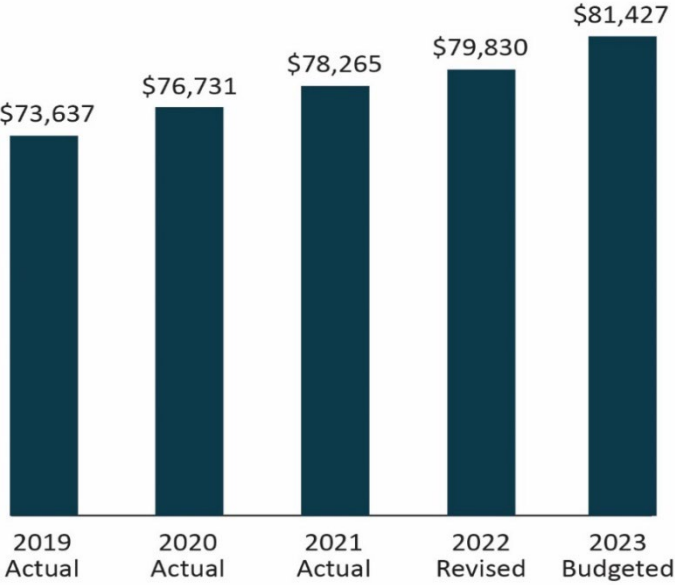
- **Long-Term Contingency**

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% 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 $1,717,091 on Dec. 31, 2021, representing 88% of the 2021 target of $1,954,106. In 2022, the Board approved using up to 10% of the Long-Term Contingency balance (approximately $167,000) toward the office remodel project if needed.

	Actual 2020	Actual 2021	Budgeted 2022	Revised 2022	Budgeted 2023
Base Amount	$15,286,357	$16,284,220	$18,479,388	$17,900,231	$19,418,813
12% Goal	1,834,363	1,954,106	2,217,527	2,148,028	2,330,258
Long-Term Contingency Fund Balance, end of year	1,572,145	1,717,091	1,660,886	1,807,422	1,867,034
Actual percentage	10.28%	10.54%	8.99%	10.10%	9.61%

- **Sick Leave and Vacation**

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

SPECIAL REVENUE FUND

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

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

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

SPECIAL REVENUE FUND REVENUES AND EXPENDITURES BUDGET

SRF-1: ALL PROGRAMS	ACTUAL 2021	BUDGETED 2022	REVISED 2022	BUDGETED 2023
REVENUE				
Federal and State Funds	$51,458,158	$52,859,537	$54,493,509	$73,001,499
Private Funds	4,024,525	3,703,142	4,522,543	3,581,324
Other Local Funds	4,622,318	5,390,318	4,914,584	8,607,785
Fees for Services	172,730	589,082	464,449	504,195
Investment Income	36,798	44,995	28,484	18,488
Contributed Services	5,678,526	2,466,522	6,595,157	3,803,011
Transfer from Other Funds	789,662	855,381	871,953	781,181
TOTAL REVENUE	$66,782,719	$65,908,977	$71,890,679	$90,297,483
EXPENDITURES				
Automobile	23,915	48,500	65,475	71,400
Capital Outlay/Equipment	1,231,292	481,894	785,254	781,038
Contractual Services	37,653,541	38,859,341	40,337,560	57,833,574
Contributed Services	5,678,527	2,466,522	6,595,157	3,803,012
Depreciation	12,298	23,153	23,153	23,153
Equipment Rental	-	-	-	-
Fees for Pass-through Grants	8,802	3,600	1,200	1,200
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	3,618,110	4,084,651	3,939,086	4,402,368
Indirect Costs Allocated	3,430,632	3,951,765	3,825,365	4,254,256
Insurance	38,718	31,218	30,015	32,727
Meals for the Elderly	3,118,807	2,826,284	3,667,448	3,745,555
Meetings/Travel	216,660	463,243	484,070	583,838
Memberships/Periodicals	36,289	32,198	30,641	37,005
Nutrition Incentives	849,128	2,316,982	1,556,283	2,614,643
Other	1,588,351	248,868	730,566	1,395,265
Postage	12,411	65,569	41,359	81,422
Printing/Reproduction	49,345	86,882	105,124	105,897
Rent/Utilities/Maintenance	455,705	568,535	461,111	480,050
Salaries	7,713,271	8,405,711	8,099,154	8,982,998
Scholarships	3,000	-	5,000	5,000
Supplies	633,517	583,464	650,835	499,767
Training	410,405	360,597	456,822	563,315
TOTAL EXPENDITURES	$66,782,724	$65,908,977	$71,890,678	$90,297,483

SPECIAL REVENUE FUND REVENUES AND EXPENDITURES BUDGET

SRF-2: BY PROGRAM	AGING			
	ACTUAL 2021	BUDGETED 2022	REVISED 2022	BUDGETED 2023
REVENUE				
Federal and State Funds	$7,492,749	$8,356,688	$8,735,979	$9,051,586
Private Funds	56,377	156363	137,365	56084.34
Other Local Funds	7,635	10,985	10,471	134,302
Fees for Services	110,845	523,014	402,770	437,643
Investment Income	-	-	-	-
Contributed Services	1,387,595	588,547	2,371,923	1,673,821
Transfer from Other Funds	69,368	75,750	123,843	337
TOTAL REVENUE	$9,124,569	$9,711,347	$11,782,351	$11,353,773
EXPENDITURES				
Automobile	-	-	7,235	-
Capital Outlay/Equipment	30,250	349,267	135,120	12,761
Contractual Services	2,852,504	3,474,011	3,514,058	3,382,297
Contributed Services	1,387,595	588,547	2,371,923	1,673,821
Depreciation	-	-	-	-
Equipment Rental	-	-	-	-
Fees for Pass-through Grants	-	-	-	-
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	377,918	556,055	461,955	577,694
Indirect Costs Allocated	357,731	540,122	450,126	559,837
Insurance	-	-	-	-
Meals for the Elderly	3,118,807	2,826,284	3,667,448	3,745,555
Meetings/Travel	7,515	23,418	26,040	31,992
Memberships/Periodicals	8,589	9,000	5,673	8,877
Nutrition Incentives	-	-	-	-
Other	3,781	3,525	9,242	8,520
Postage	73	50	412	300
Printing/Reproduction	1,818	-	507	-
Rent/Utilities/Maintenance	43,129	35,496	52,865	64,516
Salaries	787,329	1,137,122	944,692	1,171,795
Scholarships	-	-	-	-
Supplies	74,460	93,877	63,208	49,557
Training	73,072	74,573	71,847	66,251
TOTAL EXPENDITURES	$9,124,571	$9,711,347	$11,782,351	$11,353,773

SPECIAL REVENUE FUND REVENUES AND EXPENDITURES BUDGET

SRF-2: BY PROGRAM	COMMUNITY DEVELOPMENT/ LOCAL GOVERNMENT SERVICES			
	ACTUAL 2021	BUDGETED 2022	REVISED 2022	BUDGETED 2023
REVENUE				
Federal and State Funds	$2,092,577	$3,755,679	$3,528,452	$4,439,021
Private Funds	2,857,925	2,620,097	3,652,988	2,691,265
Other Local Funds	325,076	143,573	164,929	344,911
Fees for Services	29,267	48,595	24,358	26,360
Investment Income	-	-	-	-
Contributed Services	951,211	1,054,475	1,014,798	721,946
Transfer from Other Funds	164	-	13	-
TOTAL REVENUE	$6,256,220	$7,622,419	$8,385,538	$8,223,503
EXPENDITURES				
Automobile	-	-	-	-
Capital Outlay/Equipment	(373)	-	12,640	9280
Contractual Services	2,547,559	2,507,535	3,924,030	3,094,731
Contributed Services	951,211	1,054,475	1,014,798	721,946
Depreciation	-	-	-	-
Equipment Rental	-	-	-	-
Fees for Pass-through Grants	7,602	-	-	-
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	406,976	370,539	403,656	371,872
Indirect Costs Allocated	390,894	359,926	394,940	360,377
Insurance	-	-	-	-
Meals for the Elderly	-	-	-	-
Meetings/Travel	3,917	54,845	33,000	45,968
Memberships/Periodicals	750	-	2,000	1,000
Nutrition Incentives	849,128	2,316,982	1,556,283	2,614,643
Other	2,346	-	7,884	16,981
Postage	11,989	62,494	39,897	78,972
Printing/Reproduction	31,921	66,219	80,751	70,850
Rent/Utilities/Maintenance	46,126	49,298	45,753	37,482
Salaries	974,889	757,751	830,533	754,305
Scholarships	-	-	-	-
Supplies	31,284	20,855	21,028	20,597
Training	-	1,500	18,345	24,500
TOTAL EXPENDITURES	$6,256,219	$7,622,419	$8,385,538	$8,223,504

SPECIAL REVENUE FUND REVENUES AND EXPENDITURES BUDGET

SRF-2, continued	EMERGENCY SERVICES/ PUBLIC SAFETY			
	ACTUAL 2021	BUDGETED 2022	REVISED 2022	BUDGETED 2023
REVENUE				
Federal and State Funds	$2,466,096	$1,670,801	$2,061,607	$2,745,215
Private Funds	602,820	-	8,820	-
Other Local Funds	2,931,758	3,624,701	3,838,131	5,097,933
Fees for Services	1,439	-	1,625	-
Investment Income	-	-	-	-
Contributed Services	27,770	19,340	-	10,000
Transfer from Other Funds	368,553	471,377	439,268	494,774
TOTAL REVENUE	**$6,398,436**	**$5,786,219**	**$6,349,451**	**$8,347,922**
EXPENDITURES				
Automobile	20,368	45,000	57,041	66,000
Capital Outlay/Equipment	1,103,890	103,530	637,494	713,497
Contractual Services	1,682,696	1,796,649	1,762,506	3,618,175
Contributed Services	27,770	19,340	-	10,000
Depreciation	12,298	23,153	23,153	23,153
Equipment Rental	-	-	-	-
Fees for Pass-through Grants	-	-	-	-
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	707,148	779,283	775,612	820,200
Indirect Costs Allocated	669,374	756,958	755,756	794,845
Insurance	21,126	15,948	15,948	15,948
Meals for the Elderly	-	-	-	-
Meetings/Travel	120,757	204,448	268,902	287,261
Memberships/Periodicals	4,238	3,526	3,585	3,906
Nutrition Incentives	-	-	-	-
Other	627	400	5,032	4,501
Postage	43	850	850	950
Printing/Reproduction	11,834	8,395	8,600	7,200
Rent/Utilities/Maintenance	159,619	241,593	123,827	109,903
Salaries	1,473,224	1,593,627	1,586,120	1,663,690
Scholarships	3,000	-	5,000	5,000
Supplies	244,823	135,295	258,567	128,469
Training	135,604	58,224	61,459	75,224
TOTAL EXPENDITURES	**$6,398,439**	**$5,786,219**	**$6,349,452**	**$8,347,922**

SPECIAL REVENUE FUND REVENUES AND EXPENDITURES BUDGET

SRF-2, continued	ENVIRONMENTAL PROGRAMS			
	ACTUAL 2021	BUDGETED 2022	REVISED 2022	BUDGETED 2023
REVENUE				
Federal and State Funds	$956,091	$1,819,321	$1,708,667	$1,988,582
Private Funds	100,167	167,043	99,890	138,207
Other Local Funds	485,070	595,646	246,733	1,121,055
Fees for Services	-	-	-	-
Investment Income	36,798	44,995	28,484	18,488
Contributed Services	107,683	89,379	68,733	98,925
Transfer from Other Funds	4,616	-	854	5,000
TOTAL REVENUE	$1,690,425	$2,716,384	$2,153,361	$3,370,257
EXPENDITURES				
Automobile	-	-	-	-
Capital Outlay/Equipment	-	-	-	-
Contractual Services	850,857	1,642,792	1,227,910	2,058,960
Contributed Services	107,683	89,379	68,733	98,925
Depreciation	-	-	-	-
Equipment Rental	-	-	-	-
Fees for Pass-through Grants	1,200	3,600	1,200	1,200
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	164,013	183,388	191,049	200,106
Indirect Costs Allocated	156,905	182,334	189,701	198,137
Insurance	1,200	1,500	-	1,500
Meals for the Elderly	-	-	-	-
Meetings/Travel	4,819	29,149	11,119	28,355
Memberships/Periodicals	4,109	3,004	1,564	4,146
Nutrition Incentives	-	-	-	-
Other	18,743	128,807	3,882	289,616
Postage	-	150	-	50
Printing/Reproduction	1,183	1,488	-	3,100
Rent/Utilities/Maintenance	19,495	25,253	22,083	20,822
Salaries	347,077	388,190	401,770	419,074
Scholarships	-	-	-	-
Supplies	13,142	27,000	10,882	35,766
Training	-	10,350	23,466	10,500
TOTAL EXPENDITURES	$1,690,426	$2,716,384	$2,153,359	$3,370,257

SPECIAL REVENUE FUND REVENUES AND EXPENDITURES BUDGET

SRF-2, continued	TRANSPORTATION			
	ACTUAL 2021	BUDGETED 2022	REVISED 2022	BUDGETED 2023
REVENUE				
Federal and State Funds	$5,717,087	$6,566,509	$5,400,640	$18,951,991
Private Funds	12,943	-	7,057	-
Other Local Funds	872,779	1,015,413	654,320	1,909,584
Fees for Services	-	-	-	-
Investment Income	-	-	-	-
Contributed Services	769,112	714,781	727,336	1,298,320
Transfer from Other Funds	325,837	278,254	277,974	251,070
TOTAL REVENUE	$7,697,758	$8,574,957	$7,067,327	$22,410,965
EXPENDITURES				
Automobile	3,547	3,500	1,200	5,400
Capital Outlay/Equipment	55,242	29,097	-	45,500
Contractual Services	2,227,636	2,701,600	1,509,109	15,456,833
Contributed Services	769,112	714,781	727,336	1,298,320
Depreciation	-	-	-	-
Equipment Rental	-	-	-	-
Fees for Pass-through Grants	-	-	-	-
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	1,079,570	1,187,035	1,136,877	1,304,902
Indirect Costs Allocated	1,035,146	1,165,622	1,116,607	1,277,386
Insurance	3,324	3,500	1,596	4,000
Meals for the Elderly	-	-	-	-
Meetings/Travel	5,820	41,404	31,716	62,219
Memberships/Periodicals	10,784	10,900	10,900	12,025
Nutrition Incentives	-	-	-	-
Other	20,699	18,040	15,839	30,650
Postage	262.59	1,025	200	1,150
Printing/Reproduction	0	3,760	11,600	14,700
Rent/Utilities/Maintenance	125,529	157,226	121,816	133,682
Salaries	2,292,241	2,466,955	2,352,525	2,686,927
Scholarships	-	-	-	-
Supplies	64,097	61,112	25,007	68,770
Training	4,748	9,400	5,000	8,500
TOTAL EXPENDITURES	$7,697,758	$8,574,957	$7,067,328	$22,410,964

SPECIAL REVENUE FUND REVENUES AND EXPENDITURES BUDGET

SRF-2, continued	EARLY LEARNING/HEAD START			
	ACTUAL 2021	BUDGETED 2022	REVISED 2022	BUDGETED 2023
REVENUE				
Federal and State Funds	$32,733,558	$30,690,539	$33,058,164	$35,825,104
Private Funds	394,293	759,639	616,423	695,767
Other Local Funds	-	-	-	-
Fees for Services	31,179	17,473	35,696	40,192
Investment Income	-	-	-	-
Contributed Services	2,435,156	-	2,412,368	-
Transfer from Other Funds	21,124	30,000	30,000	30,000
TOTAL REVENUE	$35,615,310	$31,497,651	$36,152,651	$36,591,063
EXPENDITURES				
Automobile	0	-	-	-
Capital Outlay/Equipment	42,284	-	-	-
Contractual Services	27,492,289	26,736,754	28,399,947	30,222,577
Contributed Services	2,435,156	-	2,412,368	-
Depreciation	-	-	-	-
Equipment Rental	-	-	-	-
Fees for Pass-through Grants	-	-	-	-
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	882,485	1,008,351	969,937	1,127,594
Indirect Costs Allocated	820,582	946,803	918,234	1,063,674
Insurance	13,068	10,270	12,471	11,279
Meals for the Elderly	-	-	-	-
Meetings/Travel	73,832	109,979	113,293	128,043
Memberships/Periodicals	7,819	5,768	6,919	7,051
Nutrition Incentives	-	-	-	-
Other	1,542,155	98,096	688,687	1,044,999
Postage	43.18	1,000	-	-
Printing/Reproduction	2,588	7,020	3,666	10,047
Rent/Utilities/Maintenance	61,807	59,669	94,767	113,645
Salaries	1,838,510	2,062,066	1,983,513	2,287,207
Scholarships	-	-	-	-
Supplies	205,710	245,325	272,144	196,608
Training	196,982	206,550	276,704	378,340
TOTAL EXPENDITURES	$35,615,310	$31,497,651	$36,152,650	$36,591,064

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 2021	BUDGETED 2022	REVISED 2022	BUDGETED 2023
REVENUE				
Federal Funds	$-	$-	$16,260	$143,669
Private Funds	13,640	-	289,352	109,010
Local Dues and Fees	230,239	155,200	275,728	285,600
Other Local Funds	90,525	252,500	91,200	156,121
Fees for Services	1,971,804	1,928,122	1,954,754	1,792,837
Program Income	-	-	24,802	-
Transfer from Other Funds	19,500	19,500	19,500	19,500
TOTAL REVENUE	$2,325,708	$2,355,322	$2,671,596	$2,506,737
EXPENDITURES				
Contractual Services	907,172	839,403	1,044,189	866,489
Fringe Benefits Allocated	239,814	297,029	309,112	276,824
Indirect Costs Allocated	228,320	286,774	302,654	272,483
Meetings/Travel	59,607	40,000	26,778	47,897
Memberships/Periodicals	1,647	1,490	1,885	1,815
Other	1,027	6,310	11,043	9,350
Postage	532	-	1,180	200
Printing/Reproduction	2,196	2,275	250	625
Rent/Utilities/Maintenance	23,632	32,791	32,465	28,557
Salaries	503,901	631,050	636,689	574,689
Supplies	33,656	24,908	21,880	20,515
Training	795	4,000	2,413	1,500
TOTAL EXPENDITURES	$2,002,299	$2,166,030	$ 2,390,538	$2,100,944
Excess (Deficiency) of Revenue Over Expenditures	323,409	189,292	281,058	405,793
FUND BALANCE, Beginning of Year	1,311,063	1,634,472	1,634,472	1,915,530
FUND BALANCE, End of Year	$1,634,472	$1,823,764	$ 1,915,530	$2,321,323

EF-1: BY PROGRAM

COOPERATIVE PURCHASING			
Actual 2021	**Budgeted 2022**	**Revised 2022**	**Budgeted 2023**
Revenue	$182,879	$99,953	$217,314	$87,170
Expenditures	84,119	97,598	111,063	119,249
Excess (Deficiency) of Revenue over Expenditures	98,760	2,355	106,251	(32,079)
Fund Balance, Beginning of Year	341,232	439,992	439,992	546,243
Fund Balance, End of Year	$439,992	$442,347	$546,243	$514,164

ANNUAL SALARY SURVEY			
Actual 2021	**Budgeted 2022**	**Revised 2022**	**Budgeted 2023**
Revenue	$17,208	$16,630	$14,822	$14,932
Expenditures	22,514	19,769	17,864	18,832
Excess (Deficiency) of Revenue over Expenditures	(5,306)	(3,139)	(3,042)	(3,900)
Fund Balance, Beginning of Year	23,933	18,627	18,627	15,585
Fund Balance, End of Year	$18,627	$15,488	$15,585	$11,685

IBTS BUILDING TECHNICAL SERVICES			
Actual 2021	**Budgeted 2022**	**Revised 2022**	**Budgeted 2023**
Revenue	$7,144	$7,650	$8,196	$8,183
Expenditures	8,030	8,311	8,046	6,883
Excess (Deficiency) of Revenue over Expenditures	(886)	(661)	150	1,300
Fund Balance, Beginning of Year	23,967	23,081	23,081	23,231
Fund Balance, End of Year	$23,081	$22,420	$23,231	$24,531

GOVERNMENT TRAINING INSTITUTE			
Actual 2021	**Budgeted 2022**	**Revised 2022**	**Budgeted 2023**
Revenue	$457,938	$396,993	$387,198	$385,035
Expenditures	349,139	313,289	338,949	378,972
Excess (Deficiency) of Revenue over Expenditures	108,799	83,704	48,249	6,063
Fund Balance, Beginning of Year	2,579	111,378	111,378	159,627
Fund Balance, End of Year	$111,378	$195,082	$159,627	$165,690

SMALL CITIES CONSULTING			
Actual 2021	**Budgeted 2022**	**Revised 2022**	**Budgeted 2023**
Revenue	($819)	$75,800	$56,576	$76,431
Expenditures	32,830	32,509	28,793	76,431
Excess (Deficiency) of Revenue over Expenditures	(33,649)	43,291	27,783	-
Fund Balance, Beginning of Year	(115,740)	(149,389)	(149,389)	(121,606)
Fund Balance, End of Year	($149,389)	($106,098)	($121,606)	($121,606)

RESEARCH DATA CENTER			
Actual 2021	**Budgeted 2022**	**Revised 2022**	**Budgeted 2023**
Revenue $65,532	$71,794	$15,678	$50,001
Expenditures 63,715	70,511	45,979	42,230
Excess (Deficiency) of Revenue over Expenditures 1,817	1,283	(30,301)	7,771
Fund Balance, Beginning of Year 60,015	61,832	61,832	31,531
Fund Balance, End of Year $61,832	$63,115	$31,531	$39,302

KERIT			
Actual 2021	**Budgeted 2022**	**Revised 2022**	**Budgeted 2023**
Revenue $27,050	$34,742	$43,042	$49,998
Expenditures 25,584	32,091	40,507	35,445
Excess (Deficiency) of Revenue over Expenditures 1,466	2,651	2,535	14,553
Fund Balance, Beginning of Year 6,961	8,427	8,427	10,962
Fund Balance, End of Year $8,427	$11,078	$10,962	$25,515

REGIONAL AERIAL PHOTOGRAPHY			
Actual 2021	**Budgeted 2022**	**Revised 2022**	**Budgeted 2023**
Revenue $-	$113,190	$286,337	$-
Expenditures -	113,190	268,664	-
Excess (Deficiency) of Revenue over Expenditures -	-	17,673	-
Fund Balance, Beginning of Year (3,537)	(3,537)	(3,537)	14,136
Fund Balance, End of Year ($3,537)	($3,537)	$14,136	$14,136

SHARED SERVICES			
Actual 2021	**Budgeted 2022**	**Revised 2022**	**Budgeted 2023**
Revenue $-	$-	$-	$-
Expenditures -	-	-	-
Excess (Deficiency) of Revenue over Expenditures -	-	-	-
Fund Balance, Beginning of Year 8,361	8,361	8,361	8,361
Fund Balance, End of Year $8,361	$8,361	$8,361	$8,361

CORE 4			
Actual 2021	**Budgeted 2022**	**Revised 2022**	**Budgeted 2023**
Revenue $115,903	$62,424	$61,200	$158,621
Expenditures 102,397	65,997	50,447	147,018
Excess (Deficiency) of Revenue over Expenditures 13,506	(3,573)	10,753	11,603
Fund Balance, Beginning of Year 144,491	157,997	157,997	168,750
Fund Balance, End of Year $157,997	$154,424	$168,750	$180,353

SPECIAL PROJECTS				
	Actual 2021	**Budgeted 2022**	**Revised 2022**	**Budgeted 2023**
Revenue	$-	$-	$-	$-
Expenditures	-	-	-	-
Excess (Deficiency) of Revenue over Expenditures	-	-	-	-
Fund Balance, Beginning of Year	288	288	288	288
Fund Balance, End of Year	$288	$288	$288	$288

GOVT. INNOVATIONS FORUM				
	Actual 2021	**Budgeted 2022**	**Revised 2022**	**Budgeted 2023**
Revenue	$152,325	$343,635	$185,680	$192,968
Expenditures	84,161	137,643	112,572	120,014
Excess (Deficiency) of Revenue over Expenditures	68,164	205,992	73,108	72,954
Fund Balance, Beginning of Year	114,003	182,167	182,167	255,275
Fund Balance, End of Year	$182,167	$388,159	$255,275	$328,229

WORKFORCE DEVELOPMENT				
	Actual 2021	**Budgeted 2022**	**Revised 2022**	**Budgeted 2023**
Revenue	$42,024	$74,000	$100,316	$38,820
Expenditures	44,433	190,965	100,316	38,820
Excess (Deficiency) of Revenue over Expenditures	(2,409)	(116,965)	-	-
Fund Balance, Beginning of Year	(94,639)	(97,048)	(97,048)	(97,048)
Fund Balance, End of Year	($97,048)	($214,013)	($97,048)	($97,048)

TOTALS				
	Actual 2021	**Budgeted 2022**	**Revised 2022**	**Budgeted 2023**
Revenue	$2,325,708	$2,355,322	$2,671,596	$2,506,737
Expenditures	2,002,299	2,166,030	2,390,538	2,100,944
Excess (Deficiency) of Revenue over Expenditures	323,409	189,292	281,058	405,793
Fund Balance, Beginning of Year	1,311,063	1,634,472	1,634,472	1,915,530
Fund Balance, End of Year	$1,634,472	$1,823,764	$1,915,530	$2,321,323

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 2021	BUDGETED 2022	REVISED 2022	BUDGETED 2023
Accounting/Audit	$174,739	$229,942	$219,192	$230,987
Automobile	26,552	31,100	31,100	31,100
Capital Outlay	-	-	-	-
Contractual Services	229,438	251,338	255,337	198,093
Depreciation	26,410	51,935	51,935	51,935
Equipment Rental	6,626	7,196	7,598	7,599
Fringe Benefits Allocated	745,299	906,835	849,681	998,409
Insurance	181,773	201,122	268,204	302,212
Meetings/Travel	428	16,400	11,401	13,900
Memberships/Periodicals	22,955	22,425	26,025	21,925
Other	42,263	42,845	64,420	62,970
Postage	8,045	11,950	11,895	12,345
Printing/Reproduction	50,072	64,800	60,490	61,736
Rent/Utilities/Maintenance	502,217	589,054	358,397	146,339
Salaries	1,598,290	1,884,816	1,767,768	2,078,062
Supplies	174,037	218,888	267,029	302,164
Training	26,269	40,750	37,750	44,345
TOTAL INDIRECT COSTS	$3,815,413	$4,571,396	$4,288,222	$4,564,121
Fees for Pass-through Grants	(20,349)	(15,764)	(6,000)	(1,700)
NET INDIRECT COSTS	$3,795,064	$4,555,632	$4,282,222	$4,562,421
COMPARISON TO ALLOCATED INDIRECT COSTS				
Amount Allocated to Grants	3,755,149	4,306,189	4,230,677	4,630,016
Net Indirect Costs	(3,795,064)	(4,555,632)	(4,282,222)	(4,562,421)
SURPLUS (DEFICIT)	(39,915)	(249,443)	(51,545)	67,595
FUND BALANCE, Beginning of Year	441,480	401,565	401,565	350,020
FUND BALANCE, END OF YEAR	$401,565	$152,122	$350,020	$417,615

FRINGE BENEFITS BUDGET

COST CATEGORY	ACTUAL 2021	BUDGETED 2022	REVISED 2022	BUDGETED 2023
FICA Taxes	$809,563	$889,378	$877,914	$961,467
Pension	697,260	808,933	738,468	866,858
401k Employer Match	222,673	244,656	246,389	262,582
Health Insurance Subsidy	1,173,272	1,304,905	1,281,008	1,466,208
Cafeteria Allowance	358,200	439,200	397,040	450,120
Disability Insurance	34,754	38,516	38,189	41,292
Unemployment Compensation	—	15,000	12,500	12,500
Educational Assistance	3,681	25,000	22,561	20,000
Technology/Remote Allowance	23,175	27,150	25,000	25,000
Vacation	738,789	788,818	782,238	851,491
Sick Leave	315,644	346,929	350,954	357,621
Holidays	465,923	457,801	409,047	557,822
Other Leave	34,815	14,000	27,431	27,750
TOTAL FRINGE BENEFITS	$4,877,750	$5,400,286	$5,208,739	$5,900,711

COMPARISON TO ALLOCATED INDIRECT COSTS

Amount Allocated to Grants	4,678,620	5,312,037	5,173,278	5,754,183
Total Fringe Benefits	(4,877,750)	(5,400,286)	(5,208,739)	(5,900,711)
SURPLUS (DEFICIT)	(199,130)	(88,249)	(35,461)	(146,528)
FUND BALANCE, Beginning of Year	101,066	(98,064)	(98,064)	(133,526)
FUND BALANCE, END OF YEAR	($98,064)	($186,313)	($133,525)	($280,054)

911 CLEARING FUND BUDGET

	ACTUAL 2021	BUDGETED 2022	REVISED 2022	BUDGETED 2023
REVENUE				
Other Local Funds	$2,661,829	$3,084,955	$2,557,778	$2,883,023
TOTAL REVENUES	$2,661,829	$3,084,955	$2,557,778	$2,883,023
EXPENDITURES				
Capital Outlay	$-	$-	$-	$-
Contractual Services	336,201	558,955	105,061	95,000
Insurance	13,962	213,000	14,652	44,406
Meetings/Travel	-	-	-	-
Rent/Utilities/Maintenance	2,216,003	2,313,000	2,417,077	2,743,617
Supplies	95,663	-	20,989	-
TOTAL EXPENDITURES	$2,661,829	$3,084,955	$2,557,779	$2,883,023
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	$-	$-	$-	$-

911 CAPITAL FUND

MARC administers the Regional 911 System under the guidance and leadership of the Public Safety Communications Board. The Board sets annual priorities for expenditures to ensure 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. Additional information about the most significant 2023 investments can be found on page 58.

The 911 Capital Project 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. Most equipment is on a four-year lifecycle so planning is done in four-year increments. Purchases and projects generally span calendar years, so allocations are adjusted accordingly, and the balance is brought forward on an annual basis.

The planned expenditures listed 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 maintaining a state-of-the-art 911 system for the MARC region.

PLANNED EXPENDITURES

	2023	2024	2025	2026
Geospatial Routing	$ 1,745,664	$-	$-	$-
Microwave Networks & Point-to-Point Links	200,000	200,000	200,000	200,000
Miscellaneous & Contingency	100,000	100,000	100,000	100,000
Computers, network monitoring, notification	172,200	-	-	-
Remodeling Project	80,000	-	-	-
Two GeoComm/Aerial ALI Servers	50,000	-	-	
-Workstation Project	400,000	400,000	400,000	400,000
Vehicle Replacement (one per year)	55,000	55,000	55,000	55,000
VESTA® Host Server Upgrade	150,000	150,000	150,000	150,000

Appendices

A. BUDGET PROCESS AND TIMELINE

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

In August, MARC staff began the process of identifying accomplishments, updating 2022 priority projects and articulating goals for 2023. Due to the collaborative nature of our work, public input into the MARC budget is different than traditional open hearings held by municipal agencies. MARC's work is guided by boards and committees (shown in the organizational chart on page 4) comprised of elected officials, local government staff, nonprofit and civic partner organizations and residents. Many of these committees develop, review and approve their work priorities, program budgets and/or grant budgets, which are folded into the larger MARC budget.

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

Known revenues and expenditures are included in the budget document. When unexpected funding opportunities or expenditures arise during the year, 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 2022 and the 2023 budget.

2023 Budget Timeline

August
Budget Plan Developed
Finance staff met and laid out the plan for the 2023 budget process.

August/September
Policy Goal Team Budget Planning Meetings
Public affairs and finance department staff facilitated meetings with policy goal teams to identify accomplishments from 2022 and outline new work plan priorities for 2023.

September
Budget Templates Updated
Finance staff refined the budget system structure in its Prophix software system and updated templates to streamline data entry and ensure that revenues and expenses for each program aligned with policy goals.

Throughout the year
Committee Budgets, Projects and Grants are Reviewed and Approved
Individual committees that oversee funding provided direction for reviewed and approved various grant budgets that make up the larger budget. Some, like 911, OGL and MARCER, approved their annual 2023 budget.

September/October   **Overarching Goals and Strategic Objectives**
Department directors and the executive director held strategy sessions to identify priorities for 2023 work plans and the budget, including new staffing needed, facilities, technology and organizational development needs. Discussions also included federal and state priorities, future revenue outlook.

September/October   **Budget Entry**
Program staff entered budgets for more than 100 funding streams, each with its own timeline, spending parameters and contractual requirements.

September/October   **Organizational Priorities**
Internal meetings were held to discuss priorities for staffing, technology, facilities and organizational development. Meetings included technical staff, the diversity, equity & inclusion committee, human resources, public affairs, innovation staff and department directors.

October/November   **Personnel Allocations and General Fund and Clearing Fund Budgets**
While program staff continued data entry, finance staff began to allocate personnel costs (salaries, fringe benefits, indirect and rent) across all grants and developed budgets for the General and the Indirect and Clearing funds.

October/November   **Budget Document Narratives**
Work plan content was updated to reflect accomplishments from 2022 and new work for 2023. 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 2022 budget.

October 17   **Data Entry Complete**
Program managers completed all data entry and finance staff began review and to generate tabular data.

November   **Final Finance Work**
Once the numbers and work plans came together, notable changes, revenue trends, key expenditures were developed.   Personnel Allocations were reviewed with program managers again to resolve discrepancies.

November 22   **Budget and Personnel Committee and Board Review**
A draft budget was presented to the B&P Committee and Board of Directors for review and feedback.

November/December   **Final Revisions**
Schedules were finalized, the document was fully reviewed.

December 20   **Board Approval**
The MARC Board of Directors approved the final 2022 Revised and 2023 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 2023 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 2023 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 63.) 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 2023.
- Decreasing revenues for grants that are expected to come to a close in 2023. Expenditures are also budgeted on what is known today.
- Direct expenditures are based on approved or projected grant budgets.
- The projected value of contributed services is determined using known match requirements and trends from past years and taking into account any available federal waivers.
- Costs allocated for leave time and benefits are based on trend analysis.

C. SUMMARY OF FINANCIAL POLICIES

Investment Policy

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

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

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

Revenue Recognition Policy

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

Fund Balance Constraint Policy

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

Purchasing Policy

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

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

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

Fixed Assets and Depreciation Policy

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

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

Balanced Budget Policy

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

Debt Policy

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

D. INDIRECT COST ALLOCATION

Direct Costs versus Indirect Costs

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

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

Indirect Cost Allocation Plan (ICAP)

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

By June 30 each year, MARC develops an Indirect Cost Proposal based on the most recently completed budget year. For example, actual numbers from 2021 were used for the 2023 rate proposal. The proposal is submitted to MARC's cognizant agency (the federal agency from which MARC receives the largest dollar value in direct federal grant awards), currently the U.S. Department of Health and Human Services (HHS). For consistency, MARC uses the ICAP methodology and rates for federal and non-federal grants and other shared-services programs.

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

Most organizations are accustomed to tracking fringe benefits by including only health insurance, disability, supplemental security income (SSI) and other direct expenses, not including 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.

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

Proposed 2023 Indirect Cost Allocation Rates

The 2023 ICAP rates and calculations have not yet been approved by HHS as of the approval of this Budget. The Revised 2023 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 2023 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, 2019–2023

Program	Actual 2019	Actual 2020	Actual 2021	Revised 2022	Budgeted 2023
Environmental Planning	$1,954,886	$1,979,458	$1,690,425	$2,153,360	$3,370,256
Community Development	3,704,996	3,627,239	6,256,219	8,385,537	8,223,503
Emergency Services/Public Safety	4,447,831	4,244,272	6,398,436	6,349,451	8,347,922
Aging	8,967,248	8,988,276	9,124,570	11,782,350	11,353,773
Transportation Planning	8,644,108	7,299,690	7,697,758	7,067,327	22,410,964
Early Learning/Head Start	$36,451,816	$36,295,242	$35,615,311	$36,152,650	$36,591,063
TOTAL	$64,170,885	$62,434,177	$66,782,719	$71,890,676	$90,297,482
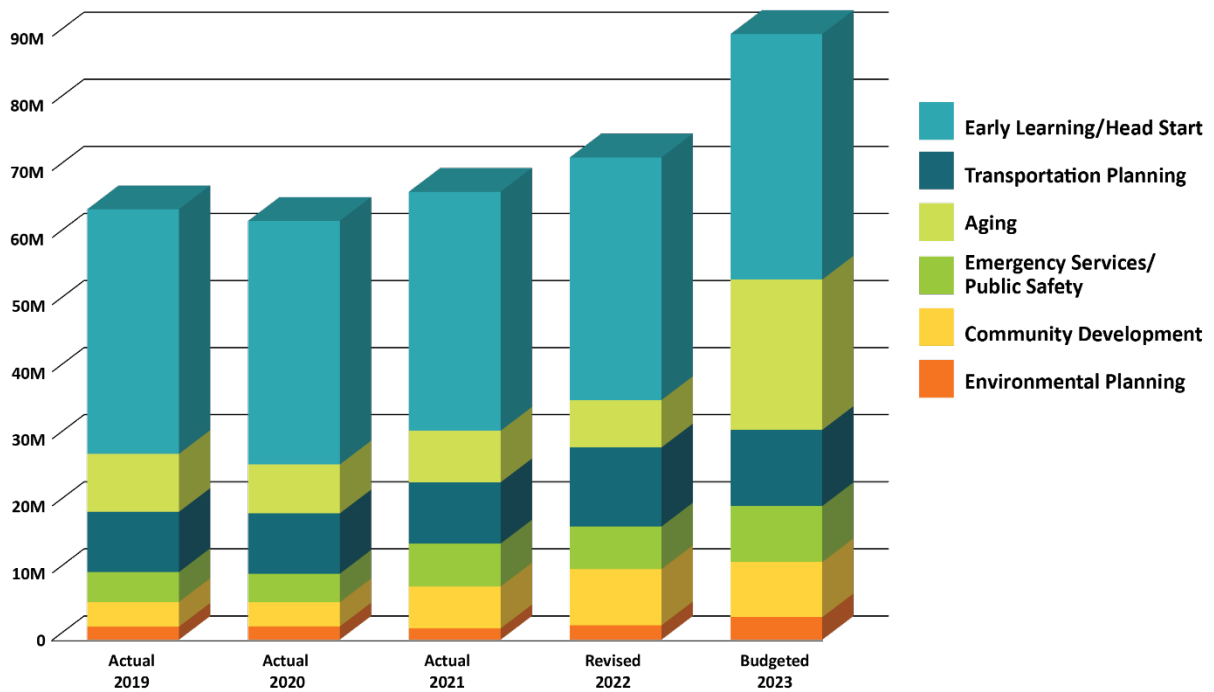
TOTAL AGENCY BUDGET OF REVENUES BY FUND

ACTUAL 2021	General Fund	Special Revenue Fund	Enterprise Fund	911 Capital Fund	Indirect Costs and Clearing	Total Agency Budget
Federal and State Funds	$—	$ 51,458,158	$—	$—	$—	51,458,158
Private Funds	—	4,024,526	13,640	—	—	4,038,166
Local Dues and Fees	1,831,370	—	230,239	—	—	2,061,609
Other Local Funds	—	4,622,318	90,525	2,661,829	2,631,620	10,006,292
Fees for Services	15,691	172,731	1,971,804	—	—	2,160,226
Investment Income	67,864	36,798	—	—	—	104,662
Other Financing Sources	153,085	—	—	—	—	153,085
Contributed Services	—	5,678,526	—	—	—	5,678,526
Transfer from Other Funds	—	789,662	19,500	—	—	809,162
Indirect Allocation to Clearing Fund	—	—	—	—	8,444,415	8,444,415
TOTAL REVENUE	$2,068,010	$66,782,719	$2,325,708	$2,661,829	$11,076,035	$84,914,301

REVISED 2022	General Fund	Special Revenue Fund	Enterprise Fund	911 Capital Fund	Indirect Costs and Clearing	Total Agency Budget
Federal and State Funds	$—	$54,493,508	$16,260	$—	$—	$54,509,768
Private Funds	—	4,522,542	289,352	(8,820)	—	4,803,074
Local Dues and Fees	1,076,617	—	275,728	—	—	1,352,345
Other Local Funds	80	4,914,585	91,200	1,142,253	2,557,790	8,705,908
Fees for Services	26,999	464,448	1,979,557	—	—	2,471,004
Investment Income	70,868	28484	—	—	—	99,352
Other Financing Sources	129,204	—	—	—	—	129,204
Contributed Services	—	6,595,156	—	—	—	6,595,156
Transfer from Other Funds	—	871,953	19,500	—	—	893,678
Indirect Allocation to Clearing Fund	—	—	—	—	9,406,337	9,406,337
TOTAL REVENUE	$1,303,769	$71,890,676	$2,671,597	$1,133,433	$11,964,127	$88,965,827

BUDGETED 2023	General Fund	Special Revenue Fund	Enterprise Fund	911 Capital Fund	Indirect Costs and Clearing	Total Agency Budget
Federal and State Funds	$—	$73,001,498	$143,669	$—	$—	$73,145,167
Private Funds	—	3,581,324	109010	—	—	3,690,334
Local Dues and Fees	2,440,615	—	285,600	—	—	2,726,215
Other Local Funds	—	8,607,785	156,121	2,143,097	2,883,023	13,790,026
Fees for Services	0	504,195	1,792,837	—	—	2,297,032
Investment Income	69,000	18,488	—	—	—	87,488
Other Financing Sources	123,256	—	—	—	—	123,256
Contributed Services	—	3,803,011	—	—	—	3,803,011
Transfer from Other Funds	—	781,181	19,500	—	—	800,681
Indirect Allocation to Clearing Fund	—	—	—	—	10,384,199	10,384,199

F. PERSONNEL SUMMARY CHART

	2021		2022		2023	
	Full-time Employees	Part-time and interns	Full-time Employees	Part-time and interns	Full-time Employees	Part-time and interns
EXECUTIVE DIRECTOR'S OFFICE	1		1		1	
Administrative Support	1		1		1	
FINANCE AND ADMINISTRATION						
Financial Grants and Management	14	1	17	2	17	1
Human Resources	2	1	2	1	2	1
Information Technology			4		4	
Innovation	1					
Public Affairs	8		8		9	1
AGING AND ADULT SERVICES	17		22		24	2
COMMUNITY DEVELOPMENT						
General	7	2	2	2	1	3
Solid Waste Management District	3					
Workforce	4	1	1		1	
Public Safety Communications	16					
Emergency Services	10	1				
Local Government Services	5	3				
LOCAL GOVERNMENT SERVICES						
Local Government Services			2	2	3	2
Government Training Institute			3		3	
Public Safety Communications			16		16	
Emergency Services			8		8	
EARLY LEARNING						
Head Start	27		28		29	
Early Learning	5		5		5	
RESEARCH SERVICES						
Research and Data	3		3		3	
Geographic Information Systems	8		9		9	
Information Technology	2					
Innovation			1		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		3	
General	3		2		2	
Operation Green Light	5		5		5	
Transportation Planning	6	3	7	2	8	2
TOTAL	**158**	**14**	**160**	**11**	**165**	**14**

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% of the total for their fund category (governmental or enterprise) and 5% of the aggregate of all governmental and enterprise funds in total.
These tests to determine major funds must be applied to each fund individually including each capital project and/or each special district. An entity may choose to report any other governmental or enterprise fund as a major fund if it believes that the fund is important to the users of its financial statements. The general fund is always considered a major fund.

- O -

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

- P -

Part-time/Intern — Part-time/Intern employees are typically hired 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% or 50% of a full-time schedule.

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

- Long-Term Contingency: Established to provide supplementary program cash flow as necessary, startup costs for a new initiative, a safety net if federal or state programs are reduced, or to make larger purchases with cash, if deemed appropriate.

- Vacation and Sick Leave Reserve: Amounts set aside each payroll period to cover MARC's outstanding liability for all accrued leave.

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

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

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

H. GLOSSARY OF PROGRAMS AND ACRONYMS

- A –

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

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

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

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

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

- B –

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

- C –

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

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

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

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

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

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

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

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

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

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

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

- D -

DBE-Disadvantaged Business Enterprise

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

DUFB-Double Up Food Bucks

- E -

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

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

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

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

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

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

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

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

- F -

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

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

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

- G -

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

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

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

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

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

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

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

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

- H –

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

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

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

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

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

- I -

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

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

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

- K -

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

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

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

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

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

- L -

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

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

- M -

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

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

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.

- N -

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

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

- O –

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

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

- P -

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

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

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

- Q -

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

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

- R –

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

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

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

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

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

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

- S -

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

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

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

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

- T –

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

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

- U -

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

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