



2025

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: 2025 Budget and Work Plan

On behalf of the entire Mid-America Regional Council (MARC) staff, I am pleased to present this 2025 Budget and Work Plan. It includes an updated picture of MARC’s work in 2024 and our plans for 2025.

Over the past year, we undertook a comprehensive refresh of our core values originally developed in 2012. This organization-wide effort involved every employee and included highly engaged and thoughtful discussion. I am proud of the “new” value statements – reformatted and revised. They truly reflect the hearts and minds of our staff, and accurately describe the basis for how we approach our work, each other and our community.

We operate with *integrity* as public servants — responsibly and equitably managing the work with which we are entrusted.

We foster trust, *collaboration* and partnership among people, communities and organizations.

We cultivate *innovation* and forward-thinking ideas, and demonstrate *leadership* and excellence to advance our region.

We foster a culture of *respect*, valuing diverse perspectives and mutual understanding to create a sense of *belonging*.

We provide stewardship of resources and coordinate community-driven solutions to make a meaningful *impact* on our region — now and into the future.

On a financial note, I’m pleased to report that MARC’s fiscal position is strong. We budgeted \$133,154,868 in revenue for 2024, and the 2024 revised budget is \$123,858,486. We are projecting revenues of \$119,973,547 in 2025. The decrease from 2024 budgeted revenue reflects several large grants ending and the timing of work. MARC’s financial position also reflects important strides in: A. fostering and managing new initiatives and B. supporting and leading key civic partnerships. And it will enable us to focus strategically on C. strengthening our organizational capacity. The following are highlights in each of these areas.

A. Fostering and Managing New Initiatives

The 2025 Budget and Work Plan includes several new and creatively redesigned programs, projects and studies undertaken with a variety of partners and shared systems. Examples include MARC’s efforts to:

- Open and operate a new meal repack and distribution hub for Silver Plate meals to expand meal production capacity and infrastructure for senior nutrition programs.
- Liaise with the Civic Council of Greater Kansas City’s KC Investment Playbook for the region, providing data and analytical support as needed.

- Complete phase one of the Bi-State Sustainable Reinvestment Corridor and initiate design and engineering of zero-emission transportation alternatives for the corridor.
- Launch the Mid-America GSI Certification, a green infrastructure maintenance and certification training program, with local governments and landscape contractors.
- Continue to partner with The Family Conservancy, the Local Investment Commission and Youth Alliance of St. Joseph to administer and coordinate the Preschools, Infant Toddler and Home-Based Collaborative Networks for the northwest region.
- Develop and implement a program that enables refugees to become self-sufficient by helping them establish small family childcare businesses.
- Develop and implement a Missouri statewide Early Learning Landscape mapping tool platform that will identify gaps and resources.
- Provide cost savings for early childhood providers by organizing a collective that will provide shared services such as: an employee assistance program/emergency mental health support, insurance, access to a substitute system, shared job fairs and recruitment efforts.
- Implement an evidence-based program on diabetes self-management, designed to support individuals with diabetes in managing their health through at least 10 tailored workshops, health screenings and facilitating referrals.
- Launch geospatial routing and a photo/video transmission pilot program for the regional 911 system.

B. Supporting and Leading Key Civic Partnerships

Our work is based on partnerships, and we continue to refresh and expand our relationships with key organizations. As long-time regional leaders retire, we are focused on identifying individuals to fill key spots on critical committees. We are also attentive to ensuring that our committees represent the community and that we employ outreach to all stakeholders. By integrating systems, braiding funding streams, diversifying participants and capitalizing on cross-agency strengths, we are working to maximize the positive impacts to the region. Examples include our plans in 2025 to:

- Support World Cup planning in a variety of areas including emergency services, interoperable communications, public health, sustainability, transportation, housing, communications and outreach.
- Partner with communities on reviewing land use, development, zoning building codes and processes to identify enhancements for housing.
- Administer a cooperative federal grant for automated license plate readers for Kansas City, Missouri, and Independence, Missouri.
- Integrate Ray County, Missouri, into the Coordinated Public Transit and Human Services Plan, the Regional Bikeway plan, and other key planning products.
- Administer 17 Planning Sustainable Places projects across the region.
- Work with local governments, state agencies and community interests to develop the 2026-2030 Transportation Improvement Program and update the 2026 call for projects selection process.
- Support Climate Action KC in holding the regional Climate Action Summit and growing the Regional Building Energy Exchange.
- Implement \$4.7 million federal grant to assist 25-30 nonprofit organizations in identifying and

completing needed energy conservation updates at their facilities.

- Engage multiple stakeholders to provide input for a comprehensive regional solid waste management plan to address the circular economy, enable reuse of waste and plan for waste management infrastructure.
- Coordinate planning with federal, state and local agencies to ensure compliance with the Clean Air Act.
- Complete a comprehensive update of regional stormwater engineering standards and offer training to local governments, engineers and consultants.
- Support the implementation of a regional plan for early learning, Connecting the PIECES KC, through the Partners in Quality committee.
- Lead the update to the Missouri five-county Regional Hazard Mitigation Plan.

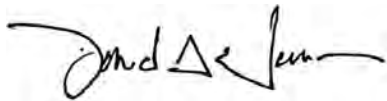
C. Strengthening Organizational Capacity

The 2025 budget also includes several strategies to strengthen MARC's organizational capacity as we continue working to advance regional progress. These strategies include creating new opportunities for staff leadership, increasing the visibility and impact of work products, coalescing insight and concurrence on significant regional issues, enhancing grant development and management capacity and fostering a culture of continual innovation and excellence. Highlights include our efforts to:

- Support a total of 177 full-time and 13 part-time employees.
- Launch the Office of Resource Development to provide organization-wide leadership and support for expanding capacity in grant sourcing, writing, monitoring and reporting.
- Establish the Office of Economic Research to lead research, develop external partnerships, and produce products to advance understanding and performance of the regional economy and workforce.
- Retitle the Department of Research Services to the Department of Data and Digital Services and focus on growing our production and management of data systems that inform progress on issues of regional importance and provide data and digital services support to all MARC initiatives.
- Select and implement a human resources information system providing enhanced reporting, increased information available to staff, and enabling a more streamlined and professional recruitment experience.
- Begin exploration and planning for a new financial system to provide expanded reporting and analysis capacity.
- Expand the Government Training Institute role to provide support to all departments in planning and executing special events and training.
- Finalize organizational incident response plans and continue a high level of attentiveness to cybersecurity issues.
- Implement more formalized professional development through manager training, mentoring and career development growth plans.

As we explore new opportunities, the proposed budget retains MARC's long-term commitment to **sound fiscal management** and good stewardship of the funds entrusted to us. The 2025 Budget and Work Plan reflects capacity-building strategies while continuing efforts to contain direct and indirect expenses, monitor benefits costs and grow our long-term contingency fund.

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

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

David A. Warm
Executive Director
Mid-America Regional Council

MARC



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Mid-America Regional Council
Missouri**

For the Fiscal Year Beginning

January 01, 2024

Christopher P. Morill

Executive Director

MARC

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MARC

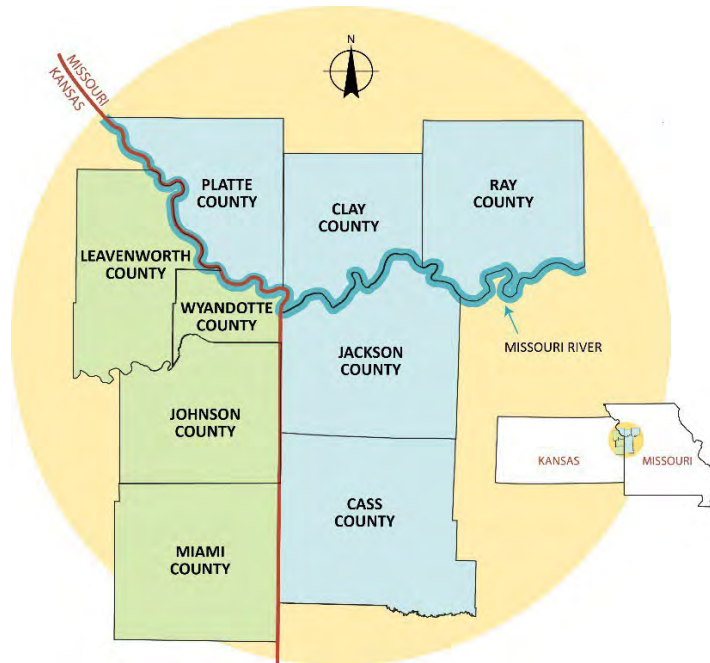


About MARC

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

BACKGROUND

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



REGIONAL VISION

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



BOARD OF DIRECTORS

OFFICERS

Chair — Janeé Hanzlick, Commissioner, Johnson County

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

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

Treasurer — Holly Grummert, Councilmember, Overland Park, Kansas

Secretary — Bridget McCandless, Councilmember, Independence, Missouri

MEMBERS

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

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

Jackson County — Frank White Jr., County Executive (Alternate: Jalen Anderson, County Legislator); DaRon McGee, County Legislator (Alternate: Megan Marshall, County Legislator); Mike McDonough, Mayor, Raytown (Alternate: Leanard Jones, Mayor, Grandview)

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

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

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

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

Ray County, Missouri — Sheila Tracy, Presiding Commissioner

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

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

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

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

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

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

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

MANAGEMENT TEAM

-David A. Warm, Executive Director

-Ron Achelpohl, Director of Transportation and Environment

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

-Carol Gonzales, Director of Finance and Administration

-Amanda Graor, Director of Data and Digital Services

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

-Marlene Nagel, Director of the Office of Resource Development

-Vacant, Director of Local Government Services

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

ORGANIZATIONAL CHARTS

Mid-America Regional Council Board and Committee Organization Chart

Board of Directors

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

MISSOURI

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

KANSAS

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

Committees

EFFICIENT TRANSPORTATION AND QUALITY PLACES

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

HEALTHY ENVIRONMENT

- Air Quality Forum and related committees:
 - Air Quality Public Education Committee
 - Conformity Consulting Agencies
- Climate and Environment Council
- Regional Water Quality Public Education Committee
- Renew America's Nonprofits Community Advisory Board
- Solid Waste Management District and related committees:
 - Management Council • Grant Review Committee • Household Hazardous Waste

COMPETITIVE ECONOMY

- Regional Workforce Intelligence Network (RWIN)
- KC Rising Data and Analytics Resource

SAFE AND SECURE COMMUNITIES

- MARC Health Care Coalition (includes committees with *)
- Regional Homeland Security Coordinating Committee and related subcommittees:
 - Law Enforcement • KC Regional Fusion Center • Policy • Public Health* • Training & Exercise • RAPIO • E-RAPIO • Cybersecurity
- Metropolitan Emergency Managers Committee (MEMC)*
 - Plans • Situational Awareness and Information Sharing • Community Preparedness • Resource Management • Hazard Mitigation • Medical Reserve Corps • Community Disaster Resiliency Network
- Metropolitan Official Health Agencies of the Kansas City Area
- Hazardous Materials Emergency Preparedness Alliance (HEPA)
 - Training • Plans • Industry
- Mid-America Regional Council Emergency Rescue (MARCER)*
- Hospitals Committee*
 - Northern and Southern Health Care Coalitions • Metro Hospital Committee
- Community Disaster Resiliency Network
- Public Safety Communications Board and related committees:
 - Public Safety Communications Users
 - Regional Interoperability • 911 Peer Support Advisory Committee
- Metropolitan Area Regional Radio System Management Council

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
- Greater Kansas City Regional Housing Partnership Strategy Committee
- KC Metro GIS
- Managers Roundtable
- Kansas City Regional Purchasing Cooperative

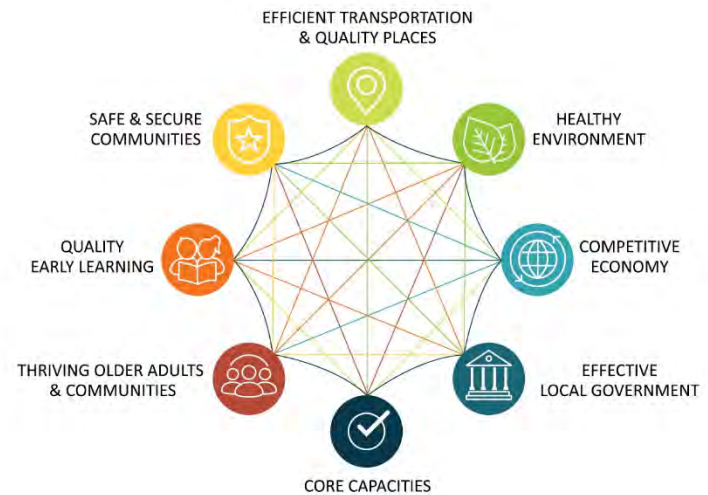
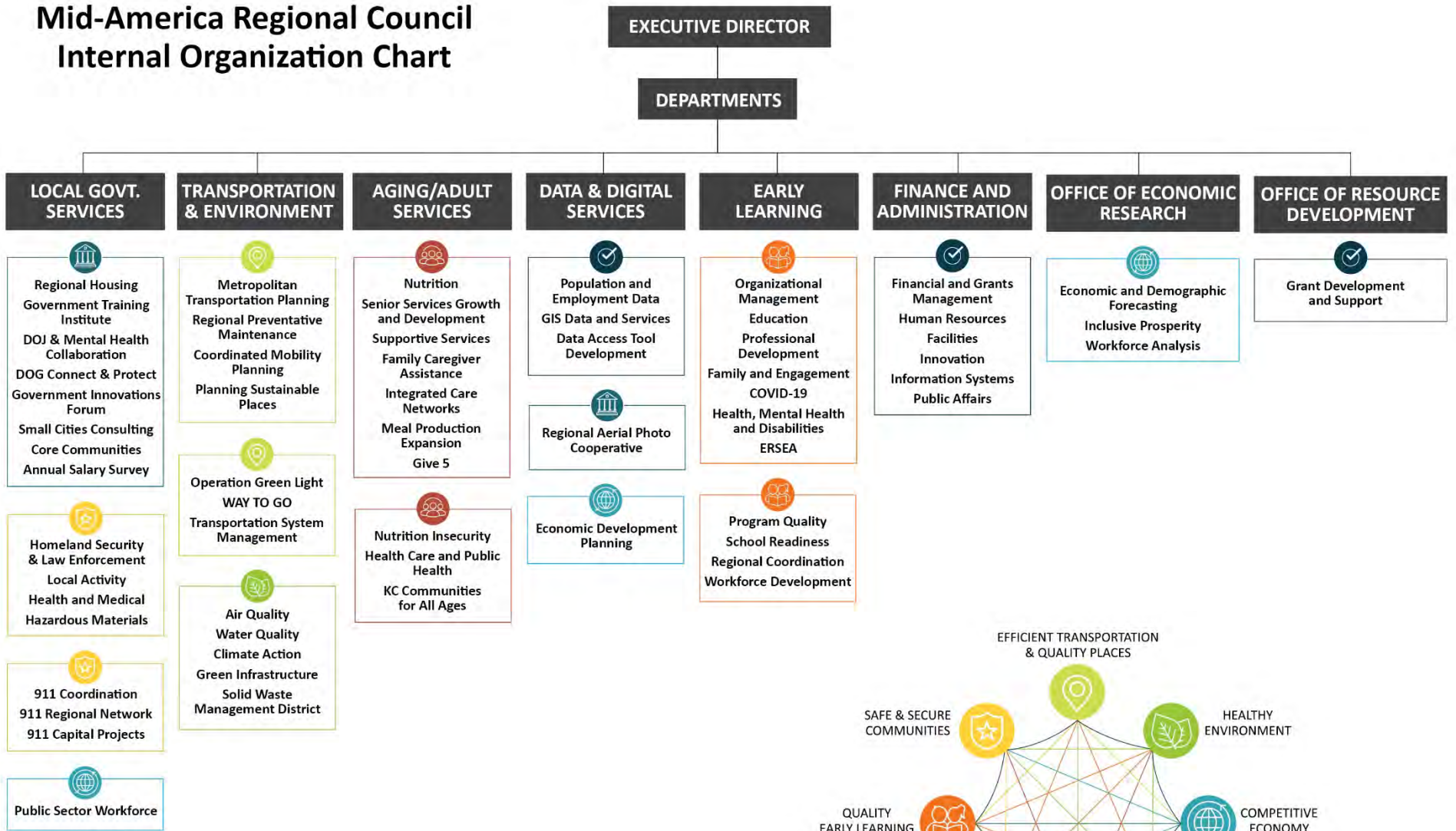
THRIVING OLDER ADULTS AND COMMUNITIES

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

EXEMPLARY CORE CAPACITIES

- MARC Employee Council
- MARC DEI Committee
- MARC Green Team

Mid-America Regional Council Internal Organization Chart



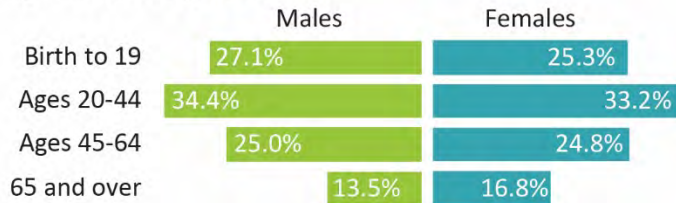
REGIONAL PROFILE



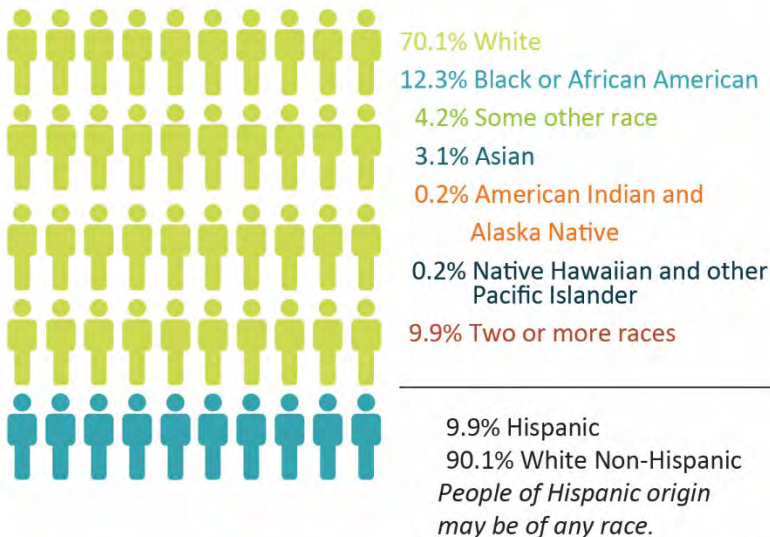
Population
2,102,064

Median age
36.6 years

Population by sex



Race and Hispanic origin

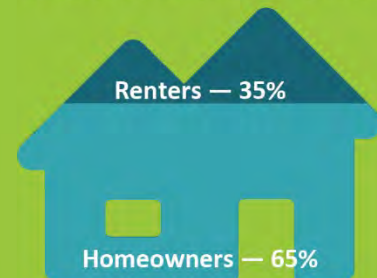


Housing stock

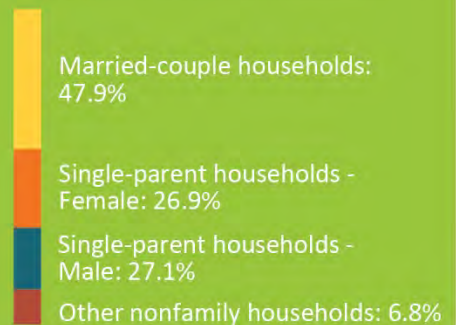
901,233 occupied housing units

64,983 vacant housing units

Owners versus renters



Types of households

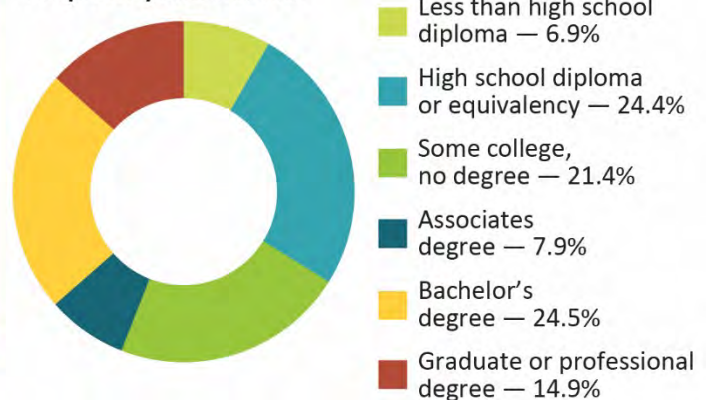


Total school enrollment
507,483

Nursery school	Kindergarten to 12th grade	College or graduate school
33,536	363,068	110,879

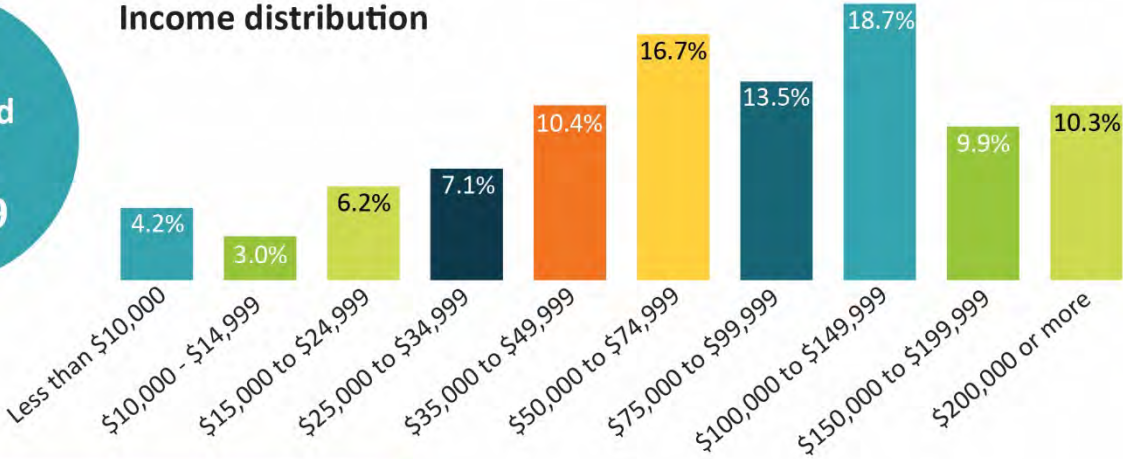
Educational attainment

People 25 years and over



Median household income
\$79,749

Income distribution



Total employment (nonfarm)
1,161,000

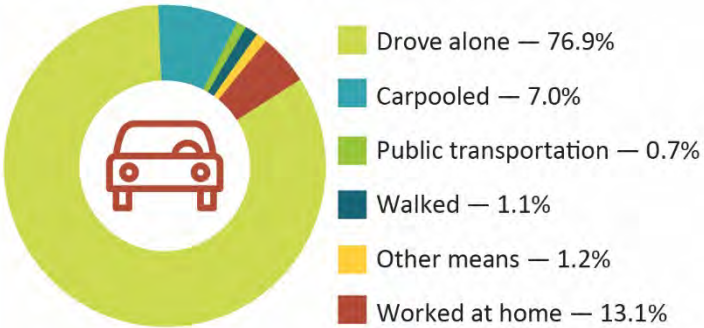
Employment by industry

Trade, transportation and utilities 233,400	Professional business services 187,100
Health services and private education 173,800	Government 153,600
Leisure and hospitality 120,500	Manufacturing 87,900
Financial 78,900	Mining, logging and construction 60,900
Other services 48,100	Information 16,700

Roadway miles



Commuting to work



Public transit trips



Including RideKC and KC Streetcar

Average weekly trips 290,233

SOURCES: 2023 American Community Survey 5-Year Data Release, MARC 9-County Area; U.S. Bureau of Labor Statistics, Kansas City Area Economic Summary, Dec. 4, 2024; National Transit Database Annual Agency Profiles; MARC Functional Classification Dataset 2024

MARC

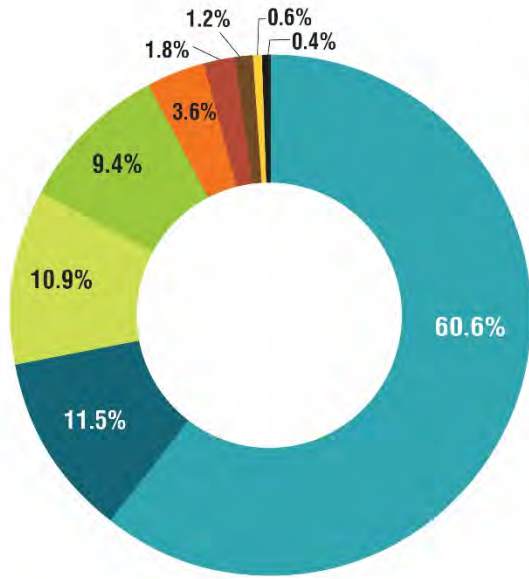


Photo Credit:
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Budget At-a-Glance

- 2025 Revenues and Expenditures
- Expenditures by Fund
- Expenditures by Policy Goal Area
- Pass-Through Funds
- Long-Term Contingency Fund
- Staffing Trends

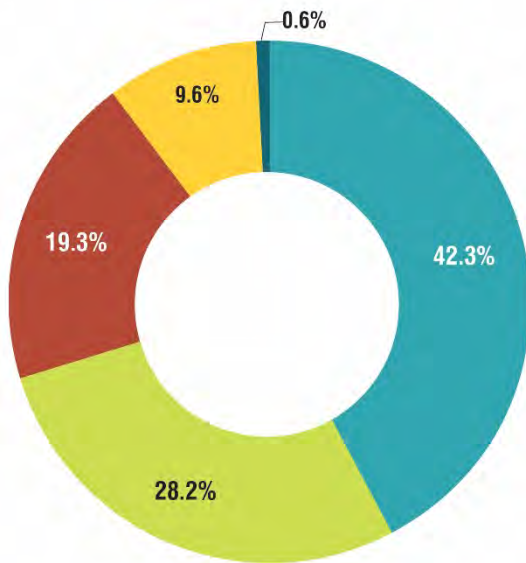
BUDGET AT-A-GLANCE — AGENCYWIDE



2025 REVENUES

- Federal and State Funds — \$72,773,756
- Other Local Funds — \$13,915,243
- Indirect Allocation to Clearing Fund — \$13,067,432
- Contributed Services — \$11,302,309
- Private Funds — \$4,264,467
- Fees for Services — \$2,104,344
- Local Dues and Fees — \$1,383,796
- Transfers from Other Funds — \$738,039
- Investment Income and Other Financing Sources — \$424,161

TOTAL — \$119,973,547










2025 EXPENDITURES

- Contractual Services — \$49,682,423
- Personnel* — \$33,149,006
- Direct Program Expenses — \$22,627,110
- Contributed Services — \$11,302,309
- Transfer to Other Funds — \$738,039

TOTAL — \$117,498,887

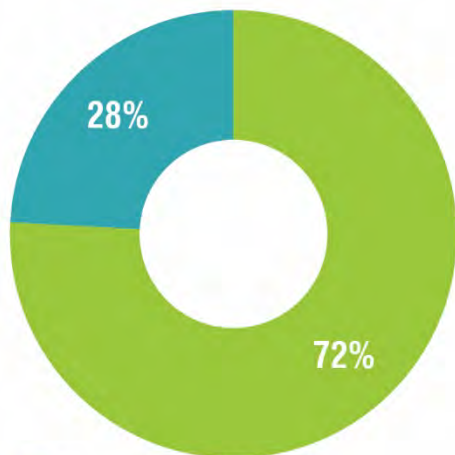
*Personnel includes salaries, indirect, fringe and rent. The Indirect Allocation to the Clearing Fund, shown as a revenue above, offsets indirect expenses included in Personnel. Note: Overall annual revenues and expenses often differ due to fluctuations in fund balances.

EXPENDITURES BY FUND CATEGORY	ACTUAL 2023	APPROVED 2024	REVISED 2024	BUDGETED 2025
General Fund	\$1,503,538	\$1,692,589	\$1,768,231	\$1,285,235
Special Revenue Fund	77,347,981	112,968,760	102,853,804	97,822,815
Enterprise Fund	1,957,515	1,848,601	1,699,260	1,606,030
911 Capital Fund	1,437,060	1,688,984	1,627,500	1,475,000
Indirect and Clearing Fund	13,069,829	14,816,187	14,614,881	15,309,807
Total Expenditures (Cash)	95,315,923	133,015,121	122,563,676	117,498,887
Less Contributed Services	(6,662,398)	(11,464,210)	(10,602,995)	(11,302,309)
NET EXPENDITURES	\$88,653,525	\$121,550,911	\$111,960,681	\$106,196,578

EXPENDITURES BY POLICY GOAL AREA	Approved 2024	Revised 2024	Budgeted 2025
 EFFICIENT TRANSPORTATION AND QUALITY PLACES	\$24,464,159	\$19,594,996	\$16,495,589
 HEALTHY ENVIRONMENT	6,185,419	4,747,352	5,751,553
 COMPETITIVE ECONOMY	146,265	151,165	99,633
 EFFECTIVE LOCAL GOVERNMENT	3,513,301	3,055,094	3,738,285
 SAFE AND SECURE COMMUNITIES	15,985,914	15,461,904	16,161,341
 THRIVING OLDER ADULTS AND COMMUNITIES	24,422,732	22,646,092	16,704,139
 QUALITY EARLY LEARNING	45,745,390	44,684,598	45,857,641

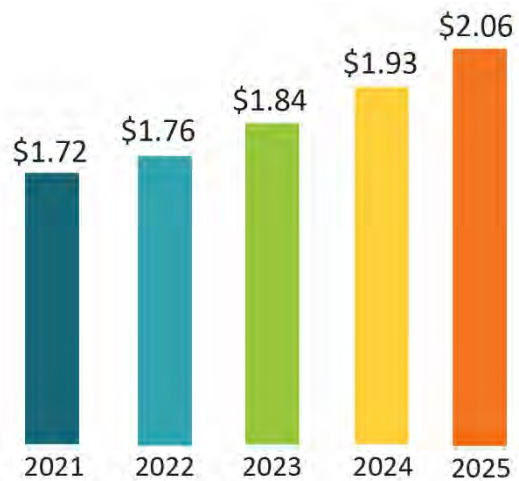
PASS-THROUGH FUNDS

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



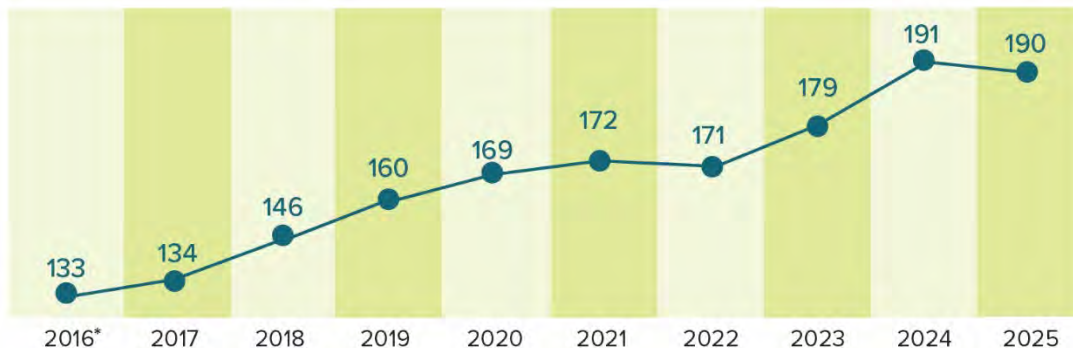
- Pass-Through Funds
- MARC Coordination Services

LONG-TERM CONTINGENCY FUND



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

STAFFING TRENDS (full- and part-time employees)



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

MARC

Photo Courtesy:
Brian Spano, City of Blue Springs, MO



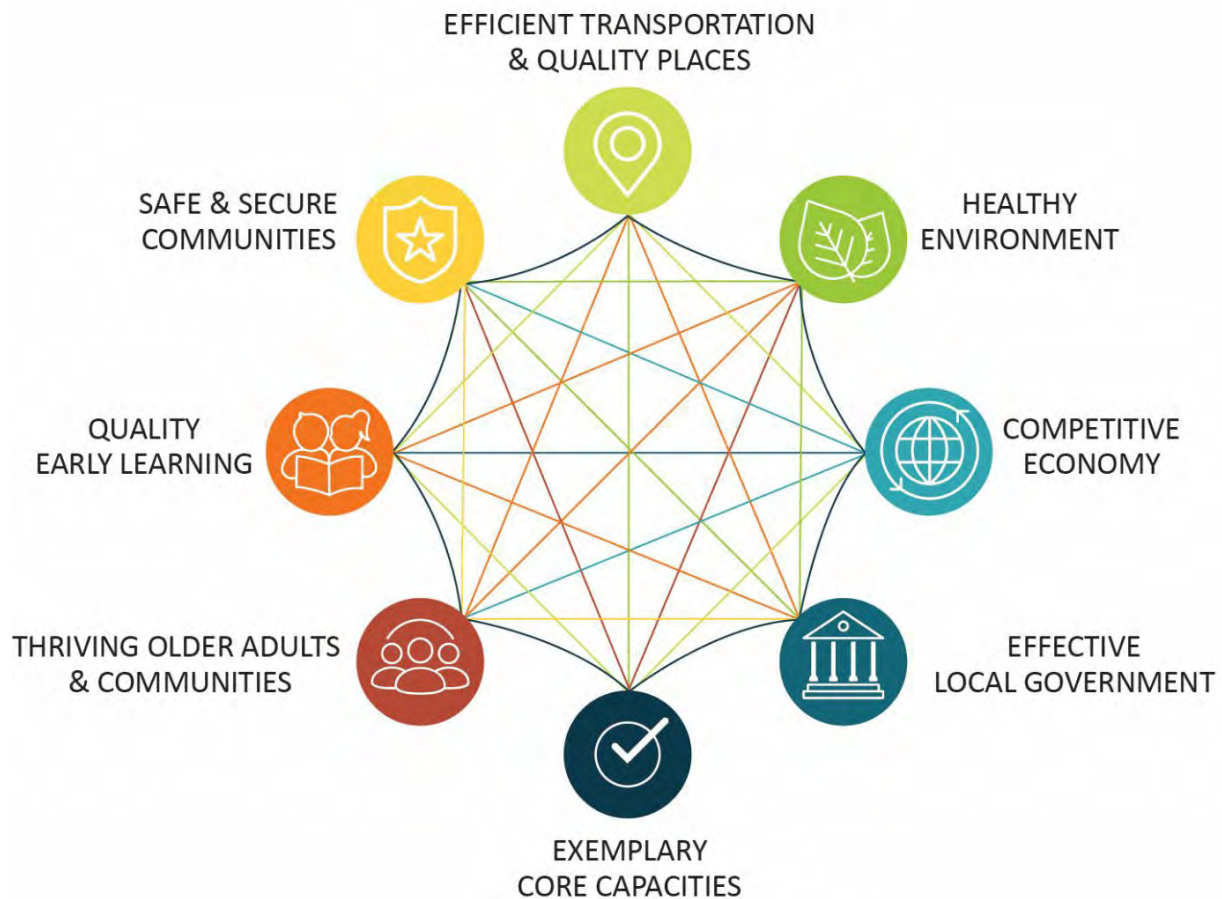
Policy Goals and Work Plan

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

INTRODUCTION

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

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



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

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

With input from our many stakeholders, we continually evaluate our existing programs and initiatives, looking for ways to increase our impact in achieving our regional vision. In addition to programmatic changes, we also continually evaluate internal organizational structure, competencies and practices. Organizational goals for 2025 were modified from 2024, as we continue to be agile and make changes that will enable us to best accomplish our work.

The work outlined for 2025 has been thoughtfully designed to reflect our key priorities of fostering and managing new initiatives, supporting and leading key civic partnerships and strengthening our organizational capacity — ensuring that our work has the most positive impact possible on the region in the face of current challenges: continued political division, inflation, workforce availability, fluid federal and state budgets and a heightened need for attention to racial equity and inclusion.

This work plan narrative is not intended to be a comprehensive list of all of MARC's work. It highlights key accomplishments from 2024, describes priority focus areas for 2025 that are advancing our regional vision and outlines ongoing programs that will require significant investment of time and other resources.

PERFORMANCE MEASURES

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

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

This is the fourth year of identified performance measures. Some measures are biannual so will not show data every year.

Performance Measures by Policy Goal Area



EFFICIENT TRANSPORTATION AND QUALITY PLACES

Program: Operation Green Light
Measure: Traffic Signal Controller Network Up-Time
2023 Actual: 90%
2024 Target: 91%
2024 Projected: 90%
2025 Target: 100%

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

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

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

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

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

2024 Target: 95%
2024 Actual: 97%
2026 Target: 95%

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



HEALTHY ENVIRONMENT

Program: Water Quality Policy and Planning
Measure: Percent of transportation projects funded that include green infrastructure components
2024 Target: 75%
2024 Actual: 68%
2026 Target: 75%
Explanation: Green infrastructure is fundamental to complete streets. It conserves water quality, makes streets more walkable, reduces heat islands, creates habitat and adds beauty to the community.



COMPETITIVE ECONOMY



EFFECTIVE LOCAL GOVERNMENT

Program: Government Training Institute
Measure: Earned revenue from custom training and consulting services
2023 Actual: \$225,394
2024 Target: \$250,000
2024 Projected: \$170,000
2025 Target: \$180,000
Explanation: GTI’s goal is to provide high quality trainings, event planning and consulting services that directly address local government needs. GTI offers discounted rates for these services to GTI members. GTI is offering more custom trainings and right-sizing its open enrollment program to be more responsive to customer needs. Monitoring earned revenues ensures that GTI is covering its costs while preserving the affordability of its services.



SAFE AND SECURE COMMUNITIES

Program: Public Safety Communications: 911 Coordination
Measure: Number of Public Safety Answering Point (PSAP) personnel trained on core competencies
2023 Actual: 163 PSAP personnel per quarter
2024 Target: 215 PSAP personnel per quarter
2024 Projected: 200 PSAP personnel per quarter
2025 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
2023 Actual: Added 89 enrollments
2024 Target: Add 360 new clients
2024 Projected: Add 96 enrollments
2025 Target: Add 50 enrollments

Explanation: The goal of MARC’s Aging and Adult Services is to ensure access to information, supportive and supplemental services, and resources to empower the region’s older adults to live and thrive in their communities through the power of choice. The consumer-directed approach allows individuals to identify and select their own service providers. Identification of the trajectory of client needs and outcomes is achieved by using valid and reliable instruments, and predictive analytics.



QUALITY EARLY LEARNING

Program: Head Start/Early Head Start
Measure: Elevating parent voice through parent engagement
2023 Actual: 72 staff, community and parent trained, 644 participants in the Parent Café
2024 Target: 65 staff, community and parents trained, 400 participants in the Parent Café
2024 Projected: 85 staff, community and parents trained, 680 participants in the Parent Café
2025 Target: 100 staff, community and parents trained, 700 participants in the Parent Café
Explanation: Parent engagement is critical to success of the Head Start program.

Program: Head Start/Early Head Start
Measure: Implementation of a telehealth, mobile clinics and school-based well-check visits
2023 Actual: 225 well-child visits completed
2024 Target: 400 well-child visits
2024 Projected: 400 well-child visits
2025 Target: 420 well-child visits
Explanation: Head Start children will have greater access to well-child visits through the use of telehealth, mobile medical clinics and school-based access, including clinics located in Excelsior Springs Early Childhood Center and Emmanuel Family and Child Development Center. This will result in an improvement in the children's overall health.

Program: Early Learning
Measure: Percentage of Early Learning programs participating in the Early Learning Program Profile that will implement and achieve at least one quality enhancement goal
2023 Actual: 78%
2024 Target: 87%
2024 Projected: 82%
2025 Target: 85%
Explanation: Implementation of quality enhancement measures will support the growth of teachers and improve the experience of young children enrolled in the program. High quality early learning programs prepare children for kindergarten and beyond by developing both cognitive and social-emotional skills.



CORE COMPETENCIES

Program: Financial and Grants Management

Measure: Percentage of operating costs held in reserves

2023 Actual: 10.03%

2024 Target: 9.60%

2024 Projected: 9.06%

2025 Target: 9.47%

Explanation: MARC's policy is to establish a long-term contingency fund that holds an amount equal to 12% of annual operating costs to protect the agency from risk by having a reserve of funds in place that can be drawn on for specific purposes. The funding available to build this reserve is from the unrestricted ending balance in the General Fund.

EFFICIENT TRANSPORTATION AND QUALITY PLACES



MARC's Role:

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

2025 Budget in Brief

REVENUES

Federal and State Funds	\$13,207,711
Other Local Funds	2,905,463
Transfer from Other Funds	108,090
Contributed Services	1,504,935

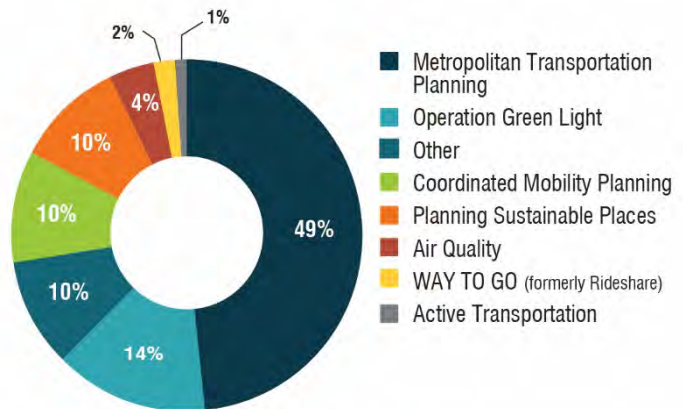
Total Revenues \$17,726,199

EXPENDITURES

Direct Program Expenditures	\$346,603
Contractual Services	8,245,420
Contributed Services	1,504,935
Transfer to Other Funds	108,090
Personnel*	6,290,541

Total Expenditures \$16,495,589

2025 Expenditures by Program



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

Key Accomplishments for 2024

Active Transportation — Published an updated KC Regional Trails and Bikeway Map. Scoped out tasks for second phase of the Compete Streets Network Assessment.

Climate Action — Initiated the Transportation Resilience Study. Completed the Regional EV Readiness Plan. Concluded analysis of land use and transportation scenarios for the Connected KC 2050 update.

Connected KC 2050 Update — Evaluated and prioritized over 500 transportation project submittals. Conducted a financial capacity analysis. Updated the policy framework. Solicited input.

Corridor Planning — Initiated phase one of planning for the Bi-State Sustainable Reinvestment Corridor.

Equitable Practices – Updated the agency’s disadvantaged business enterprise (DBE) goal for 2025-2028. Conducted an initial environmental analysis of Connected KC 2050 for the update.

Freight Planning and Transportation – Initiated outreach and data collection for the Freight Planning and Transportation Strategic Plan in coordination with KC Rising and other partners.

Regional Preventative Maintenance Program – Completed construction and inspection of pavement mill and overlay projects in Missouri communities totaling \$5.8 million through federal pandemic relief funds.

Metropolitan Planning Organization (MPO) Expansion – Integrated Ray County into transportation planning processes, including the Transportation Improvement Program (TIP), Connected KC 2050 planning and travel models.

Operation Green Light — Advanced grant program to pilot arterial performance measures. Bid and completed construction of a Missouri project for 16 CCTVs and 59 traffic signal controllers. Supported a carbon reduction program in Mission, Kansas.

Performance Management — Set and adopted targets. Advanced the 2024 performance measures report. Continued gathering data towards tracking system performance and congestion in the region.

Planning Sustainable Places — Launched and awarded \$1.44 million in federal funds for 2025 projects and began procurement; 17 projects selected for awards. Explored site visit opportunities across the region.

WAY TO GO — Promoted the new WAY TO GO website, app and services. Developed a partnership with KC Current for ride-matching. Convened the Mobility KC Partnership about job transportation issues.

Public Participation — Updated the residents' Guide to Transportation Decision Making.

Transit Planning — Completed and supported implementation of the Kansas City International Airport Public Transit Services Action Plan. Completed the Peer Regions Transit Report. Initiated an update of the Coordinated Public Transit Human Services Transportation Plan. Assisted in World Cup planning.

Transportation Investments — Solicited applications, evaluated submissions with committees and approved funding recommendations for approximately \$150 million in projects.

Modeling Capacity — Prepared and supported the Connected KC 2050 update. Conducted scenario modeling analysis for MTP and other transportation planning projects. Expanded modeling capabilities.

Transportation Safety — Received a \$400,000 USDOT Safe Streets and Roads for All grant and began update to the Destination Safe Transportation Safety Plan. Updated safety targets.

Priority focus areas for 2025

Active Transportation — Finalize the Complete Streets Network Assessment, expand the network, refresh data and integrate land use considerations. Collect data for the 2026 KC Regional Trails and Bikeway Map.

Centers and Corridors — Explore integrating economic indices into planning. Conduct outreach regarding activity centers in developing the centers and corridors strategy in the Metropolitan Transportation Plan.

Climate Action — Complete the Transportation Resilience Study. Develop a performance target for greenhouse gas emissions.

Connected KC 2050 Update — Draft and adopt the update. Use the plan to inform other planning work and guide investments in the TIP.

Corridor Planning — Complete phase one of the Bi-state Sustainable Reinvestment Corridor; initiate design and engineering of zero-emission transportation alternatives for the corridor.

Equitable Practices — Update Title VI English proficiency. Conduct an environmental analysis for the TIP.

Freight Planning and Transportation — Complete the Freight Planning and Transportation Strategic Plan.

MPO Expansion — Integrate Ray County, Missouri, into key planning products.

Operation Green Light — Implement advanced regional traffic signal system software enhancements. Support World Cup transportation planning. Advance a project for arterial performance measures.

Performance Management — Complete the 2024 systems performance measures report.

Planning Sustainable Places — Administer 17 PSP projects across the region.

WAY TO GO — Promote the WAY TO GO website, app and services. Continue a partnership with KC Current for ride-matching. Manage the Green Commute Challenge. Support World Cup transportation planning.

Transit Planning — Update the Smart Moves Plan. Complete the Coordinated Public Transit Human Services Transportation Plan. Support local and regional transit studies.

Transportation Investments — Develop the 2026-30 TIP. Update the call for projects selection process.

Modeling Capacity — Support TIP and environmental justice analysis. Begin work toward developing a next generation travel model. Procure a consultant to support work. Support the Connected KC 2050 update.

Transportation Safety — Implement the Safe Streets and Roads for All project. Develop recommendations for safety and equity scoring, a vulnerable road user assessment and a crash data dashboard.

Ongoing activities

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

Equitable Practices — Monitor DBE goals. Participate on the Missouri certification committee for DBE activities and goal setting.

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

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

WAY TO GO — Support and expand transportation options. Work with partners to develop new transportation connections to employment centers. Hold the annual Green Commute Challenge.

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

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

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

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

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

Transportation Operations — Work with partners to respond to traffic signal operations, work zone management and support transportation incident management.

TIP — Maintain the region's inventory of federally funded and significant transportation projects.

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

Lead Committees

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

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

Staff Contacts

Ron Achelpohl, Director of Transportation and Environment

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

Ray Webb, Director of Traffic Operations

HEALTHY ENVIRONMENT



MARC's Role:

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

2025 Budget in Brief

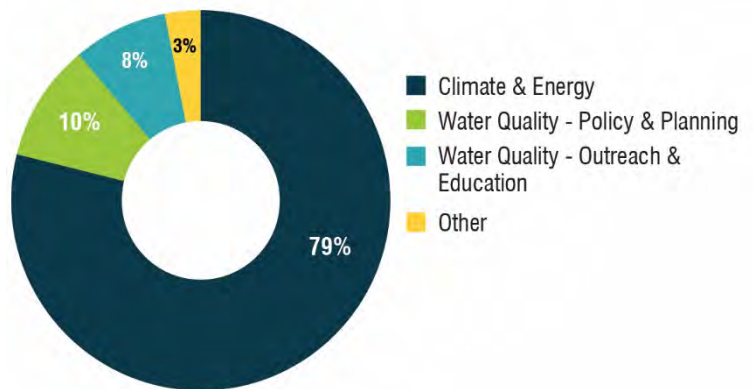
REVENUES

Federal & State Funds	\$4,167,540
Private Funds	1,136,108
Other Local Funds	390,894
Contributed Services	57,011
Total Revenues	\$5,751,553

EXPENDITURES

Direct Program Expenditures	\$3,983,500
Contractual Services	707,926
Personnel*	1,003,116
Contributed Services	57,011
Total Expenditures	\$5,751,553

2025 Expenditures by Program



*Personnel includes salaries, indirect, fringe and rent.

Key accomplishments for 2024

Climate Action — Completed a priority climate action plan; approved by MARC Board of Directors and submitted to the U.S. Environmental Protection Agency. Launched a four-year, \$3 million heat island reduction program. Developed performance metrics and evaluation framework for the Kansas City Regional Climate Action Plan. Advanced an update to the greenhouse gas inventory and climate risk and vulnerability assessment to support the 2025 Comprehensive Climate Action Plan. Began implementation of a regional climate communications plan. Evaluated and awarded projects for a second round of carbon reduction funding. Through the Climate Pollution Reduction Grant application, built new partnerships and created a project pipeline to support federal grants submitted by local organizations. Held a Regional Resilience Success Stories event and pitch competition. Continued a multiyear study of the resilience of the region's transportation system. Supported partner organizations in completing an Electric Vehicle Readiness Plan.

Regional Building Energy Exchange — Launched education events for architects and engineers to support implementation of the 2021 energy code. Developed events and resources around IRA rebates and tax incentives. Cultivated relationships with Greenhouse Gas Reduction Fund awardees. Established BE-Ex KC's Community Classroom to provide technical and financial assistance. Began implementing a \$4.7 million federal grant to assist nonprofit organizations in identifying and completing energy conservation upgrades at their facilities; selected 25-30 nonprofits to receive funding. Developed resources and events for decision-makers to broaden energy efficiency adoption and solar offerings.

Air Quality — Began updating the Clean Air Action Plan and adding it to the Kansas City Regional Climate Action Plan. Expanded the number of community sensors in the region. Initiated a mass notification study. Evaluated an update to AirQKC.org.

Green Infrastructure — Advanced an environmental justice grant to develop a community resilience toolkit and funding pipeline. Included provisions to encourage practical application of green streets in the Complete Streets Policy. Launched the Mid-America GSI Certification, a green infrastructure maintenance and certification training program, with local governments and landscape contractors. Worked with community partners to begin a \$5 million federal grant program to restore portions of the Blue River watershed.

Water Quality — Completed an initial draft of the regional stormwater engineering standards. Continued implementation of the Little Blue River Watershed Feasibility Study. Supported Plogtober; offered a new data tracking tool for cleanup participants. Helped plan a conference about watershed protection. Began planning the 2025 regional stormwater conference.

Solid Waste — Launched a regional effort to produce a comprehensive solid waste management plan. Initiated discussions about the circular economy, including initiatives in preparation for the World Cup. Completed a study to estimate the capacity of landfills that receive waste from the metro area. Worked with the Missouri Product Stewardship Council to support a statewide bill for product stewardship to recover paint waste and formed a new workgroup on tires. Funded 13 grant projects for local organizations, totaling \$800,000. Held 11 household hazardous waste mobile collection events. Launched a newsletter for the Solid Waste Management Council.

Brownfields Assessments — Held a call for projects; identified eight commercial and industrial properties in Kansas City, Kansas; Jackson County; and Kansas City, Missouri. Drafted 16 assessments and cleanup plans. Completed remedial action plans for three pilot sites, allowing the properties to be developed. Supported a resource roadmap for developers interested in developing brownfield sites.

Priority Focus Areas for 2025

Climate Action — Support the heat island reduction program. With partners, secure funds through the EPA Thriving Communities Climate and Environmental Justice-Focused Regranting Program. Complete performance metrics and an evaluation framework for the Kansas City Regional Climate Action Plan. Complete a Comprehensive Climate Action Plan. Continue climate communications plan implementation. Support an assessment of the region's transportation system resilience. Develop resources for the regional electric vehicle plan. Support World Cup planning efforts.

Regional Building Energy Exchange — Support architects, engineers and affordable housing providers in meeting Kansas City, Missouri, energy code requirements. Redesign BE-Ex KC's website. Initiate construction and complete most energy efficiency projects for the Renew America's Nonprofits grant. Offer education events to support building code adoption. Support Kansas City, Missouri, in implementing a federal \$9 million building performance standard grant. Collaborate with partners to implement Solar for All grants.

Air Quality — Update the Clean Air Action Plan; add to the Kansas City Regional Climate Action Plan. Activate additional community sensors. Coordinate planning with state and federal agencies to ensure compliance with the Clear Air Act. Continue the mass notification study. Plan a desktop exercise to prepare for an excessive heat event. Launch redesigned website.

Green Infrastructure — Develop 16 hours of in-person and virtual training focused on maintenance, installation and inspection as part of the Mid-America GSI Certification. Provide trainings about neighborhood greening and riparian restoration.

Water Quality — Finalize and seek approval of the updated regional stormwater engineering standards. Offer trainings to local governments, engineers and consultants. Continue development of a feasibility study for the Little Blue Watershed in partnership with the U.S. Army Corps of Engineers and seven local governments. Hold a regional stormwater conference. Evaluate a redesign of CleanWaterMetroKC.org.

Solid Waste — Complete the comprehensive solid waste management plan; hold stakeholder engagement meetings to promote key findings. Continue implementation of the food waste reduction plan. Create posters

in partnership with public health departments for display in local restaurants and grocery stores. Support World Cup planning.

Brownfields Assessments — Advance cleanup for 15 residential properties.

Ongoing Programs and Initiatives

Climate Action — Support local community climate action; align local and regional planning with state-level planning. Convene the Climate and Environment Council to foster collaborative plan implementation and guidance on regional sustainability initiatives. Integrate environmental priorities into regional plans and programs. Issue a climate action newsletter in partnership with Climate Action KC. Respond to media, resident and partner inquiries. Plan and hold a Regional Resilience Success Stories event.

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

Air Quality — Implement the region’s Clean Air Action Plan, including strategies related to transportation connectivity, technology and public engagement. Integrate air quality, climate resilience, land use and transportation strategies. Continue public education and media outreach around air quality issues, including Ozone Action Alerts. Respond to the new federal particulate matter standard.

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

Solid Waste — Work with Solid Waste Management District member communities to host mobile household hazardous waste collection events in five Missouri counties. Maintain and promote RecycleSpot.org and KCFoodWise.org. Work with partners to reduce illegal dumping.

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

Outreach, Education and Engagement — Conduct annual outreach and education campaigns for air quality, water quality, green infrastructure and recycling. Support workshops, training and conferences through the Academy for Sustainable Communities. Engage residents and stakeholders in sustainability and resiliency efforts.

Lead Policy Committees

Air Quality Forum — Vacant

Air Quality Public Education Committee — Vacant chair

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

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

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

Staff Contacts

Tom Jacobs, Chief Resilience Officer and Environmental Programs Director

Diana Bryant, Solid Waste Management Program Manager

Karen Clawson, Air and Climate Programs Manager

Ashley Sadowski, Executive Director of Building Energy Exchange

COMPETITIVE ECONOMY



MARC's Role:

Work with regional partners to enhance the performance of the metropolitan economy and expand inclusive economic opportunity, produce data and analysis for the region's economic progress, convene economic and workforce development stakeholders, and maintain the region's economic development district.

2025 Budget in Brief

REVENUES

Federal & State Funds	\$69,633
Contributed Services	30,000

Total Revenues **\$99,633**

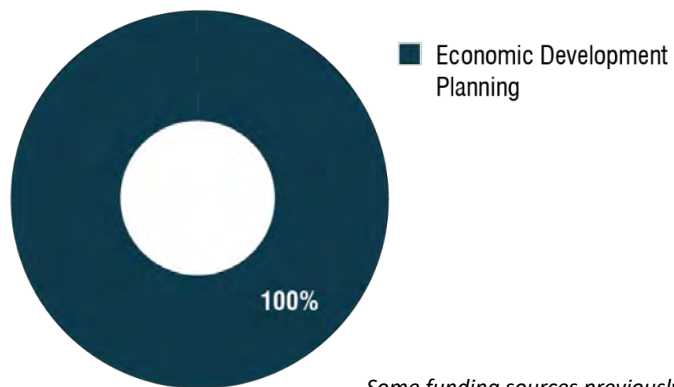
EXPENDITURES

Contributed Services	\$30,000
Personnel*	68,133
Direct Program Expenditures	1,500

Total Expenditures **\$99,633**

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

2025 Expenditures by Program



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

Key Accomplishments for 2024

Workforce Development – Began work on an industry analysis with a focus on transportation workforce and skilled trades. Produced monthly workforce indicators summaries comparing the Kansas City region's economy to peer metros. Convened the Regional Workforce Intelligence Network (RWIN) quarterly.

Equity Analysis – Continued to examine the impacts of equity on regional projects, policies and investments. Worked to migrate the Economic Equity Value Atlas (EEVA) into existing publicly available tools to simplify and broaden access to equity analysis.

Census Data — Created two digital tools to allow for easier access to census data. Stayed informed on planning for the 2030 Census.

KC Rising — Participated in action teams to aid in the development of strategies and metrics for evaluating impact. Continued to provide data and analysis to more clearly communicate the underlying reasons for the region's economic performance relative to benchmark metros. Contributed to the updates of both pillar metrics and Horizon Goal metrics. Supported KC Rising in implementing metrics through mySidewalk.

Digital Equity — Met with community partners to identify how to address digital equity needs. Assisted a new support organization, DEPO-KC, to form and assist local organizations seeking federal and state funds.

Workforce Data Hub — Gathered and provided data through the Workforce Data Hub. Improved the quality of data visualizations and automated data display to best highlight current information. Began preparing deeper analytics on workforce issues, especially those that relate to improving the region's economic competitiveness.

Economic Development — Completed a new 2024 Comprehensive Economic Development Strategy (CEDS) Plan, with support from the RWIN Strategy Committee; sought community input and secured adoption of the plan in September 2024 by the MARC Board of Directors. Continued to provide data and analytics about the state of the workforce. Completed an economic impact analysis for the Johnson County Education Research Triangle. Supported the region’s effort to seek the federal Tech Hub designation and apply for up to \$75 million to advance KC BioHub from Tech Hub designation to implementation.

Economic Research — As part of ongoing efforts to position several critical areas of MARC for the future, launched the Office of Economic Research to lead research, develop internal and external partnerships, and produce products to advance understanding and performance of the regional economy and workforce.

Key Areas of Focus for 2025

Economic Research — Develop regional partnerships to support the economic forecast. Translate demographic shifts and economic trends in the long-range forecasts into descriptions of broader community impacts and implications.

Workforce Development — Complete a workforce analysis on the transportation workforce and skilled trades. Develop a new workforce research agenda.

KC Rising — Serve as liaison to the Civic Council of Greater Kansas City’s KC Investment Playbook for the region, which identified projects with potential to advance prosperity; projects range from the KC BioHub as a Tech Hub, recycling critical minerals from batteries as part of the electric vehicle ecosystem, to hiring retirees as community college instructors. Provide data and analytical support to these projects as needed. Update KC Rising’s metrics to better align to these initiatives.

Equity Analysis — Prepare data and analysis related to environmental justice as part of the Connected KC 2050 long-range transportation plan update to identify who benefits from transportation investments and the extent to which there are disparate impacts by race, ethnicity and income. Work to embed equity analysis into existing MARC data tools.

Digital Equity — Continue to support regional digital equity efforts through updated data and analysis.

Economic Development — Implement and maintain the CEDS plan. Support the region’s Economic Development District. Continue to support significant regional and statewide economic initiatives, including the BioTech Hub.

Ongoing Programs and Initiatives

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

Workforce Data Hub — Continue to maintain and improve the data sets provided through the Workforce Data Hub.

Census Data — Monitor planning efforts for the 2030 Census. Analyze census data regarding population diversity. Track trends in income, poverty, educational attainment and housing costs. Distribute county profiles and share regional data.

Economic Development — Use the updated CEDS plan to support economic development strategies to implement the KC Investment Playbook while continuing to focus on equity, economic and climate resiliency, and best practices for infrastructure and energy conservation.

Economic Forecasts — Complete regional economic forecasts with projections of employment growth and gross domestic product for the region compared to the U.S.

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

Lead Committee

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

Staff Contacts

Frank Lenk, Director, Office of Economic Research

Amanda Graor, Director of Data and Digital Services and Chief Innovation Officer

Lisa Danbury, Small Cities Program Manager

Jay Heermann, Data Services Manager

Sara Hintze, Digital Services Manager

Alex Morgan, Workforce Program Manager

EFFECTIVE LOCAL GOVERNMENT



MARC's Role:

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

2025 Budget in Brief

REVENUES

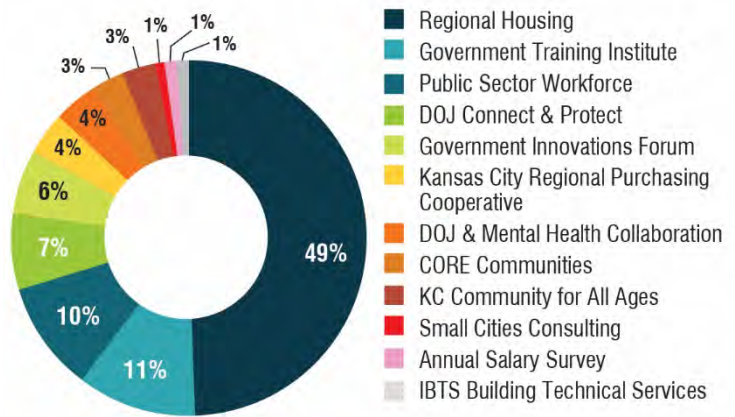
Federal & State Funds	\$522,091
Private Funds	2,227,256
Other Local Funds	61,200
Local Dues & Fees	290,613
Fees for Services	514,683
Contributed Services	113,591
Total Revenues	\$3,729,434

EXPENDITURES

Direct Program Expenditures	\$405,106
Contractual Services	1,826,151
Personnel	1,393,437
Contributed Services	113,591
Total Expenditures	\$3,738,285

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

2025 Expenditures by Program



Key Accomplishments for 2024

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

- Administering a grant to support 988/mobile crisis response partnerships and services, and implementing an education plan to deliver information about 988 and mobile crisis response to the public. Convening law enforcement, fire and EMS to identify ways to implement programs that divert behavioral health calls to 988.
- Expanding the mental health co-responder program to five cities in Eastern Jackson County.
- Advancing a program through the Department of Justice to provide funds for the Kansas City, Missouri, Police Department and Independence Police Department to purchase automated license plate readers.
- Offering a year-long supervisor training through the Government Training Institute (GTI) for five cities in Eastern Jackson County; over 100 supervisors attended one or more courses.
- Convening city managers in Eastern Jackson County to discuss and collaborate on shared services initiatives.

Outreach — Increased MARC staff representation at State of the City and State of the County presentations. Offered effective leadership training to 35 local elected officials. Celebrated #CityHallSelfie Day by completing a heart-shaped route around the region. Convened local officials to coordinate and plan for the World Cup.

Housing — Established regional goals with the Regional Housing Partnership (RHP) Strategy Committee. Began implementing the CLT Business Plan. Completed a Regional Housing Fund Business Plan. Established an advisory group for KCHousingLocator.com. Completed a homeownership ecosystem analysis. Finished a developer needs assessment. Assisted regional efforts to support people experiencing homelessness. Shared research, data and visualizations about single-family investor ownership patterns, under-developing housing and short-term rentals. Housing data hub recognized at the 2024 ESRI Users Conference for Special Achievement in GIS.

GTI — Increased focus on delivering targeted trainings to specific audiences, including leadership training for managers in public works roles, elected officials and administrative professionals. Conducted market research to understand the training needs of partners and the region. Continued delivery of custom consulting contracts, such as priority-setting facilitation for Lee’s Summit and a data academy for ArtsKC. Expanded event management support for internal programs, as well as training delivery. Provided administrative and logistical support for meetings and trainings.

Aerial Imagery — Contracted with vendor on flight. Delivered imagery to regional participants.

Small Cities Program — Supported projects to provide administrative, planning and information resources to Camden Point, Excelsior Springs, Harrisonville, Henrietta and Wood Heights in Missouri. Provided technical assistance to small communities, including Baldwin Park, Creighton, Crystal Lakes, Levasy, Orrick and Ray County in Missouri. Conducted outreach.

Public Sector Workforce — Continued supporting the public sector workforce pipeline by implementing a two-year, \$750,000 grant to connect local government employers with nonprofit jobs training programs. Launched a pilot program for “hard-to-fill jobs” to support local governments. Established and advanced new priorities for the Government-to-University (G2U) initiative. Launched a G2U research subcommittee focusing on awareness of local government work among high school students. Promoted and expanded KCMetroGovJobs.com, a jobs board for local government careers.

Priority Focus Areas for 2025

Shared Services — Implement the automated license reader program. Continue ongoing administration of 988/mobile crisis response partnerships. Convene law enforcement. Continue the mental health co-responder program.

Outreach — Continue offering elected officials training. Participate in #CityHallSelfie Day. Support World Cup planning and coordination.

Housing — Build out leadership and engagement strategies around established goals. Continue to implement the CLT Business Plan. Establish a pilot and workgroup for the Regional Housing Fund. Work on pilot projects established in the developer needs assessment. Partner with communities on reviewing land use, development, zoning and building codes, and processes. Convene communities around homelessness. Issue a State of Housing report.

GTI — Expand event management support. Continue to support training for MARC departments. Use market research to advance GTI and promote services to audiences.

Aerial Imagery — Manage contract for imagery capture and subsequent distribution to regional participants. Issue RFP and select vendor for 2025 flight.

Small Cities Program — Support projects to provide administrative, planning and information resources.

Public Sector Workforce — Continue work on pilot projects to connect governments with local talent. Build on the work of the Government to University (G2U) Coalition to create greater awareness of and interest in the public sector for students. Develop additional programming to create a regional pipeline of talent for the public sector.

Ongoing Programs and Initiatives

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

Housing — Continue to produce quality data analysis and tools to explore regional housing issues. Maintain and promote online tools. Present to local communities and organizations. Highlight the RHP’s work through newsletters and online articles.

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

Managers Roundtable — Convene regular meetings of city and county managers. Engage members to plan relevant presentations. Implement recommendations from best practice research to increase manager engagement in regional policy matters. Coordinate the Metro Managers Mentor Program.

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

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

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.

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

Lead Committees

First Suburbs Coalition — Co-Chairs Aldermen Theresa Garza, Raytown, Missouri, and Ian Graves, Prairie Village

Government-to-University Steering Committee — Co-Chairs Susan Sherman, Olathe, Kansas, and Davlon Miller, UMKC

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

Housing Locator Advisory Committee — TBA

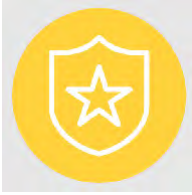
Staff Contacts

Katie Killen, Housing Program Manager

Julie Phillips, Shared Services Program Director

Alex Morgan, Workforce Program Manager

SAFE AND SECURE COMMUNITIES



MARC's Role:

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

2025 Budget in Brief

REVENUES

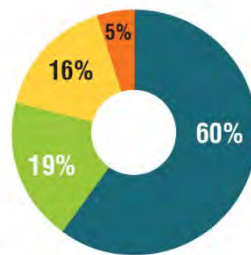
Federal & State Funds	\$4,527,595
Private Funds	130,000
Other Local funds	10,557,686
Local Dues & Fees	455,883
Transfer from Other Funds	446,613
Contributed Services	45,343
Total Revenues	\$16,163,120

EXPENDITURES

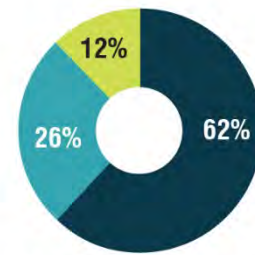
Direct Program Expenditures	\$6,508,690
Contractual Services	4,830,047
Personnel*	4,330,648
Transfer to Other Funds	446,613
Contributed Services	45,343
Total Expenditures	\$16,161,341

*Personnel includes salaries, indirect, fringe and rent.

2025 Expenditures by Program



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



- Public Safety Communications**
- 911 Coordination
 - 911 Regional Network
 - 911 Capital Projects

Key Accomplishments for 2024

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

- Conducted a multiyear strategic planning process and updated the region's approach to focus on enhancing a culture of preparedness, evaluating and continuously improving capabilities, securing and administering financial resources, and gathering and sharing information.
- Developed and delivered nearly 100 local exercises and trainings to help regional agencies prevent, protect, mitigate, respond and recover from all threats.
- Developed and piloted a "planning special events" workshop for jurisdictions in the region and shared materials with partners.
- Coordinated police, fire and EMS support from neighboring jurisdictions to protect public safety at the NFL Draft and Super Bowl parade.
- Offered web-based trainings related to suspicious activity, protective action and "how to help" for special event organizers and volunteers.
- Implemented a regional resource-sharing agreement as a tool to assist jurisdictions in quickly seeking assistance from each other, including across state lines. The agreement also can be used to deploy resources for emergency planning exercises.

- Expanded the use of the web-based “hostile event integrated response team training” for law enforcement, fire and EMS.
- Supported the RHSCC Cybersecurity Committee in designing and conducting a tabletop exercise. Continued to promote the value of the NCSR assessment and evaluating results.

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

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

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

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

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

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

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

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

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

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

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

Outreach — Held an in-person Telecommunicators Appreciation Celebration event in spring.

Interoperable Communications – Held four regional trainings sponsored by Cybersecurity & Infrastructure Security Agency (CISA), expedited due to the NFL Draft and in preparation for the World

Cup. The offerings were for communications unit leader, communications technician, incident communications manager and incident tactical dispatch.

Priority Focus Areas for 2025

RHSCC — Continue efforts to support the region through:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Ongoing Programs and Initiatives

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

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

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

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

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

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

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

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

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

911 Training — Offer courses to ensure state-level minimum training guidelines are met. Partner with the State of Missouri 911 Service Board to take advantage of savings for Virtual Academy licenses. Offer mental

health resilience training for regional dispatchers. Train roving peer support members for command-level and dispatcher teams. Continue sharing weekly training tips with dispatchers and supervisors.

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

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

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

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

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

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

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

Lead Policy Committees

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

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

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

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

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

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

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

Staff Contacts

Erin Lynch, Homeland Security and Emergency Services Program Director

Eric Winebrenner, Public Safety Communications Program Director

Marlene Nagel, Director of Community Development

THRIVING OLDER ADULTS AND COMMUNITIES



MARC's Role:

Empower our region's vulnerable residents, including older adults, underserved communities and community-based organizations, by increasing equitable access to opportunities and resources that support independence, healthy living and engagement for all residents.

2025 Budget in Brief

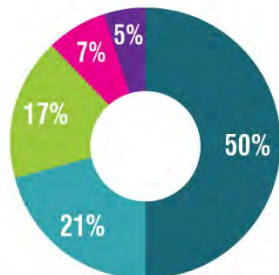
REVENUES

Federal & State Funds	\$13,277,613
Private Funds	286,319
Local Dues & Fees	84,716
Fees for Services	1,527,071
Transfer from Other Funds	103,336
Contributed Services	1,294,284
Total Revenues	\$16,573,339

EXPENDITURES

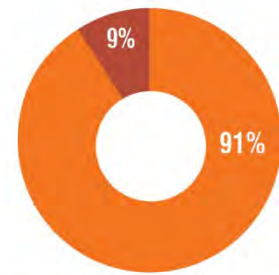
Direct Program Expenditures	\$8,970,390
Contractual Services	2,418,413
Personnel	3,917,716
Transfer to Other Funds	103,336
Contributed Services	1,294,284
Total Expenditures	\$16,704,139

2025 Expenditures by Program



Aging and Adult Services

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



Healthy Communities

- Nutrition Insecurity
- Health Care & Public Health

*Personnel includes salaries, indirect, fringe and rent.

Key Accomplishments in 2024

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

- KC Communities for All Ages: Updating promotional materials; preparing a tool kit. Holding three workshops. Recognizing three communities for age-friendly initiatives. Launching a mobility services audit.
- Expanding the Give 5 program from one to three cohorts, engaging 67 participants and 50 nonprofit organizations in three series.
- Hosting the Age of Celebration health resource fair; with more than 400 attending.
- In collaboration with partners, hosting the Age Positive Conference with nearly 200 attending.
- Holding monthly Leadership In Aging Network meetings and an annual legislative event.
- Convening the Silver-Haired Legislature Committee regularly to gather feedback and plan activities.

Master Plan on Aging — Hosted a town hall with the Missouri Department of Health and Senior Services. Promoted a survey to gather input from residents. Participated in a statewide committee.

Nutrition Incentives — Supported residents and families in procuring healthy foods through:

- Double Up Food Bucks: Offering Double Up Food Bucks at 164 locations, allowing SNAP customers to access more fresh fruits and vegetables. Continued expansion. Seeking match funding and applying for a new USDA grant; received a \$2 million match from the State of Missouri.
- KC FreshRx: Completing a second cohort with 49 participants. Receiving funds to support transportation and translation. Offering a class in Spanish. Expanding referring health clinics to four locations.

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

- Nutrition: Acquiring, renovating and opening a frozen meal repack facility. Supporting enhancements for all senior centers with federal funding. Opening three new centers. Distributing six vehicles to senior centers for frozen meal delivery. Developing policy and encouraging centers to offer culturally appropriate meals.
- Consumer-directed, in-home services: Managing the home repair and modification program, which served 148 residents in 2024. Developing a resource to direct residents to other services.
- Adult protective services: Supporting a partnership to improve the health, wellness and safety of eligible adults referred to the APS hotline; model recognized at national USAging conference.

Ombudsman — Successfully transitioned 204 residents due to facility closures. Assisted 20 long-term care residents to obtain community settings of choice. Served 10,260 residents. Offered 60 trainings.

Integrated Care — Supported efforts to coordinate all aspects of health care under one system through:

- Community Support Network: Participating in a Medicaid pilot to provide health-related social services in rural areas. Receiving an U.S. Aging Center of Excellence grant. Awarding a state grant to provide support to Missouri residents diagnosed with diabetes or pre-diabetes. Adding two hospitals to a heart failure quality improvement and research initiative.
- Veteran-directed care: Partnering with new VDC vendors to help them develop their program. Transitioning financial management services to a different vendor.
- Community health workers: Delivering a career path webinar series and developed a leadership skills training series. Providing training in Spanish. Preparing a toolkit and case study.

Diversity, Equity and Inclusion (DEI) — Received a SAGECare Credential for providing an inclusive and affirming environment for LGBTQ+ older adults. Integrated sexual orientation and gender identity questions into intake and assessments. Increased access to advocacy and education for non-English speaking residents in long-term care communities.

Evidence-Based Programming — Added four community-based organizations and two evidence-based programs to the suite.

Priority Areas of Focus for 2025

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

- KC Communities for All Ages: Completing a tool kit with resources. Identifying funding sources to support and continue the program. Building a network and expand the program across the region.
- Hosting three Give 5 cohorts, expanding group volunteer projects and launching a newsletter.
- Holding monthly Leadership In Aging Network meetings and an annual legislative event.
- Convening the Silver-Haired Legislature Committee regularly to gather feedback and plan activities.

Nutrition Incentives

- Double Up Food Bucks: Identify funding opportunities to support and continue the program.
- KC FreshRx: Host a third cohort of KC Fresh Rx. Add additional translations and interpretation. Provide transportation options to nutrition education classes, grocery stores and clinics.

Older Adult Services

- Nutrition: Expand operations at the frozen meal repack facility. Explore the need for a volunteer program; leverage partnerships to best use the facility. Look into offering medically tailored meals.
- Adult Protective Services: Support effort to identify funding to continue the program.

Ombudsman — Implement nationally utilized Resident Rights/Discharge Planning training for Social Services in facilities. Serve 10,500 residents. Offer 65 trainings.

Integrated Care

- Community Support Network: Secure additional grant funding to support evidence-based programs and social enrichment activities. Continue to deliver services to patients experiencing heart failure. Advance

work plan objectives for USAging Center of Excellence grant.

- Community health workers: Support a plan to update the core competency training and translate into Spanish. Promote the enhanced integration of CHWs into health care teams.
- Veteran Directed Care: Collaborate with Kansas City VA Medical Center to provide outreach materials. Design and implement training for VDC staff to educate and grow Person Centered Counselors.

DEI — Integrate race, ethnicity and language questions into intake and assessments. Formalize a partnership with the Missouri LGBTQ Older Adult Alliance.

Evidence-Based Programming — Add two mental-health programs.

Ongoing Programs and Initiatives

Education and Engagement — Support ongoing education and engagement activities.

Older Adult Services

- Nutrition: Continue providing hot and frozen home-delivered meals to older adults and individuals with disabilities. Work to enhance service quality and expand participation at congregate meal sites.
- Caregiving: Build capacity to provide programming and support for family caregivers. Explore ways to reorganize how caregivers are compensated and expand use of consumer-driven models. Offer the Aging Mastery Program for Caregivers to provide tools and resources to support caregivers.
- Supportive services: Coordinate nutrition, transportation, in-home care, legal, case management and other services for older adults and expand the volunteer ombudsman program.
- Service quality: Ensure clear, accurate monitoring of all services and activities to enhance quality.
- Leadership In Aging Network: Support legislative advocacy efforts. Collaborate with statewide groups.

Ombudsman — Improve the quality of care for long-term care residents. Educate families, facility staff and residents in long-term care facilities about their rights. Increase community awareness and involvement in long-term care issues. Maintain and gradually increase volunteer core.

Integrated Care

- Community Support Network: Secure and manage contracts. Initiate services. Advance objectives.
- Veteran- directed care: Connect veterans to services from the VA Medical Center and work to reach more veterans. Advocate for support for veterans to address the needed level of care.
- Community health workers: Support efforts to expand training for CHWs, increase the number of agencies employing CHWs and use of the sustainability toolkit to establish reimbursement mechanisms. Develop and distribute advocacy materials. Convene CHWs and employers.

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

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 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 Shalese Clay, Elevating My Community, Inc.

Staff Contacts

Kristi Bohling-DaMetz, Director of Aging and Adult Services

Melody Elston, Assistant Director of Aging and Adult Services

Donna Martin, Public Health Program Manager

Marlene Nagel, Director of the Office of Resource Development

QUALITY EARLY LEARNING



MARC's Role:

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

2025 Budget in Brief

REVENUES

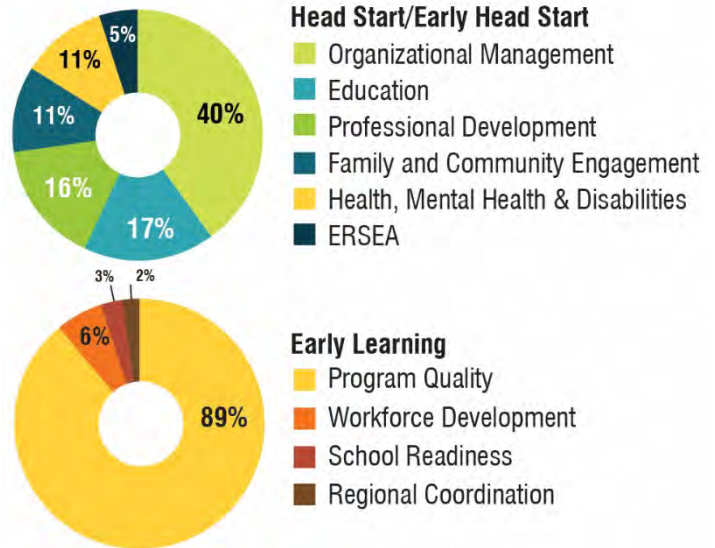
Federal & State Funds	\$37,001,573
Private Funds	484,784
Fees for Services	38,140
Transfer from Other Funds	80,000
Contributed Services	8,257,145
Total Revenues	\$45,861,642

EXPENDITURES

Direct Program Expenditures	\$986,090
Contractual Services	31,166,483
Personnel	5,447,923
Contributed Services	8,257,145
Total Expenditures	\$45,857,641

*Personnel includes salaries, indirect, fringe and rent.

2025 Expenditures by Program



Key Accomplishments for 2024

Collaborative Networks — Continued to partner with The Family Conservancy, Local Investment Commission and Youth Alliance of St. Joseph to administer and coordinate the Preschool, Infant Toddler and Home-Based Collaborative Networks for the northwest region. Provided on-site coaching support, cohort trainings and best practice trainings. Supported the expanded geographic footprint to 15 counties in Missouri. Developed quarterly reports on a variety of metrics, including on-site consultation visits.

Facility Improvements — Completed work on an outdoor classroom for Kansas City, Missouri, Public Schools. Updated buildings and playgrounds for YMCA-based sites, as well as enhancing security.

School Readiness — Continued use of school readiness and classroom quality assessments and reporting for programs participating in the Kansas City and St. Louis PreK Cooperatives using the Pre-Kindergarten Observation Form (PKOF) assessing over 1,500 children. Completed the Desired Results Developmental Profile (DRDP) assessing over 2,600 children enrolled in Mid-America Head Start and KC Prek Cooperative programs.

Mobile Medical Unit/Telehealth — Secured sustainable support to provide services for families and children. Explored new clinic locations with partners. Helped families with Medicaid renewal.

Physical, Mental and Developmental Wellness — Hired a mental health coordinator to serve staff, and tier 1 and 2 programs. Reached the 10% goal for enrolled students with disabilities. Participated in a mental health and wellness conference. Supported MARC Head Start direct service providers in completing

wellness plans. Continued a partnership with the Food Equality Initiative to provide support for children with food allergies.

Stakeholder Coordination — Developed the Connecting the PIECES KC roadmap to improve the early learning and child care system. Formed a steering committee to advance the effort. Convened nearly 100 parents, teachers and community organization staff at a forum. Developed and promoted entry points to grow and sustain the early education workforce. Collaborated with stakeholders to identify community assets and gaps in the regional early learning system; created shared goals and a work plan.

Workforce — Started communities of practice for teachers and teacher assistants, and Head Start directors. Issued a survey to learn about workforce needs. Supported 11 Head Start teaching staff working toward their bachelor's degrees at the University of Central Missouri. Applied for funding to individualize workforce development plans for Head Start parents. Worked with the University of Missouri – Kansas City and others on the UMKC Workforce Development Project.

Healthy Technology — Sustained the Come on Now! application and expanded its use to include ongoing health referrals for children and other Head Start sites.

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

Communications — Launched a Head Start e-newsletter for direct-service providers.

Parent and Community Engagement — Continued to plan and implement parent activities designed by families. Continued the Impact KC partnership. Hosted two community cafes with 50 participants. Continued the Jackson County Regional Parent Advisory Council to convene local parents and collect input. Connected parents and providers to state legislators.

Shared Services — Began work to implement a bistate shared services grant to help providers save costs through cooperative purchasing. Began to identify needs.

Joyful, Engaged Learning through Projects — Offered the Young Investigators Training to educators and coaches, and provided follow-up coaching. Held the annual Project Approach KC Exhibit. Shared exemplary projects from around the MARC Head Start network. Hosted a NAEYC Project Approach Interest Forum; shared five projects at the NAEYC annual conference.

Key Areas of Focus for 2025

Collaborative Networks — Continue to partner with The Family Conservancy, Local Investment Commission and Youth Alliance of St. Joseph to administer and coordinate the Preschool, Infant Toddler and Home-Based Collaborative Networks for the northwest region.

School Readiness — Use school readiness assessments and reporting for programs participating in the Kansas City and St. Louis PreK Cooperatives and Mid-America Head Start.

Mobile Medical Unit/Telehealth — Continue to secure sustainable support to provide services for families and children. Explore new clinic locations with partners. Help families with Medicaid renewal.

Physical, Mental and Developmental Wellness — Reach goal of 10% enrollment for students with disabilities. Participate in mental health and wellness conferences. Support MARC Head Start service providers in completing a wellness program. Continue the Food Equality Initiative.

Stakeholder Coordination — Continue sharing resources with stakeholders. Support implementation of Connecting the PIECES KC through the Partners in Quality committee.

Workforce — Support communities of practice for teachers and teacher assistants, and Head Start directors. Continue helping Head Start teaching staff obtain their bachelor’s degrees at the University of Centra Missouri.

Health Technology — Sustain and expand use of the Come on Now! application to include ongoing health referrals for children.

Quality Improvement — Conduct quality assessments using the CLASS, ELPP and FCCP to gather information on current classroom and program quality measures, and support coaching/technical assistance and efforts to improve the overall quality of participating programs in the region.

Communications — Increase awareness about the 60th anniversary of national Head Start.

Parent and Community Engagement — Host a Family Fun Fest in honor of the 60-year anniversary of national Head Start. Involve parents in Child Advocacy Day activities in Jefferson City, Missouri. Select parents to attend Missouri Head Start advocacy training. Continue the Regional Parent Advisory Council.

Shared Services — Leverage shared services to respond to needs.

Ongoing Programs and Initiatives

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

Stakeholder Coordination — Share resources with stakeholders.

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

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

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

Lead Committees

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

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

Mid-America Head Start Advisory Committee — Chair Molly Merrigan

Mid-America Head Start Policy Council — Chair Danielle Sandefur

Staff Contacts

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

Kasey Lawson, Head Start Director

Brandy Peterson, Shared Services Director

Kyle Matchell, Early Learning Program Manager

EXEMPLARY CORE CAPACITIES



MARC's Role:

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

2025 Budget in Brief

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

Key Accomplishments for 2024

Financial Reporting — Began providing regular financial reporting to the MARC Budget and Personnel Committee. Received the Government Finance Officers Association (GFOA) Certificate for Distinguished Budget Presentation for the 2024 Budget and Work Plan and 2023 Annual Comprehensive Financial Report (ACFR). Enhanced financial reporting for management.

Process Improvements — Completed technical and internal control assessments within administrative support processes to leverage technology for system enhancements.

System Updates — Upgraded servers to newer versions; set up a new GIS server. Installed security cameras. Replaced firewall and made other improvements to enhance redundancy. Implemented new patching software. Replaced all copiers. Developed incident response plans. Moved internal phone service to an ethernet line.

Cybersecurity — Conducted cybersecurity assessments for contracting agencies. Conducted phishing and other testing for staff, reported results and created remedial activities to address failures. Created custom training for staff.

Strategic Communications — Collaborated and planned to support in-demand communications tools, such as e-newsletters. Informed and engaged MARC staff on relevant issues, such as data management.

Digital Communications — Rolled out Compass, MARC's new intranet, and expanded content. Launched a redesigned website for the Double Up Food Bucks program. Increased internal use of the GrowthZone contact management database through staff trainings; created parameters for email communication. Assessed use and effectiveness of social media platforms and accounts.

Diversity, Equity and Inclusion (DEI) — Offered organization-wide in-person allyship training. Implemented quarterly online training. Advanced efforts to enhance community partnerships. Developed a mentorship program. Celebrated the DEI Committee's fifth anniversary and refreshed work plan.

Facility and Fleet Management — Entered into a second five year lease for new fleet vehicles, including one electric and hybrid vehicles. Upgraded conference room A/V equipment.

Public Officials Directory — Distributed a printed directory. Explored implementing an online version.

Staff Engagement — Held employee appreciation events in the spring and winter. Established an internal staff newsletter. Facilitated a health and wellness fair for staff. Shared information via Compass. Coordinated monthly All Staff meetings.

Human Resources — Selected a Human Resources Information System to facilitate modernization of MARC’s recruiting and onboarding processes, policies, organizational structure, employee development, benefit management and compensation. Implemented a new onboarding process. Evaluated and updated the MARC core values through agency-wide participation.

Resource Development — As part of ongoing efforts to position several critical areas of MARC for the future, launched the Office of Resource Development to provide organization-wide leadership and support for expanding capacity in grant sourcing, writing, monitoring and reporting. Used foundation funds for help in identifying grant opportunities and preparing applications.

Technical Capacity — Launched the MARC Data Catalog, an inventory of internal tools and applications; developed a strategy to manage and update data. Developed new tools to distribute and visualize data, including Quick Stats and the Missouri Early Learning Landscape Tool. Participated in the Data and Metrics Subcommittee for Connecting the PIECES KC, as well as KC Rising action teams. Developed templates for data-sharing agreements to streamline processes. Moved to the ESRI enterprise platform, increasing access to staff. Updated the MARC Generative AI Policy and shared with partners.

Internal Sustainability Initiatives — Updated the fleet contract to include hybrid and electric vehicles for the subsequent leasing period. Researched and began planning solar carport installation on the parking deck. Developed a strategy for increasing sustainable practices at MARC meetings. Implemented a rechargeable battery program. Expanded internal composting opportunities. Utilized reuse, recycling and donation practices for major MARC storage rooms clean out.

Priority Focus Areas for 2025

Financial Reporting — Achieve GFOA distinguished certificates for Budget and Work Plan and ACFR. Provide MARC Board of Directors with enhanced financial reports. Enhance reporting for program staff.

Process Improvements — Streamline accounting processes to increase efficiency. Implement a new platform for processing and coding credit card expenses. Improve the accounts payable workflow. Update contract management and monitoring protocols and train staff.

System Updates — Update computer equipment to Windows 11. Replace servers. Evaluate additional Microsoft Co-Pilot AI licenses for staff. Prepare to replace the financial management system.

Strategic Communications — Support communications related to World Cup planning.

Digital Communications — Initiate a redesign of AirQKC.org. Evaluate a redesign for CleanWaterKCMetro.org. Complete a content audit of marc.org.

DEI — Improve Minority Business Enterprise processes and collect data. Train staff on engaging committees around equity and inclusion. Implement mentorship and professional development programs with an equity lens.

Public Officials Directory — Implement an online Public Officials Directory.

Staff Engagement — Grow the internal staff newsletter. Develop and implement an annual employee satisfaction survey.

Human Resources — Implement a new Human Resources Information System. Review and update the MARC employee handbook. Refresh recruitment and hiring process with help from new HRIS. Implement a professional development program.

Resource Development — Advise and assist in grant development. Develop a systematic approach to grant development, training and funder relationships.

Technical Capacity — Identify opportunities to use AI. Continue to participate on committees focused on data in support of regional initiatives.

Internal Sustainability Initiatives — Complete planning and installation of solar carport on the parking deck. Implement increased sustainable practices at MARC meetings. Improve organization-wide green purchasing through an audit, criteria development and implementation.

Records Management — Develop file management guidance for staff. Organize and clean up internal digital files. Develop naming conventions and file structures.

Ongoing Programs and Initiatives

Cybersecurity — Manage cybersecurity risks. Provide cybersecurity training for staff

Strategic Communications — Identify effective delivery methods to share key messages with relevant audiences. Inform and engage MARC staff on relevant issues.

Digital Communications — Maintain and update marc.org and satellite sites. Train and support staff in using the GrowthZone contact management database. Manage social media accounts that support MARC initiatives and programs. Support internal communication through the Compass intranet site.

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

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

Technical Capacity — Strengthen internal capacity to collect, analyze and manage increasingly complex and detailed data from a variety of published and non-published sources. Create, maintain and update tools to distribute and visualize data. Strengthen regional partnerships to share data with and among community organizations.

Internal Sustainability Initiatives — Provide information and engagement opportunities to staff, including regular MARC all-staff meeting updates, lunch 'n learns, special events and litter cleanup opportunities.

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

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

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

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

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

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MARC



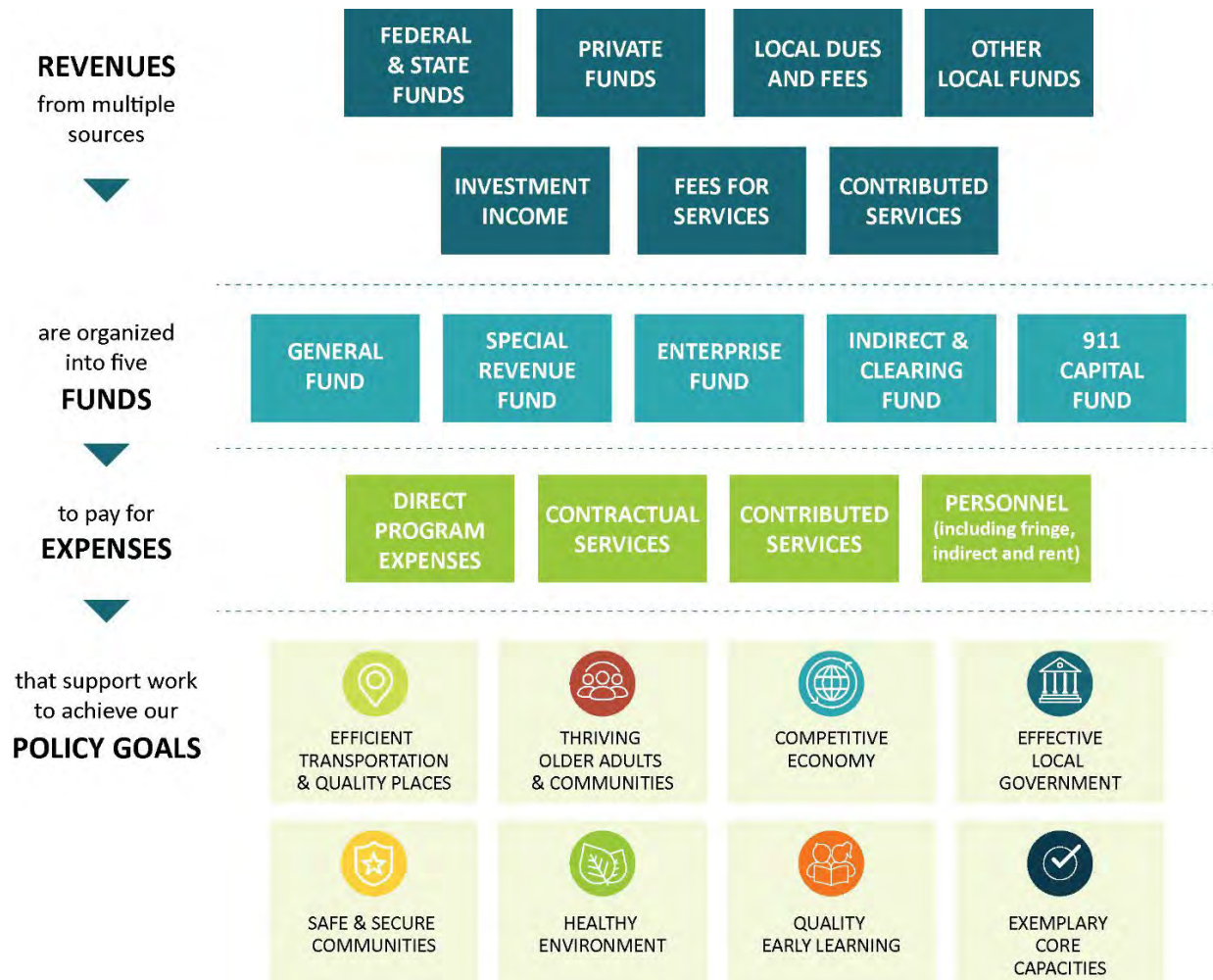
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Budget Highlights

- 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 for services make up a smaller, but significant part of the budget. Contributed services (the value of cash, personnel time and goods and services that are used as in-kind match for grant funds) are also tracked as both a revenue and an expenditure. Per federal guidelines, MARC uses an indirect cost allocation method to charge indirect and fringe benefit costs to grants and programs based upon worked hours. MARC is also intentional in making an annual contribution to its’ long-term contingency fund. The following pages provide a high-level overview of these critical budget elements, along with notable changes in 2024 and for 2025.



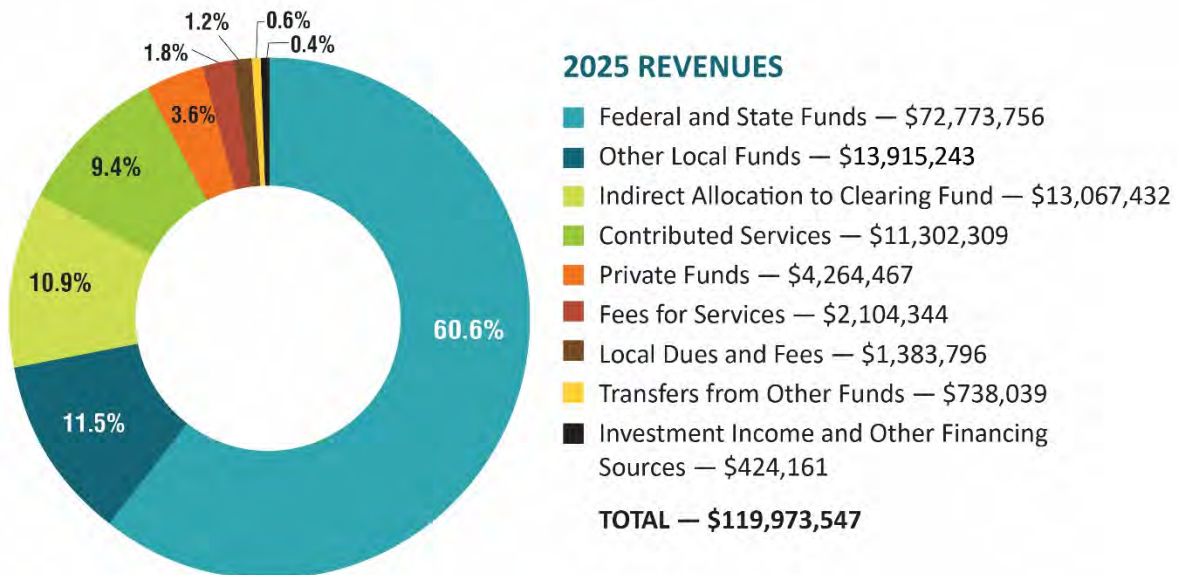
REVENUE HIGHLIGHTS

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

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

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

2025 budgeted resources have decreased \$13,181,321 compared to the 2024 Budget largely due to several prior year large one-time federal grants ending.



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 61.

■ Notable Changes in 2024 and 2025

As indicated by the work plans outlined in the policy goal areas, our overarching goals remain the same. Some programs, such as transportation planning, support ongoing work and have had fairly consistent funding streams over many years. Some, like the Head Start grant, must be reapplied for periodically. However, many of MARC's programs and projects are shorter term by nature. These types of grants support studies and projects that develop recommendations to address current and future concerns. Some include immediate and short-term projects that tackle urgent issues, and some are stand-alone projects that fit as part of a longer-range plan. The revised 2024 budget and the 2025 budget reflect the following new and ending programs.

New Grants and Programs in 2024 and 2025

Efficient Transportation and Quality Places

Safe Streets and Roads for All ("SS4A") Grant for the Destination Safe Comprehensive Safety Action Plan, \$500,000

These FY23 SS4A funds will be used to develop an action plan and conduct supplemental planning activities to MARC's Transportation Safety Plan. These activities will enhance planning to truly be a Comprehensive Safety Action Plan and includes public engagement, equity considerations, project prioritization scoring for safety and equity, and identifying systemic countermeasures. MARC will also enhance its current crash data dashboard into a more robust and user-friendly platform and conduct a vulnerable road user assessment that incorporates quantitative and qualitative research to understand data-driven trends as well as human behaviors.

Healthy Environment

Environmental Protection Agency (EPA) and Kansas Department of Health and Environment Watershed Restoration and Protection Strategy (WRAPS), \$150,000

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

Missouri Department of Natural Resources (MDNR) American Rescue Plan Act (ARPA) Riparian Restoration, \$300,000

MDNR awarded \$5 million to Kansas City, Missouri, to conduct watershed and riparian restoration initiatives in the Blue River watershed. Subawards are included for Bridging the Gap, Heartland Conservation Alliance, Deep Roots and MARC. Resources provided to MARC will support APWA 5600 – including design guidance focused on the ecological restoration of streamside areas, regional training activities related to green stormwater infrastructure and restoration.

EPA-CWP KC Regional Water Workforce Initiative, \$94,591

Nearly \$1 million was awarded to the Center for Watershed Protection, a national nonprofit and longtime MARC partner, to support training and workforce development efforts associated with green stormwater infrastructure. Funds awarded to MARC will support the further development of the green stormwater infrastructure certification program for maintenance, inspection, design and

installation professionals. Other funds will support allied efforts by other community nonprofits to expand regional green infrastructure workforce capacity.

U.S. Department of Energy (DOE) – Institute for Market Transformation (IMT) Resilient and Efficient Code Implementation Grant Part II, \$205,185

Awarded by DOE to the IMT as prime recipient, with MARC as a subrecipient to IMT, MARC’s work supports the BE-Ex KC strategic plan. This effort includes developing localized training and implementation resources, such as vendor matchmaking portals and assisting in the integration of the alternate compliance path framework into Building Performance Standards implementation in Kansas City, Missouri.

MOSAIC, \$8,000

Awarded by MOSAIC (Tides Center) to Midwest Climate Collaborative (MCC) as the prime recipient, with MARC as a subrecipient to MCC, MARC’s work supports the BE-Ex KC strategic plan. Deliverables for this grant include hosting four events that support small developers, nonprofits, real estate professionals, local lenders and community leaders in making energy upgrades in historically disinvested communities in Kansas City, Missouri.

DOE, Kansas City, Missouri, Building Performance, \$2,145,083 (2025-2030)

Awarded by DOE to Kansas City, Missouri, as the prime recipient, with MARC as a subrecipient to the city, the work will include advising on the creation of a building stock analysis, a workforce gap analysis and a communication campaign for free energy audits for more than 100 building owners.

Effective Local Government

U.S. Department of Justice (DOJ) Office of Justice Programs (OJP) – FY24 Byrne Discretionary Community Project – Automated License Plate Readers, \$963,000

U.S. Rep. Emanuel Cleaver II secured funding through the Consolidated Appropriations Act of 2024 for automated license plate readers in Kansas City and Independence within Missouri’s fifth congressional district. Because this is a cross-jurisdictional project, MARC was asked to serve as the grant applicant and administrator.

Wyandotte County Health Department Opioid Campaign, \$170,000

MARC supported the region’s public health departments to design an outreach campaign around reducing deaths from opioid overdoses, and the Wyandotte County Health Department asked MARC to assist with use of the campaign materials targeted to their county.

Health Forward Foundation – Regional Housing Partnership, \$625,000

This is the second award Health Forward is making to support ongoing work of the Regional Housing Partnership (RHP), expansion of Kansas City Community Land Trust (KCCLT) and the formation of a regional land trust consortium.

Marion and Henry Bloch Family Foundation – Regional Housing Partnership, \$560,000

The Marion and Henry Bloch Family Foundation supported ongoing work of the RHP for a third year in 2024.

Safe and Secure Communities

(ARPA) State and Local Fiscal Recovery Funds Upgrade to Next Generation 911 Router Version 2, \$1,745,664

The Missouri 911 Service Board announced the funding opportunity for the ARPA State and Local Fiscal Recovery Funds (SLFRF) First Responder Capital Improvements and Interoperable Communications Grant (CIIEG) for SFY24 to provide grant funding for first responder agency capital improvement projects and interoperability equipment projects. The MARC Public Safety Communications Program will use these funds to upgrade to VESTA Router version 2. This funding is flowing from the State of Missouri directly to Motorola.

Thriving Older Adults and Communities

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

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

USAgging Center of Excellence (COE) to Align Health and Social Care, \$468,800; \$80,000

The overall goals of the COE are to develop, expand, connect and support sustainable, high functioning aging and disability community care hubs, and their network of social care program and service providers. These goals are well-aligned with the Mid-America Community Support Network (CSN), a community care hub model in the KC region sponsored by MARC. MARC received notification of a two-year grant totaling \$468,800 to support innovation and infrastructure costs for up to 20 community care hubs (CCHs). This funding is provided by the COE in partial fulfillment of a cooperative agreement between the Administration for Community Living (ACL) and USAgging. As an entity actively engaged in the delivery of hospital-to-home care transition services, MARC received additional supplemental funding in the amount of \$80,000 in October 2024, for care transition evaluation.

MDHSS Diabetes Self-Management Program Network, \$30,000

The Diabetes Self-Management Program is an evidence-based program designed to support individuals with diabetes in managing their health through tailor workshops. The deliverables include facilitating approximately 10 workshops, engaging approximately 120 participants to administer social determinants of health screenings and facilitating referrals for supportive community services when risks are reported.

Curators of University of Missouri on behalf of University of Missouri – Kansas City (UMKC) Active Lab, \$23,000

The UMKC Active Lab and collaborating partners have received a Centers for Disease Control (CDC) Racial and Ethnic Approaches to Community Health (REACH grant.) The Double Up Food Bucks program was included as one of the strategies for the portion of the grant related to nutrition. Work would include data collection, analysis and scoping out opportunities to expand Double Up Food Bucks in retail locations in the 10 zip codes of KCMO identified by the REACH proposal as the area of

focus. This project aims to increase the capacity of Black and Latino communities to live, work and play in neighborhoods where elements contributing to health are advanced. This contract is for the first year of the project.

KC Regional Community Health Worker (CHW) Collaborative, \$700,000

Kansas Department of Health and Environment and Health Forward Foundation provided additional funds (\$400,000 and \$300,000 respectively) to continue the KC Regional CHW Collaborative. The funds will be used to support professional development training and career development, advocacy to grow the profession and number of those employed, and sustainability by encouraging the use of new Medicare and Medicaid insurance billing codes for reimbursement of CHW services as a part of a health care team.

Missouri Department of Social Services (DSS), Double Up Food Bucks, \$2,000,000

The Double Up Food Bucks program in Missouri will be supported by \$2 million of new funding from the state of Missouri through DSS until June 2025. In Kansas and the Kansas City metro area, once the U.S. Department of Agriculture (USDA) Gus Schumacher Nutrition Incentive Program COVID Response and Relief grant funds were fully expended during the first half of the year. However, the program will also be supported by private funds. Private funders supporting the program include: Kansas Health Foundation, Blue Cross Blue Shield of Kansas City, Health Forward Foundation, Hall Family Foundation, Meriam & Henry Bloch Family Foundation, the Patterson Family Foundation, Kansas State University – Olathe campus, and the Elevance Health Foundation.

Elevance Health Foundation, \$200,000

This funding will support a sub-study to measure the health impacts of the Double Up Food Bucks program for SNAP customers using the program at Kansas City area participating grocery stores and farmers markets. The sub-study will include three cohorts over a three-year period. Participants will be asked to use the Double Up Food Bucks program over six months. Their blood pressure, hemoglobin A1c, lipids, height and weight will be measured before and after the six-month usage of the program.

Quality Early Learning

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

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

UMB - Operational Funding, \$25,000

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

PNC Foundation Grow Up Great, \$25,000

MARC implements the Northwest Missouri Child Care Collaborative Networks, a statewide quality initiative partially funded by the Missouri Department of Early & Secondary (DESE) Office of Childhood. The program is an effort to increase childcare workforce knowledge and skills for those

working with children aged 0-5 years in childcare settings, with an emphasis on those serving low-income families. The goals of the initiative are to increase the knowledge and skills of childcare providers to implement strategies to promote high-quality, responsive, and relationship-based care. In order to adequately implement this program there are extraneous costs that are not covered by the DESE grant.

United for Children, \$80,600

This funding will be used to develop and implement a Missouri statewide Early Learning Landscape (ELL) mapping tool platform. MARC staff will develop a statewide implementation of the existing Early Learning Landscape (ELL) tools that have previously been developed for the Kansas City and St. Louis regions. This tool was designed with the vision to strengthen data available for decision-making and community planning that supports and enhances the regional early learning landscape. Lessons learned from this development will be applied to the development of a statewide tool to provide an ELL map for each regional leadership group across the state.

United for Children – Community Leader, \$11,500

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

KIDS Win Access to High Quality Child Care and Early Education, \$40,000

MARC is collaborating with community leaders throughout the bistate Kansas City region to build an actionable road map toward a sustainable and high-quality early learning system. This funding was awarded to support development of the community's child care and early education strategic plan. Work includes coordinating and facilitating project meetings, supporting community outreach and research activities.

KIDS Win Community Engagement Partner, \$10,000

The work of this grant is to plan and implement 2-3 regional engagement events with early learning providers and parents designed to increase their engagement with policymakers. Additionally, funds are available for an organized group of parents and providers to attend Child Advocacy Day.

Hall Foundation Early Learning project support, \$135,000

This funding provides support to gather information on provider needs and vendor options as the network begins to organize early childhood providers into a collective that will provide shared services such as: an employee assistance program and emergency mental health support, insurance, access to a substitute system, shared job fairs and recruitment efforts, along with current MARC offerings of coordinated child and classroom assessments, and professional development. Shared services free up funds for other projects, such as raising wages.

University of Central Missouri (UCM) Missouri DESE Child Care Licensing Alignment Study, \$8,000

MARC staff will provide guidance and support on the Missouri Child Care Licensing Regulatory Alignment Study, applying their expertise in the field of early education and care to provide technical assistance, data analysis and review of documents for distribution to the public on policy and best practice standards in licensing regulations.

Core Capacities

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

MARC has been awarded funding to continue its Community Partners Diversity Equity and Inclusion (DEI) work. This work began out of the **Leadership Equality Advancement Process (LEAP)** that was previously completed to assess MARC's diversity, equity, inclusion and belonging practices across our organization. Over the last several months an internal workgroup of staff from across the organization has been working with a consultant and collaborating to move forward three recommendations that came from the LEAP process, specifically around community partnerships, working both internally and externally.

Marion and Henry Bloch Charitable Foundation grant writing services, \$100,000

This funding has been used to supplement MARC staff in writing applications for various grants to maximize the impact of available funds for the region.

Ending Grants and Projects

Thriving Older Adults and Communities

Diabetes Self-Management Program Network - funding sunsets June 2025

The Diabetes Self-Management Program is an evidence-based program designed to support individuals with diabetes in managing their health through tailored workshops. This program, new in 2024, ends in June 2025.

Give 5 Volunteer Matching Program – funding sunsets May 2025

MARC was a subrecipient of this funding from MDHSS through the Missouri Association of Area Agencies (MA4). The Give 5 Program connected older adults with meaningful volunteer opportunities. Participation required a commitment to five day-long classes, which include guest speakers, nonprofit site visits and a graduation ceremony. Each Give 5 class experience allowed participants to learn about public and community service trends, experience a wide variety of volunteer opportunities to find a role that matches their passions. This program is set to expire in May 2025 and we have not received word if it will be renewed for a 4th year.

Meal Production Capacity and Infrastructure Expansion – funding sunsets June 2025

This funding was received from MDHSS to purchase, renovate and upfit a new meal repack and distribution hub for Silver Plate meals. MARC purchased and remodeled a facility in 2024 and plans to expend all awarded funds by December 2024.

Missouri's Integrated Chronic Disease Self-Management Education (CDSME) Network – received a no-cost extension through April 2025

MARC was awarded the 2021 Administration for Community Learning CDSME grant from the U.S. Health and Human Services Department to increase the number of older adults and adults with disabilities who participate in evidence-based self-management education and/or self-management support programs, empowering them to better manage their chronic health condition(s), while concurrently strengthening the MA4 Network's ability to address social and behavioral drivers of health. In May 2024, MARC received a no cost extension to spend down the funds remaining after completion of this three-year program. Remaining funds will be spent down by April 2025.

Covid-19 and Influenza Vaccine Uptake Initiative for Older Adults and People with Disabilities – funding sunsets April 2025

The goal of USAging and the Aging and Disability Vaccination Collaborative was to secure two million COVID-19 and/or influenza vaccinations for older adults and people with disabilities during the 17-month project period. The primary focus was to reach older adults and people with disabilities most vulnerable to negative health consequences of not being adequately vaccinated. The program will end with vaccination events scheduled in the fourth quarter of 2024.

Potential Projects Not Included in the Budget

U.S. Department of Transportation Strengthening Mobility and Revolutionizing Transportation (SMART) Grant Real-time and Historical Sourced Data and Platform for the Operation Green Light (OGL) Regional Traffic Signal Program. \$5.5M

The project will provide real-time and historical data using a variety of crowdsourced arterial data covering a metro regionwide area and over 1500 traffic signals. OGL is seeking to leverage new technologies and data sources that can help drive data-driven decisions.

U.S. Department of Housing and Urban Development Pathways to Removing Obstacles Housing Grant. \$5–7M for the identification and removal of barriers to affordable housing production and preservation

■ Revenue Outlook

Pandemic relief funding has mostly ended. A few remaining ARPA grants were finished out early in 2024. This has required some recalibration of services, especially in Aging and Head Start. Private philanthropy has been strong, supporting critical analysis and planning work around key issues. With the pending change in administration it is difficult to speculate what future funding opportunities will be. MARC will continue to monitor the impact of the complex state of national and global affairs and a changing economy. MARC is uniquely positioned to provide data and technical assistance to ensure that government and philanthropic resources are maximized in our region. Following are observations related to policy goal area funding trends and opportunities.

Efficient Transportation and Quality Places

Support for transportation and infrastructure planning is primarily funded through federal sources with matching funds provided by state and local governments. Over half of the funding from the Infrastructure Investment and Jobs Act (IIJA) is being allocated through the U.S. Department of Transportation which has increased funding for transportation planning and projects through 2026. Coronavirus Response and Relief Supplemental Appropriations Act (CRSSA) funding awarded to MARC in 2022 for preventive pavement maintenance work in Missouri will be fully expended by the end of 2025. The revenue outlook for both Missouri and Kansas transportation dollars is stable and will continue to provide opportunities for impactful planning and projects for the region. MARC and its regional partners continue to monitor recent inflationary trends which may affect buying power for these revenues.

Healthy Environment

The IIJA includes funding for a variety of transportation-related climate resiliency initiatives including a new Carbon Reduction Program, new Promoting Resilient Operations for Transformative, Efficient and Cost-Saving Transportation Program and increased Congestion Mitigation Air Quality Program. Climate

resiliency continues to gain support from philanthropic, utility and private sector funders and programming support and partnerships have supported multiple community partners through those sources. Federal funding through the Inflation Reduction Act is anticipated to support energy conservation, renewable energy and climate action in 2025 through several federal agencies. MARC's \$1 million EPA Climate Pollution Reduction Grant will provide a foundation for other grants. DOE awards for Renew America's Nonprofits and Resilient and Efficient Codes Implementation program grants demonstrate the potential to help community partners achieve important energy conservation objectives.

Competitive Economy

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

Effective Local Government

The Government Training Institute is making changes in their program based on the results of a marketing study and an evaluation of which programs are most successful. More emphasis will be on event management and custom coursework. These fee-for-service models are a way to diversify our funding base to enhance fiscal sustainability. MARC has been awarded private funding to improve public sector workforce development and connect with local job seekers. This is a two-to-three year project and if further work is identified, additional funding will need to be obtained. MARC has leveraged funding from philanthropy to support development and ongoing work of the Regional Housing Partnership.

Safe and Secure Communities

The 911 system is supported by local governments and the revenues they collect through landline and cell phone fees and sales taxes. Most of the counties currently have dedicated revenues while some rely on general funds to cover their costs. The program expects to have adequate funding to support their work going forward, however increased costs for all technology impacts projects.

MARC administers numerous grants that support regional emergency response and recovery efforts for hazardous materials, emergency management, and homeland security coordination and planning. Federal grants that are awarded through the states somewhat underfund the level of work that is expected. Local emergency services contributions are a small but vital funding source to ensure local match for state/federal grants and flexible funding for new initiatives. Local governments have continued to support these programs with funding. MARC has been awarded two sequential grants to support mental health services and has worked with partners in Jackson County, Missouri, to implement a shared service model. This group will continue to pursue funding opportunities to maximize this work. MARC also facilitates a shared-service grant around mobile crisis response. There continues to be funding for mental health services and MARC will look for opportunities to support collaborative opportunities to address these needs.

Thriving Older Adults and Communities

Older Americans Act (OAA) funding flows through the state of Missouri and supports a variety of social health services and integrated care programming. Federal funding for all Titles of the OAA has not kept pace with growth in the older adult demographic. OAA funding was previously stable, and COVID ARPA funds were instrumental in investing in updated and expanded services for older adults and community senior centers. Looking ahead as ARPA funds come to an end and Missouri experiences reductions in

OAA funding, maintaining that growth will be difficult. However, the investment of ARPA funds in community senior center improvements and home delivered meal freezer vans will have a lasting positive impact. Following COVID, meal infrastructure and expansion funding from the state supported the purchase and renovation of a meal repack facility. With operations launching in 2025, the property will support improved distribution and better access to fresh fruits and vegetables. The Senior Growth and Development Program was created in 2019 to enhance services for older adults through Missouri's Area Agencies on Aging. Funding for this program has now been appropriated and supports investment in community senior centers and other special projects.

Grant Funding supports key work in nutrition, community engagement and age inclusive planning, community health worker (CHW) training, and expansion of the Mid-America CSN. Recognized nationally as a community care hub, the CSN is based on a strong network of diverse community-based organizations and partnerships with health care entities, optimizing an infrastructure of health-related social needs support services throughout the Kansas City community and MARC bistate region.

The Double Up Heartland Collaborative that delivers the Double Up Food Bucks Program was previously funded by two USDA grants. Regional foundations and new state funds will support the program in 2025 when MARC will again apply for USDA funding. MARC and partners will be seeking future grant and state funding in 2025-2026 to plan for required match and sustainability.

Quality Early Learning

FY 2024 saw an increase of \$275 million for federal Head Start programs across the nation and U.S. territories. Additionally, MARC continued its partnership with Missouri DESE to offer state-funded Early Head Start slots. MARC has been successful in obtaining federal and state support through competitive grant and contract processes including a grant to assist refugees in starting family childcare businesses. Stabilizing the early childhood workforce is a continued priority. Securing funding to design a new funding mechanism that braids multiple funding streams to cover the cost of childcare will be a priority in FY 2025.

■ Contributed Services

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

Contributed Services also include non-cash amounts contributed to MARC programs — primarily Aging and Adult Services, Early Learning and Transportation and Environment — by partner agencies. During the COVID-19 pandemic, some federal agencies allowed waivers for contributed services. This reduced contributed services significantly over the last three years. The 2024 Budget is the first budget to return to pre-Covid 19 amounts for contributed services. The 2024 approved budget contained \$11,464,210 of contributed services and the Revised 2024 Budget includes \$10,602,995. The 2025 Budget includes \$11,302,309 of contributed services.

2024 BUDGETED CONTRIBUTED SERVICES BY POLICY GOAL	Total Revenue	Contributed Services	Percent of Total
Efficient Transportation and Quality Places	\$17,726,200	\$1,504,936	8.5%
Healthy Environment	5,751,553	57,011	1.0%
Competitive Economy	99,633	30,000	30.1%
Effective Local Governments	3,729,434	113,591	3.0%
Safe and Secure Communities	16,163,119	45,342	0.3%
Thriving Older Adults and Communities	16,573,339	1,294,284	7.8%
Quality Early Learning	45,861,642	8,257,145	18.0%

■ Local Dues and Fees

Local governments support MARC’s work in several ways, most notably through collaborative committees and boards that support regional planning and decision-making. Cities and counties also contribute financially through dues, fees and voluntary contributions. Per capita membership dues are paid by MARC’s incorporating members (nine counties and six largest cities) and voluntary per capita contributions are requested from all other cities in the region. These funds make up a small percent of MARC’s annual revenue (\$1,383,796 or 1.2% in 2025), 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 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Local Government Member Dues	\$439,629	\$448,430	\$448,430	\$457,407
Local Government Voluntary Dues	81,715	83,055	83,107	84,507
State Aid to Regional Planning Councils (MO)	-	10,670	59,752	10,670
Aging Local Match	81,427	83,107	83,055	84,716
Emergency Services Contribution	439,820	454,455	449,655	455,883
Government Innovation Forum Contribution	189,337	193,115	193,115	196,977
GTI Membership Fee	92,632	174,804	94,479	93,636
TOTAL	\$1,324,560	\$1,447,636	\$1,411,593	\$1,383,796

Note: 2025 Local Government dues reflect a 2% increase which was approved by the Board of Directors in January 2024.

Other Local Funds

The total of Other Local Funds is \$13,915,243 in 2025. This category includes funds other than dues or fees for service that MARC receives from cities, counties and other agencies in the region. This category includes fees for services to the Regional 911 System paid by counties and selected Aging and Adult Services programs for the metro area. It also includes city contributions to the household hazardous waste program, the water quality education program, biannual transportation fees and Operation Green Light. All the funds in this category are designated for specific programs.

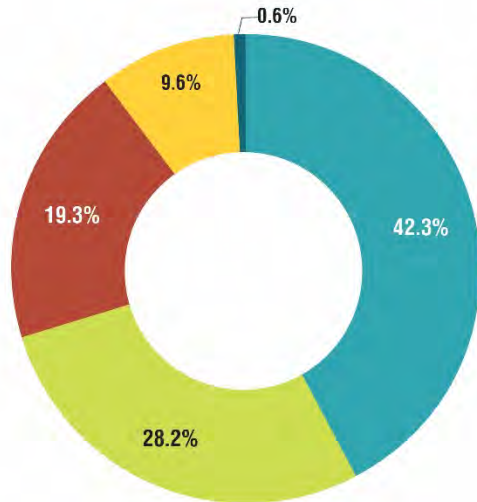
Investment Income

Funds not required for immediate use are invested according to MARC's investment policy, typically in U.S. government securities and collateralized bank notes. Investment income is allocated, as required, to a child care scholarship fund held in trust by MARC and to the Solid Waste Management District. In 2024, MARC also began allocating interest to the 911 program. The remaining amount of investment income is allocated to the General Fund as unrestricted funds. Per policy, half of the ending unrestricted fund balance is transferred into the Long-Term Contingency Fund each year.

Interest rates were higher in 2023 and 2024, and MARC negotiated increased yields which resulted in an increase of investment income earned. As yields for certain securities are expected to decrease in 2025 based on market factors, 2025's projected investment income is less than 2024. In 2024, an average of \$4.41 million was invested at any given time. Earnings from investments are projected to be \$218,348 in 2024 and \$170,000 in 2025. Two investments were called and reinvested in 2024. In 2025, one investment is scheduled to mature.

EXPENDITURE HIGHLIGHTS

Expenditure categories vary by program, but generally include personnel costs (including salaries, fringe benefits, indirect and rent), direct program expenditures, contractual services and contributed services. Overall expenditures (cash and non-cash) for 2025 are projected to decrease from \$133,015,121, the 2024 approved budget, to \$117,498,887. The 2024 budget was a substantial increase from the previous year, partly due to finishing out several large federal recovery grants. Those and several other significant grants are ending during 2025, resulting in this decrease.



2025 EXPENDITURES

- Contractual Services — \$49,682,423
- Personnel* — \$33,149,006
- Direct Program Expenses — \$22,627,110
- Contributed Services — \$11,302,309
- Transfer to Other Funds — \$738,039

TOTAL — \$117,498,887

*Personnel includes salaries, indirect, fringe and rent.

Staffing

With the fluidity of grant work, sometimes additional program staff are quickly needed to support a new grant or address an urgent need. Consequently, there are times positions are created and added during a budget year. Similarly, sometimes positions are included in the budget, but the work does not ramp up as quickly as anticipated, so they are not filled. Sometimes positions are hired related to a specific grant or program and the position is not funded beyond that time. As vacancies occur, positions are reevaluated and may be modified to better meet program needs. The 2024 Budget funded 178 full-time and 13 part-time positions, which included 13 new full-time positions from 2023. The 2025 Budget funds 177 full-time and 13 part-time positions. All positions included in the budget are fully funded with known grants, program revenue, or other funding sources. Due to the uncertain nature of grant funding, MARC is very conservative about creating new full-time positions and makes it a priority to reallocate current staff to meet changing needs, and to hire people with skills and talents that will maximize the impact of our work.



New Positions and Staffing Changes	2023		2024		2025	
	Full Time Employees	Part Time and Interns	Full Time Employees	Part Time and Interns	Full Time Employees	Part Time and Interns
Executive Director's Office	2	-	2	1	3	1
Finance and Administration	32	3	32	3	33	3
Aging/Adult Services	24	2	28	2	27	-
Community Development	2	3	-	-	-	-
Local Government Services	30	2	35	3	35	3
Early Learning	34	-	38	-	36	2
Research Services	13	-	13	-	12	-
Transportation & Environment	28	4	30	4	31	4
	165	14	178	13	177	13
TOTAL	179		191		190	

During the budget process, **new positions and staffing changes** are reconciled. The following includes information about position changes during 2024 (represented in the 2024R Budget) and new positions included in the 2025 Budget:

- Two new offices, to be led by current staff, were created to report to the Executive Director – **Director of the Office of Resource Development** and **Director of the Office of Economic Research**.
- In 2025, a new **Nutrition Facility Manager** position is funded to manage the Aging food repacking facility.
- In Emergency Services within Local Government Services, an additional **Planner/Exercise Coordinator** position is funded to cover an individual on deployment but will stay on upon that person’s return.
- One of three Early Learning Coordinators was moved to a newly funded **Early Learning Shared Services Director** position; a **Fiscal Coordinator** position was eliminated and an **Early Learning Manager** position was converted to part time.
- The Research Services Department was renamed the **Department of Data and Digital Services** and a new **department director** was promoted from within the organization.

Salaries and Benefits

Funds have been budgeted for a total salary increase pool of approximately 3% of salaries. Employee fringe benefits are funded through fringe benefits allocation, and for 2025 the value of employer-provided benefits (not including leave time) is approximately 34.1% of total salaries. Because leave time is not charged directly to grants and programs, costs incurred related to leave are included in the fringe benefit cost pool and are allocated based upon negotiated rates.

Fringe benefits are a significant part of the compensation package that MARC uses to attract and retain high quality employees. It is especially critical to offer competitive benefits with the current market dynamic of low unemployment. It is MARC’s goal to provide a benefits package that is as competitive and economical as possible, while at the same time remaining conscious of our fringe benefits rate and the

impact that higher rates have on grants and funders. Benefits are continuously evaluated, and from time to time changes are made to the program.

Health insurance continues to be a high-cost benefit for MARC and its employees. An 8% increase has been included in the budget in anticipation of premium increases for the 2025-2026 plan year. MARC contracts with a benefits consulting firm that will assist in doing a soft assessment of the market in early 2025. The following schedule shows total costs for salaries and traditional (non-leave) benefits.

SALARIES AND BENEFITS	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Total Salaries (indirect and direct)	\$11,015,788	\$12,838,864	\$12,710,442	\$13,080,324
Total Benefits	3,771,736	4,376,774	4,216,637	4,454,473
Percentage	34.2%	34.1%	33.2%	34.1%

■ Capital Outlay

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

911 Capital Outlay

The Public Safety Communications Board approves a capital outlay plan each year to ensure that the Regional 911 System is maintained at levels that will maximize use of new technologies and mitigate potential malfunctions due to equipment failures. These funds are included in the MARC budget to provide a complete picture of the revenues and expenditures of the 911 program. The budget reflects ongoing, planned replacement of equipment and software license renewals. Large, planned projects for 2025 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 2025, 60 workstations will be replaced at an estimated cost of \$600,000.

Microwave Network/PTP Links — Work will take place in 2025 to maintain, repair and upgrade the point to point links in order to improve the 911 network and its reliability. Estimated cost: \$200,000

An estimated \$1,627,500 will be spent on 911 capital in the 2024 revised budget. Planned expenditures in 2025 are \$1,475,000. Additional information on planned 911 capital purchases can be found on page 96.

■ Targeted Agencywide Expenditures

Organizational goals in 2025 continue to focus on strengthening our organizational capacity. These strategies include creating new opportunities for staff leadership, increasing the visibility and impact of work products, coalescing regional insight and concurrence on significant issues where MARC has a key role, enhancing grant development and management capacity across the agency, and fostering a culture of continual innovation and excellence.

Because MARC has limited discretionary revenue streams, it is challenging to identify funds to intentionally move organization-wide and support function projects forward. The primary source for those projects is indirect funding and driving that rate upward cuts into direct services of grants. Surpluses (and deficiencies) do roll from year to year, providing some flexibility. The General Fund has some limited funding available for organizational initiatives. The following projects have been identified as priorities and funding has been allocated for them in the 2024 Revised and 2025 Budget in the General and Indirect Funds.

Indirect and Clearing Fund

- Implementation of a human resources information system and beginning exploration for a new financial system: \$150,000 is budgeted in 2024R and \$100,000 in 2025
- Continuation of the organizational intranet which serves as a key communication, professional development tool for staff: \$14,500 annually
- Allyship training and to further other DEI goals: \$24,500 in 2025. (Additionally, Health Forward has funded a second allocation of \$50,000 to continue MARC's Community Partners DEI work.)

General Fund

- Employee wellness and engagement events: \$7,000 in 2025.
- Management and leadership training: \$20,000 in 2025. (Costs for that type of training are many times not an allowable cost for grants. MARC has identified several key public sector leadership programs and encourage staff to participate.)

INDIRECT COSTS

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

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

INDIRECT COST RATES	2021	2022	2023	2024	2025*
Negotiated Indirect Rates	30.7%	32.0%	30.3%	33.8%	35.68%

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

LONG-TERM CONTINGENCY

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

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

This fund is accounted for separately but resides within the General Fund. Each year, the amount that should be transferred to the long-term contingency fund is calculated. Over time, the long-term contingency fund balance has increased but continues to fall short of the 12% target. Trends over time and projections are shown on page 80.



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Funds

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

FUND STRUCTURE

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

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

REVENUES BY FUND	ACTUAL 2023	APPROVED 2024	REVISED 2024	BUDGETED 2025
GENERAL FUND	\$2,775,789	\$1,333,550	\$1,821,976	\$2,752,633
SPECIAL REVENUE FUND	79,272,507	112,968,760	103,306,969	97,890,094
ENTERPRISE FUND	2,368,855	2,058,119	1,934,076	1,528,288
INDIRECT AND CLEARING FUND	12,390,169	15,132,327	15,135,415	16,298,032
911 CAPITAL FUND	2,168,146	1,662,114	1,660,050	1,504,500

EXPENDITURES BY FUND	ACTUAL 2023	APPROVED 2024	REVISED 2024	BUDGETED 2025
GENERAL FUND	\$1,503,538	\$1,692,589	\$1,768,231	\$1,285,235
SPECIAL REVENUE FUND	77,347,981	112,968,760	102,853,804	97,822,815
ENTERPRISE FUND	1,957,515	1,848,601	1,699,260	1,606,030
INDIRECT AND CLEARING FUND	13,069,829	14,816,187	14,614,881	15,309,807
911 CAPITAL FUND	1,437,060	1,688,984	1,627,500	1,475,000

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

GENERAL FUND

General fund revenues include contributions from local governments and other agencies, additional income from general state support, investment income and other charges for services and events. The general fund is used to provide a match for federal and state grants and is the primary source of funding for general administrative activities that are not supported by federal, state or private resources. Within the General Fund, six special purpose account are set up as projects to track and maintain their financials individually. Further information regarding these six special purpose accounts is discussed on pages 78-80. General funds are reported using the current financial resources measurement and the modified accrual basis of accounting, which means revenues are recognized when they become measurable and available, and expenditures are recognized when the related fund liability is incurred.

GENERAL FUND REVENUE AND EXPENDITURES BUDGET

GF-1: ALL PROGRAMS	ACTUAL 2023	BUDGETED 2024	REVISED 2024	BUDGETED 2025
REVENUE				
Local Government Dues	\$602,771	\$625,264	\$674,344	\$637,300
Emergency Services Contributions	439,820	454,455	449,455	455,883
Transportation Project Fees	1,365,306	-	140,294	1,250,000
Fees for Services	43,164	24,550	28,535	24,450
Investment Income	180,432	90,000	218,348	170,000
Miscellaneous Income	7,438	-	33,000	-
Other Financing Sources	136,858	139,281	278,000	215,000
TOTAL REVENUES	\$2,775,789	\$1,333,550	\$1,821,976	\$2,752,633
EXPENDITURES				
Automobile	5,424	6,032	5,832	7,392
Capital Outlay/Equipment	54,592	-	-	-
Contractual Services	92,806	199,175	96,002	110,438
Fringe Benefits Allocated to Clearing Fund	67,667	69,503	62,411	61,772
Indirect Costs Allocated to Clearing Fund	85,917	97,061	74,192	63,121
Meetings/Travel	125,687	134,450	114,139	117,250
Memberships/Periodicals	22,765	33,700	26,280	31,250
Other	12,146	24,224	8,500	8,497
Postage	229	1,800	-	-
Printing/Reproduction	425	1,700	132	150
Rent/Utilities/Maintenance	7,026	6,000	5,479	5,088
Salaries	131,648	131,633	118,202	115,138
Supplies	25,227	7,100	3,824	7,100
Training	9,753	28,000	30,700	20,000
Transfer to Other Funds	862,226	952,211	1,222,538	738,039
TOTAL EXPENDITURES	\$1,503,538	\$1,692,589	\$1,768,231	\$1,285,235
Excess (Deficiency) of Revenue Over Expenditures	1,272,251	(359,039)	53,745	1,467,398
FUND BALANCE, Beginning of Year	4,635,596	5,907,847	5,907,847	5,961,592
Fund Balance Transfer	-	-	-	-
FUND BALANCE, End of Year	\$ 5,907,847	\$5,548,808	\$5,961,592	\$7,428,990

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-2: RESTRICTED FUNDS, Actual 2023	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
REVENUES					
Local Government Dues	\$-	\$-	\$-	\$-	\$81,427
Emergency Services Contributions	-	-	-	439,820	-
Transportation Project Fees	-	-	1,365,306	-	-
Fees for Services	-	-	9,378	-	-
Investment Income	-	-	-	-	-
Miscellaneous Income	-	-	-	-	-
Other Financing Sources	-	87,819	-	-	-
TOTAL REVENUES	\$-	\$87,819	\$1,374,684	\$439,820	\$81,427
EXPENDITURES					
Local Activity	-	-	11,975	-	-
Capital Outlay	-	54,592	-	-	-
Transfer to Other Funds	-	-	262,171	421,742	104,886
TOTAL EXPENDITURES	\$-	\$54,592	\$274,146	\$421,742	\$104,886
Excess (Deficiency) of Revenues Over Expenditures	-	33,227	1,100,538	18,078	(23,459)
FUND BALANCE, Beginning of Year	1,760,070	(54,636)	341,720	1,236,181	77,715
SUBTOTAL	1,760,070	(21,409)	1,442,258	1,254,259	54,256
Transfers Between Components of General Fund	37,836	-	52,134	10,000	-
Fund Balance Transfer	-	-	-	-	-
FUND BALANCE, End of Year	\$1,797,906	\$(21,409)	\$1,494,392	\$1,264,259	\$54,256

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

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-3: UNRESTRICTED AND OTHER, Actual 2023	Unrestricted	Vacation & Sick Leave Reserve	Total General Fund
REVENUES			
Local Government Dues	\$521,344	\$-	\$602,771
Emergency Services Contributions	-	-	439,820
Transportation Project Fees	-	-	1,365,306
Fees for Services	33,786	-	43,164
Investment Income	180,432	-	180,432
Miscellaneous Income	7,438	-	7,438
Other Financing Sources	-	49,039	136,858
TOTAL REVENUES	\$743,000	\$49,039	\$2,775,789
EXPENDITURES			
Local Activity	574,745	-	586,720
Capital Outlay	-	-	54,592
Transfer to Other Funds	73,427	-	862,226
TOTAL EXPENDITURES	\$648,172	\$-	\$1,503,538
Excess (Deficiency) of Revenues Over Expenditures	94,828	49,039	1,272,251
FUND BALANCE, Beginning of Year	42,979	1,231,567	4,635,596
SUBTOTAL	137,807	1,280,606	5,907,847
Transfers Between Components of General Fund	(99,970)	-	-
FUND BALANCE, End of Year	\$37,837	\$1,280,606	\$5,907,847

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-4: RESTRICTED FUNDS, Budgeted 2024	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
REVENUES					
Local Government Dues	\$-	\$-	\$-	\$-	\$83,055
Emergency Services Contributions	-	-	-	454,455	-
Transportation Project Fees	-	-	-	-	-
Fees for Services	-	-	-	-	-
Investment Income	-	-	-	-	-
Miscellaneous Income	-	-	-	-	-
Other Financing Sources	-	54,281	-	-	-
TOTAL REVENUES	\$-	\$54,281	\$-	\$454,455	\$ 83,055
EXPENDITURES					
Local Activity	-	-	17,800	-	-
Capital Outlay	-	-	-	-	-
Transfer to Other Funds	-	-	412,284	411,947	94,203
TOTAL EXPENDITURES	\$-	\$-	\$430,084	\$411,947	\$94,203
Excess (Deficiency) of Revenues Over Expenditures	-	54,281	(430,084)	42,508	(11,148)
FUND BALANCE, Beginning of Year	1,797,906	(21,409)	1,494,392	1,264,259	54,256
SUBTOTAL	1,797,906	32,872	1,064,308	1,306,767	43,108
Transfers Between Components of General Fund	74,281	-	53,149	10,000	-
FUND BALANCE, End of Year	\$1,872,187	\$32,872	\$1,117,457	\$1,316,767	\$43,108

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-5: UNRESTRICTED AND OTHER, Budgeted 2024	Unrestricted	Vacation & Sick Leave Reserve	Total General Fund
REVENUES			
Local Government Dues	\$542,209	\$-	\$625,264
Emergency Services Contributions	-	-	454,455
Transportation Project Fees	-	-	-
Fees for Services	24,550	-	24,550
Investment Income	90,000	-	90,000
Miscellaneous Income	-	-	-
Other Financing Sources	-	85,000	139,281
TOTAL REVENUES	\$656,759	\$85,000	\$1,333,550
EXPENDITURES			
Local Activity	722,578	-	740,378
Capital Outlay	-	-	-
Transfer to Other Funds	33,777	-	952,211
TOTAL EXPENDITURES	\$756,355	\$-	\$1,692,589
Excess (Deficiency) of Revenues Over Expenditures	(99,596)	85,000	(359,039)
FUND BALANCE, Beginning of Year	37,837	1,280,606	5,907,847
SUBTOTAL	(61,759)	1,365,606	5,548,808
Transfers Between Components of General Fund	(137,430)	-	-
FUND BALANCE, End of Year	\$(199,189)	\$1,365,606	\$5,548,808

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
GF-6: RESTRICTED FUNDS, Revised 2024					
REVENUES					
Local Government Dues	\$-	\$-	\$-	\$-	\$83,055
Emergency Services Contributions	-	-	-	449,455	-
Transportation Project Fees	-	-	140,294	-	-
Fees for Services	-	-	-	-	-
Investment Income	-	-	-	-	-
Miscellaneous Income	-	-	-	-	17,535
Other Financing Sources	-	173,000	-	-	-
TOTAL REVENUES	\$-	\$173,000	\$140,294	\$449,455	\$100,590
EXPENDITURES					
Local Activity	-	-	4,708	-	-
Capital Outlay	-	-	-	-	-
Transfer to Other Funds	-	-	649,195	419,418	52,443
TOTAL EXPENDITURES	\$-	\$-	\$653,903	\$419,418	\$52,443
Excess (Deficiency) of Revenues Over Expenditures	-	173,000	(513,609)	30,037	48,147
FUND BALANCE, Beginning of Year	1,797,906	(21,409)	1,494,392	1,264,259	54,256
SUBTOTAL	1,797,906	151,591	980,783	1,294,296	102,403
Transfers Between Components of General Fund	127,860	-	53,149	10,000	-
FUND BALANCE, End of Year	\$1,925,766	\$151,591	\$1,033,932	\$1,304,296	\$102,403

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-7: UNRESTRICTED AND OTHER, Revised 2024	Unrestricted	Vacation & Sick Leave Reserve	Total General Fund
REVENUES			
Local Government Dues	\$591,289	\$-	\$674,344
Emergency Services Contributions	-	-	449,455
Transportation Project Fees	-	-	140,294
Fees for Services	28,535	-	28,535
Investment Income	218,348	-	218,348
Miscellaneous Income	15,465	-	33,000
Other Financing Sources	-	105,000	278,000
TOTAL REVENUES	\$853,637	\$105,000	\$1,821,976
EXPENDITURES			
Local Activity	540,985	-	545,693
Capital Outlay	-	-	-
Transfer to Other Funds	101,482	-	1,222,538
TOTAL EXPENDITURES	\$642,467	\$-	\$1,768,231
Excess (Deficiency) of Revenues Over Expenditures	211,170	105,000	53,745
FUND BALANCE, Beginning of Year	37,837	1,280,606	5,907,847
SUBTOTAL	249,007	1,385,606	5,961,592
Transfers Between Components of General Fund	(191,009)	-	-
FUND BALANCE, End of Year	\$57,998	\$1,385,606	\$5,961,592

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

	Long-Term Contingency	Capital Outlay	Transportation Planning Reserve	Emergency Services Contributions	Aging
GF-8: RESTRICTED FUNDS, Budgeted 2025					
REVENUES					
Local Government Dues	\$-	\$-	\$-	\$-	\$84,716
Emergency Services Contributions	-	-	-	455,883	-
Transportation Project Fees	-	-	1,250,000	-	-
Fees for Services	-	-	-	-	-
Investment Income	-	-	-	-	-
Miscellaneous Income	-	-	-	-	-
Other Financing Sources	-	120,000	-	-	-
TOTAL REVENUES	\$-	\$120,000	\$1,250,000	\$455,883	\$84,716
EXPENDITURES					
Local Activity	-	-	15,700	-	-
Capital Outlay	-	-	-	-	-
Transfer to Other Funds	-	-	108,090	446,613	103,336
TOTAL EXPENDITURES	\$-	\$-	\$123,790	\$446,613	\$103,336
Excess (Deficiency) of Revenues Over Expenditures	-	120,000	1,126,210	9,270	(18,620)
FUND BALANCE, Beginning of Year	1,925,766	151,591	1,033,932	1,304,296	102,403
SUBTOTAL	1,925,766	271,591	2,160,142	1,313,566	83,783
Transfers Between Components of General Fund	134,496	-	54,191	10,000	-
FUND BALANCE, End of Year	\$2,060,262	\$271,591	\$2,214,333	\$1,323,566	\$83,783

GENERAL FUND REVENUES AND EXPENDITURES BUDGET

GF-9: UNRESTRICTED AND OTHER, Budgeted 2025	Unrestricted	Vacation & Sick Leave Reserve	Total General Fund
REVENUES			
Local Government Dues	\$552,584	\$-	\$637,300
Emergency Services Contributions	-	-	455,883
Transportation Project Fees	-	-	1,250,000
Fees for Services	24,450	-	24,450
Investment Income	170,000	-	170,000
Miscellaneous Income	-	-	-
Other Financing Sources	-	95,000	215,000
TOTAL REVENUES	\$747,034	\$95,000	\$2,752,633
EXPENDITURES			
Local Activity	531,496	-	547,196
Capital Outlay	-	-	-
Transfer to Other Funds	80,000	-	738,039
TOTAL EXPENDITURES	\$611,496	\$-	\$1,285,235
Excess (Deficiency) of Revenues Over Expenditures	135,538	95,000	1,467,398
FUND BALANCE, Beginning of Year	57,998	1,385,606	5,961,592
SUBTOTAL	193,536	1,480,606	7,428,990
Transfers Between Components of General Fund	(198,687)	-	-
FUND BALANCE, End of Year	\$(5,151)	\$1,480,606	\$7,428,990

Special Purpose Accounts

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

- **Transportation Planning Reserve**

The transportation planning reserve fund is generated to meet the requirement for non-federal cash match. The fund receives 10% of annual local government dues, along with fees assessed to local governments when federal funds are programmed for transportation projects in their communities. Funds are generally programmed every two years, which leads to significant fluctuations in the reserve balance from year to year. In 2025, MARC plans to bill project fees in the amount of \$1,250,000.

TRANSPORTATION FUNDS AVAILABLE FOR PROGRAMMING FY 2024-25	
Surface Transportation Program Funds	\$91,810,000
Carbon Reduction Program Funds	22,600,000
Transportation Alternatives Set-Aside Funds	16,397,510
Congestion Mitigation Air Quality Funds	11,800,000
FTA Section 5310 Funds	1,649,149
Planning Sustainable Places	1,620,000
TOTAL FUNDS PROGRAMMED IN 2024	\$145,876,659
2024 TRANSPORTATION PLANNING RESERVE	
Beginning Balance	\$1,494,392
Local Government Dues	53,149
Project Fees	140,294
Local Match and Direct Costs	(653,903)
2024 RESERVE BALANCE	\$1,033,932
2025 TRANSPORTATION PLANNING RESERVE	
Beginning Balance	\$1,033,932
Local Government Dues	54,191
Project Fees	1,250,000
Local Match and Direct Costs	(123,790)
2025 RESERVE BALANCE	\$2,214,333

- **Capital Outlay**

Agency-wide expenditures for leasehold improvements, equipment and technology with a useful life of greater than one year are paid with funds from this account and depreciated over time. Depreciation is then charged to programs as part of MARCs negotiated indirect rate. MARC defines a capital expenditure as a purchase over \$5,000. In the 2025 Budget, \$120,000 in other financing sources represents depreciation and there are no capital purchases budgeted.

- **Emergency Services Contributions**

The Emergency Services fund was established for voluntary contributions to support critical regional emergency planning, communications and training systems that are developed through the RHSCC. These funds, contributed by local governments, hospitals and other public health and fire/EMS district agencies, are used primarily as match for grants in the Special Revenue Fund and for other expenses not funded by grants. Ending fund balances are maintained to sustain operations in 2025 and beyond, in the event state and federal programs end or decline.

EMERGENCY SERVICES FUNDS

	Actual 2021	Actual 2022	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
General	\$289,741	\$281,705	\$302,645	\$311,930	\$311,730	\$318,158
MARCER	129,655	110,620	129,475	134,825	134,825	134,825
MOHAKCA	4,600	4,600	4,800	4,800	-	-
MERS	2,900	2,900	2,900	2,900	2,900	2,900
LT Care Facility	(1,000)	-	-	-	-	-
TOTAL	\$425,896	\$399,825	\$439,820	\$454,455	\$449,455	\$455,883

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

- **Aging**

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

AGING LOCAL MATCH COMPARISON, 2021-2025



- **Long-Term Contingency**

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

This fund resides within the General Fund which is tracked internally based on fund balance categorization. Over time, the LTC balance fund has increased steadily to a balance of \$1,797,906 at Dec. 31, 2023. MARC’s management team is committed to prudent fiscal management of the General Fund and expects the actual percentage achieved figure to increase in 2025. The projected LTC balance in the Revised 2024 and 2025 Budgets is \$1,925,766 and \$2,060,262, respectively.

LONG-TERM CONTINGENCY FUND

	Actual 2022	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Base Amount	17,262,615	18,359,738	21,869,315	21,261,382	21,746,387
12% Goal	2,071,514	2,203,169	2,624,318	2,551,366	2,609,566
Long Term Contingency Fund Balance, End of year	1,760,070	1,797,906	1,872,187	1,925,766	2,060,262
Actual percentage	10.2%	9.8%	8.6%	9.1%	9.5%
Actual percentage achieved	85.0%	81.6%	71.3%	75.5%	79.0%

- **Sick Leave and Vacation**

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

SPECIAL REVENUE FUND

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

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

SPECIAL REVENUE FUND REVENUES AND EXPENDITURES BUDGET

SRF-1: ALL PROGRAMS	ACTUAL 2023	BUDGETED 2024	REVISED 2024	BUDGETED 2025
REVENUE				
Federal and State Funds	\$59,289,934	\$85,041,999	\$76,370,623	\$72,773,756
Private Funds	3,020,844	5,114,846	4,141,767	4,038,743
Other Local Funds	8,590,109	9,749,931	9,735,829	7,868,943
Fees for Services	902,053	645,976	1,171,034	1,168,304
Investment Income	9,244	19,087	73,078	-
Contributed Services	6,662,398	11,464,210	10,602,995	11,302,309
Transfer from Other Funds	797,925	932,711	1,211,643	738,039
TOTAL REVENUE	\$79,272,507	\$112,968,760	\$103,306,969	\$97,890,094
EXPENDITURES				
Automobile	38,975	557,283	93,670	87,363
Capital Outlay/Equipment	613,258	1,134,401	4,356,708	1,613,615
Contractual Services	43,810,386	69,838,492	60,238,391	58,381,545
Contributed Services	6,662,399	11,464,210	10,604,943	11,302,309
Depreciation	3,686	23,153	-	-
Equipment Rental	-	2,000	-	-
Fees for Pass-through Grants	-	1,200	-	-
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	4,291,861	5,161,478	5,241,219	5,409,838
Indirect Costs Allocated	3,821,348	5,043,372	5,139,849	5,550,451
Insurance	51,774	26,815	44,082	46,907
Meals for the Elderly	4,252,758	3,233,324	1,837,408	-
Meetings/Travel	544,519	563,416	618,732	700,989
Memberships/Periodicals	33,749	30,275	38,465	19,209
Nutrition Incentives	2,184,040	2,988,854	2,173,538	1,929,029
Other	864,065	1,001,806	373,912	600,833
Postage	2,614	124,164	3,761	61,150
Printing/Reproduction	64,193	129,298	63,966	103,404
Rent/Utilities/Maintenance	489,797	470,650	524,430	528,861
Salaries	8,393,982	9,845,763	10,004,324	10,146,356
Scholarships	6,000	5,000	10,000	10,000
Supplies	983,231	841,631	1,112,085	1,001,049
Training	235,345	482,174	374,322	329,907
TOTAL EXPENDITURES	\$77,347,981	\$112,968,760	\$102,853,805	\$97,822,815

SRF-2: BY PROGRAM**AGING**

	ACTUAL 2023	BUDGETED 2024	REVISED 2024	BUDGETED 2025
REVENUE				
Federal and State Funds	\$9,932,345	\$15,408,366	\$13,696,046	\$10,255,850
Private Funds	55,284	94,595	170,641	44,798
Other Local Funds	10,207	5,000	600	-
Fees for Services	749,724	578,089	1,142,936	1,146,164
Investment Income	-	-	-	-
Contributed Services	2,236,048	1,613,308	2,235,475	1,294,412
Transfer from Other Funds	104,886	94,203	52,443	103,336
TOTAL REVENUE	\$13,088,494	\$17,793,561	\$17,298,141	\$12,844,560
EXPENDITURES				
Automobile	3,670	4,300	3,139	4,300
Capital Outlay/Equipment	176,228	15,000	3,506,767	979,458
Contractual Services	4,120,335	9,486,930	6,120,454	6,752,513
Contributed Services	2,236,049	1,613,308	2,237,422	1,294,284
Depreciation	-	-	-	-
Equipment Rental	-	-	-	-
Fees for Pass-through Grants	-	-	-	-
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	546,708	692,762	737,192	785,935
Indirect Costs Allocated	487,933	677,625	721,086	803,109
Insurance	1,260	2,520	4,000	4,000
Meals for the Elderly	4,252,758	3,233,324	1,837,408	-
Meetings/Travel	57,323	85,633	94,041	61,357
Memberships/Periodicals	9,334	12,305	11,853	1,305
Nutrition Incentives	-	-	-	-
Other	5,667	404,859	135,343	264,050
Postage	136	-	487	300
Printing/Reproduction	2,388	1,200	2,629	1,600
Rent/Utilities/Maintenance	87,960	73,656	109,131	115,982
Salaries	1,063,634	1,312,048	1,396,198	1,464,930
Scholarships	-	-	-	-
Supplies	86,420	143,133	297,177	262,513
Training	96,656	34,959	83,814	48,923
TOTAL EXPENDITURES	\$13,234,459	\$17,793,561	\$17,298,141	\$12,844,560

SRF-2: BY PROGRAM

COMMUNITY DEVELOPMENT

	ACTUAL 2023	BUDGETED 2024	REVISED 2024	BUDGETED 2025
REVENUE				
Federal and State Funds	\$3,950,796	\$5,708,738	\$4,558,741	\$8,466,583
Private Funds	2,415,905	4,124,581	3,300,930	3,321,021
Other Local Funds	164,081	156,732	340,496	159,388
Fees for Services	15,673	4,887	7,905	-
Investment Income	-	-	-	-
Contributed Services	625,519	458,687	397,919	143,591
Transfer from Other Funds	7,879	-	-	-
TOTAL REVENUE	\$7,179,853	\$10,453,625	\$8,605,991	\$12,090,584
EXPENDITURES				
Automobile	-	-	-	-
Capital Outlay/Equipment	38,885	5,022	5,500	2,100
Contractual Services	2,655,992	4,507,559	3,778,207	7,652,674
Contributed Services	625,519	458,687	397,919	143,591
Depreciation	-	-	-	-
Equipment Rental	-	-	-	-
Fees for Pass-through Grants	-	-	-	-
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	397,174	443,688	531,453	531,015
Indirect Costs Allocated	355,004	439,097	523,924	542,618
Insurance	-	-	-	-
Meals for the Elderly	-	-	-	-
Meetings/Travel	29,719	57,731	43,351	50,611
Memberships/Periodicals	1,182	2,750	3,450	2,800
Nutrition Incentives	2,184,040	2,988,854	2,173,538	1,929,029
Other	2,127	361,538	14,977	20,317
Postage	2,443	122,939	2,677	59,569
Printing/Reproduction	47,827	95,458	46,776	80,837
Rent/Utilities/Maintenance	41,309	38,992	46,827	43,741
Salaries	774,455	855,413	1,018,616	989,778
Scholarships	-	-	-	-
Supplies	23,377	72,147	13,527	39,404
Training	800	3,750	5,250	2,500
TOTAL EXPENDITURES	\$7,179,853	\$10,453,625	\$8,605,991	\$12,090,584

SRF-2, continued

EMERGENCY SERVICES/ PUBLIC SAFETY

	ACTUAL 2023	BUDGETED 2024	REVISED 2024	BUDGETED 2025
REVENUE				
Federal and State Funds	\$1,991,864	\$3,173,897	\$2,611,793	\$2,849,431
Private Funds	52,255	65,000	12,745	50,000
Other Local Funds	5,687,652	6,175,419	6,147,052	5,775,697
Fees for Services	26,358	-	-	-
Investment Income	-	-	-	-
Contributed Services	34,267	59,842	29,491	45,214
Transfer from Other Funds	376,942	411,947	419,418	438,513
TOTAL REVENUE	\$8,169,338	\$9,886,105	\$9,220,499	\$9,158,855
EXPENDITURES				
Automobile	30,512	547,583	84,895	77,663
Capital Outlay/Equipment	374,014	1,088,879	758,793	568,229
Contractual Services	2,060,981	4,087,409	3,898,900	3,797,148
Contributed Services	34,267	59,842	29,491	45,342
Depreciation	3,686	23,153	-	-
Equipment Rental	-	-	-	-
Fees for Pass-through Grants	-	-	-	-
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	840,186	939,363	936,876	987,570
Indirect Costs Allocated	749,960	918,839	917,245	1,009,151
Insurance	26,166	-	24,080	39,407
Meals for the Elderly	-	-	-	-
Meetings/Travel	201,098	203,212	211,803	297,317
Memberships/Periodicals	6,179	-	5,064	2,629
Nutrition Incentives	-	-	-	-
Other	8,620	15,550	13,729	48,625
Postage	31	100	187	206
Printing/Reproduction	7,503	1,500	-	6,217
Rent/Utilities/Maintenance	98,841	88,008	100,535	108,067
Salaries	1,634,932	1,779,099	1,776,864	1,840,765
Scholarships	6,000	5,000	10,000	10,000
Supplies	280,981	86,352	344,156	209,054
Training	7,961	42,215	25,166	44,187
TOTAL EXPENDITURES	\$6,371,918	\$9,886,105	\$9,137,784	\$9,091,577

SRF-2, continued

ENVIRONMENTAL PROGRAMS

	ACTUAL 2023	BUDGETED 2024	REVISED 2024	BUDGETED 2025
REVENUE				
Federal and State Funds	\$1,658,726	\$2,758,773	\$2,700,068	\$992,608
Private Funds	50,951	179,028	141,396	138,141
Other Local Funds	1,920,663	1,075,026	1,662,528	390,894
Fees for Services	4,456	-	250	-
Investment Income	9,244	19,087	73,078	-
Contributed Services	147,790	192,439	82,814	57,011
Transfer from Other Funds	-	-	-	-
TOTAL REVENUE	\$3,791,830	\$4,224,352	\$4,660,134	\$1,578,654
EXPENDITURES				
Automobile	-	-	-	-
Capital Outlay/Equipment	-	-	-	-
Contractual Services	2,593,325	2,839,914	2,965,168	769,507
Contributed Services	147,790	192,439	82,814	57,011
Depreciation	-	-	-	-
Equipment Rental	-	-	-	-
Fees for Pass-through Grants	-	1,200	-	-
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	191,564	266,346	249,677	161,332
Indirect Costs Allocated	174,215	265,037	244,219	169,948
Insurance	2,400	1,800	-	-
Meals for the Elderly	-	-	-	-
Meetings/Travel	22,933	33,016	14,118	23,066
Memberships/Periodicals	1,838	3,720	480	-
Nutrition Incentives	-	-	-	-
Other	19,252	54,378	81,833	50,039
Postage	-	50	-	-
Printing/Reproduction	1,250	5,800	1,300	-
Rent/Utilities/Maintenance	20,347	23,601	21,834	13,919
Salaries	383,403	517,785	472,872	314,982
Scholarships	-	-	-	-
Supplies	12,581	18,917	13,685	18,190
Training	682	350	-	660
TOTAL EXPENDITURES	\$3,571,580	\$4,224,352	\$4,148,000	\$1,578,654

SRF-2, continued

TRANSPORTATION

	ACTUAL 2023	BUDGETED 2024	REVISED 2024	BUDGETED 2025
REVENUE				
Federal and State Funds	\$6,879,375	\$21,045,577	\$15,967,450	\$13,207,711
Private Funds	-	-	-	-
Other Local Funds	807,506	2,337,754	1,585,153	1,542,963
Fees for Services	52,821	-	-	-
Investment Income	-	-	-	-
Contributed Services	775,461	1,070,112	808,339	1,504,935
Transfer from Other Funds	262,213	412,284	650,545	116,190
TOTAL REVENUE	\$8,777,376	\$24,865,727	\$19,011,487	\$16,371,799
EXPENDITURES				
Automobile	4,793	5,400	5,636	5,400
Capital Outlay/Equipment	-	25,500	67,060	63,828
Contractual Services	2,827,232	17,635,388	12,027,665	8,255,220
Contributed Services	775,461	1,070,112	808,339	1,504,935
Depreciation	-	-	-	-
Equipment Rental	-	-	-	-
Fees for Pass-through Grants	-	-	-	-
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	1,246,784	1,486,712	1,452,899	1,573,255
Indirect Costs Allocated	1,121,692	1,468,359	1,440,648	1,622,739
Insurance	3,192	4,000	4,536	3,500
Meals for the Elderly	-	-	-	-
Meetings/Travel	29,661	54,570	51,532	62,395
Memberships/Periodicals	11,291	11,500	11,575	12,475
Nutrition Incentives	-	-	-	-
Other	32,553	18,820	10,979	19,730
Postage	4	1,075	410	1,075
Printing/Reproduction	783	9,500	13,261	14,750
Rent/Utilities/Maintenance	131,075	131,350	129,346	133,969
Salaries	2,455,169	2,857,541	2,809,374	2,974,778
Scholarships	-	-	-	-
Supplies	78,029	78,100	168,327	111,550
Training	6,836	7,800	9,900	12,200
TOTAL EXPENDITURES	\$8,724,555	\$24,865,727	\$19,011,487	\$16,371,799

SRF-2, continued

EARLY LEARNING/HEAD START

	ACTUAL 2023	BUDGETED 2024	REVISED 2024	BUDGETED 2025
REVENUE				
Federal and State Funds	\$34,876,828	\$36,946,649	\$36,836,525	\$37,001,573
Private Funds	446,449	651,642	516,054	484,784
Other Local Funds	-	-	-	-
Fees for Services	53,021	63,000	19,942	22,140
Investment Income	-	-	-	-
Contributed Services	2,843,313	8,069,822	7,048,958	8,257,145
Transfer from Other Funds	46,005	14,277	89,237	80,000
TOTAL REVENUE	\$38,265,616	\$45,745,390	\$44,510,716	\$45,845,642
EXPENDITURES				
Automobile	-	-	-	-
Capital Outlay/Equipment	24,131	-	18,587	-
Contractual Services	29,552,521	31,281,292	31,447,997	31,154,483
Contributed Services	2,843,313	8,069,822	7,048,958	8,257,145
Depreciation	-	-	-	-
Equipment Rental	-	2,000	-	-
Fees for Pass-through Grants	-	-	-	-
Pass-through Employee Benefits	-	-	-	-
Fringe Benefits Allocated	1,069,445	1,332,607	1,333,123	1,370,731
Indirect Costs Allocated	932,544	1,274,415	1,292,727	1,402,886
Insurance	18,756	18,495	11,466	-
Meals for the Elderly	-	-	-	-
Meetings/Travel	203,785	129,255	203,887	206,243
Memberships/Periodicals	3,925	-	6,044	-
Nutrition Incentives	-	-	-	-
Other	795,847	146,661	117,050	198,072
Postage	-	-	-	-
Printing/Reproduction	4,442	15,840	-	-
Rent/Utilities/Maintenance	110,265	115,043	116,757	113,183
Salaries	2,082,389	2,523,877	2,530,400	2,561,123
Scholarships	-	-	-	-
Supplies	501,843	442,983	275,213	360,338
Training	122,410	393,100	250,192	221,437
TOTAL EXPENDITURES	\$38,265,616	\$45,745,390	\$44,652,401	\$45,845,642

ENTERPRISE FUND

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

ENTERPRISE FUND REVENUE AND EXPENDITURES BUDGET

EF-1: ALL PROGRAMS	ACTUAL 2023	BUDGETED 2024	REVISED 2024	BUDGETED 2025
REVENUE				
Federal and State Funds	\$-	\$78,957	\$66,843	\$-
Private Funds	20,736	20,000	246,727	225,724
Local Dues and Fees	281,969	367,919	287,594	290,613
Other Local Funds	218,277	61,200	72,538	61,200
Fees for Services	1,828,373	1,441,328	1,143,703	911,590
Program Income	-	69,215	97,171	39,161
Transfer from Other Funds	19,500	19,500	19,500	-
TOTAL REVENUE	\$ 2,368,855	\$2,058,119	\$1,934,076	\$1,528,288
EXPENDITURES				
Contractual Services	747,292	654,576	667,188	583,571
Fringe Benefits Allocated	230,746	255,856	210,961	218,153
Indirect Costs Allocated	211,443	260,040	211,576	234,533
Meetings/Travel	81,712	41,370	54,127	56,705
Memberships/Periodicals	6,622	1,615	12,768	1,515
Other	96,602	37,552	47,566	3,730
Postage	166	6,000	591	620
Printing/Reproduction	2,123	675	11,200	8,425
Rent/Utilities/Maintenance	29,932	27,307	22,808	21,809
Salaries	467,084	513,492	415,003	439,171
Supplies	76,838	50,118	40,178	33,298
Training	6,955	-	5,295	4,500
TOTAL EXPENDITURES	\$ 1,957,515	\$1,848,601	\$1,699,260	\$1,606,030
Excess (Deficiency) of Revenue Over Expenditures	411,340	209,517	234,816	(77,741)
FUND BALANCE, Beginning of Year	2,082,281	2,493,621	2,493,621	2,728,437
FUND BALANCE, End of Year	\$ 2,493,621	\$2,703,138	\$2,728,437	\$2,650,695

EF-1: BY PROGRAM

COOPERATIVE PURCHASING				
	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Revenue	\$207,359	\$69,210	\$227,129	\$164,884
Expenditures	89,014	117,529	95,314	167,136
Excess (Deficiency) of Revenue over Expenditures	118,345	(48,319)	131,815	(2,252)
Fund Balance, Beginning of Year	717,884	836,229	836,229	968,044
Fund Balance, End of Year	\$836,229	\$787,910	\$968,044	\$965,792

ANNUAL SALARY SURVEY				
	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Revenue	\$14,692	\$19,576	\$26,084	\$24,400
Expenditures	17,107	17,794	20,800	20,800
Excess (Deficiency) of Revenue over Expenditures	(2,415)	1,782	5,284	3,600
Fund Balance, Beginning of Year	16,204	13,789	13,789	19,073
Fund Balance, End of Year	\$13,789	\$15,571	\$19,073	\$22,673

IBTS BUILDING TECHNICAL SERVICES				
	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Revenue	\$10,449	\$7,999	\$12,754	\$11,187
Expenditures	6,245	6,567	15,024	22,043
Excess (Deficiency) of Revenue over Expenditures	4,204	1,432	(2,270)	(10,856)
Fund Balance, Beginning of Year	23,659	27,863	27,863	25,593
Fund Balance, End of Year	\$27,863	\$29,295	\$25,593	\$14,737

GOVERNMENT TRAINING INSTITUTE				
	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Revenue	\$557,959	\$500,165	\$420,619	\$422,773
Expenditures	380,661	426,996	402,864	406,712
Excess (Deficiency) of Revenue over Expenditures	177,298	73,169	17,755	16,061
Fund Balance, Beginning of Year	254,186	431,484	431,484	449,239
Fund Balance, End of Year	\$431,484	\$504,654	\$449,239	\$465,300

SMALL CITIES CONSULTING				
	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Revenue	\$5,288	\$54,981	\$79,172	\$30,097
Expenditures	36,103	57,451	54,813	23,184
Excess (Deficiency) of Revenue over Expenditures	(30,815)	(2,470)	24,359	6,913
Fund Balance, Beginning of Year	(45)	(30,860)	(30,860)	(6,501)
Fund Balance, End of Year	\$(30,860)	\$(33,330)	\$(6,501)	\$412

RESEARCH DATA CENTER				
	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Revenue	\$34,270	\$39,998	\$82,825	\$17,100
Expenditures	33,719	43,968	96,175	9,437
Excess (Deficiency) of Revenue over Expenditures	551	(3,970)	(13,350)	7,663
Fund Balance, Beginning of Year	34,248	34,799	34,799	21,449
Fund Balance, End of Year	\$34,799	\$30,829	\$21,449	\$29,112

KERIT				
	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Revenue	\$ 48,420	\$-	\$-	\$-
Expenditures	26,762	-	-	-
Excess (Deficiency) of Revenue over Expenditures	21,658	-	-	-
Fund Balance, Beginning of Year	10,057	31,715	31,715	31,715
Fund Balance, End of Year	\$31,715	\$31,715	\$31,715	\$31,715

REGIONAL AERIAL PHOTOGRAPHY				
	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Revenue	\$-	\$131,994	\$122,419	\$-
Expenditures	-	131,994	122,341	-
Excess (Deficiency) of Revenue over Expenditures	-	-	78	-
Fund Balance, Beginning of Year	(10,783)	(10,783)	(10,783)	(10,705)
Fund Balance, End of Year	\$(10,783)	\$(10,783)	\$(10,705)	\$(10,705)

EF-2: BY PROGRAM

KC COMMUNITIES FOR ALL AGES				
	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Revenue	\$500	\$-	\$114,556	\$162,998
Expenditures	-	-	98,696.00	118,658.00
Excess (Deficiency) of Revenue over Expenditures	500	-	15,860	44,340
Fund Balance, Beginning of Year	-	500	500	16,360
Fund Balance, End of Year	\$500	\$500	\$16,360	\$60,700

CORE COMMUNITIES				
	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Revenue	\$125,253	\$61,953	\$61,941	\$60,828
Expenditures	113,074	61,953	66,906	118,200
Excess (Deficiency) of Revenue over Expenditures	12,179	-	(4,965)	(57,372)
Fund Balance, Beginning of Year	189,006	201,185	201,185	196,220
Fund Balance, End of Year	\$201,185	\$201,185	\$196,220	\$138,848

GOVERNMENT INNOVATIONS FORUM				
	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Revenue	\$189,337	\$193,103	\$194,091	\$197,952
Expenditures	70,155	131,486	86,737	214,901
Excess (Deficiency) of Revenue over Expenditures	119,182	61,617	107,354	(16,949)
Fund Balance, Beginning of Year	265,325	384,507	384,507	491,861
Fund Balance, End of Year	\$384,507	\$446,124	\$491,861	\$474,912

VETERANS DIRECTED SERVICES				
	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Revenue	\$592,082	\$566,605	\$447,518	\$420,068
Expenditures	432,024	402,305	452,659	468,913
Excess (Deficiency) of Revenue over Expenditures	160,058	164,300	(5,141)	(48,845)
Fund Balance, Beginning of Year	457,097	617,155	617,155	612,014
Fund Balance, End of Year	\$617,155	\$781,455	\$612,014	\$563,169

EDUCARE/EARLY LEARNING SERVICES				
	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Revenue	\$(5,497)	\$-	\$10,600	\$16,000
Expenditures	26,027	-	12,924	12,000
Excess (Deficiency) of Revenue over Expenditures	(31,524)	-	(2,324)	4,000
Fund Balance, Beginning of Year	51,685	20,161	20,161	17,837
Fund Balance, End of Year	\$20,161	\$20,161	\$17,837	\$21,837

COMMUNITY SERVICES NETWORK				
	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Revenue	\$497,685	\$412,535	\$128,368	\$-
Expenditures	667,507	450,559	166,556	24,046
Excess (Deficiency) of Revenue over Expenditures	(169,822)	(38,024)	(38,188)	(24,046)
Fund Balance, Beginning of Year	157,320	(12,502)	(12,502)	(50,690)
Fund Balance, End of Year	\$(12,502)	\$(50,526)	\$(50,690)	\$(74,736)

WORKFORCE DEVELOPMENT				
	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Revenue	\$91,057	\$-	\$6,000	\$-
Expenditures	58,353	-	7,450	-
Excess (Deficiency) of Revenue over Expenditures	32,704	-	(1,450)	-
Fund Balance, Beginning of Year	(83,562)	(50,858)	(50,858)	(52,308)
Fund Balance, End of Year	\$(50,858)	\$(50,858)	\$(52,308)	\$(52,308)

TOTALS				
	Actual 2023	Budgeted 2024	Revised 2024	Budgeted 2025
Revenue	\$2,368,855	\$2,058,119	\$1,934,076	\$1,528,288
Expenditures	1,957,515	1,848,601	1,699,260	1,606,030
Excess (Deficiency) of Revenue over Expenditures	411,340	209,517	234,816	(77,741)
Fund Balance, Beginning of Year	2,082,281	2,493,621	2,493,621	2,728,437
Fund Balance, End of Year	\$2,493,621	\$2,703,138	\$2,728,437	\$2,650,695

INDIRECT AND CLEARING FUND

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

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

INDIRECT COSTS BUDGET

COST CATEGORY	ACTUAL 2023	BUDGETED 2024	REVISED 2024	BUDGETED 2025
Accounting/Audit	\$187,029	\$237,750	\$218,570	\$213,470
Automobile	31,517	30,569	29,969	40,300
Contractual Services	359,000	261,991	402,876	379,745
Depreciation	84,133	31,128	172,710	120,000
Equipment Rental	7,266	7,456	7,570	7,570
Fringe Benefits Allocated	981,004	1,210,614	,114,697	1,246,859
Insurance	238,295	268,909	249,370	259,852
Meetings/Travel	5,690	18,700	9,555	28,650
Memberships/Periodicals	28,226	26,500	26,597	27,547
Other	64,445	58,950	88,150	88,700
Postage	7,199	8,500	10,008	9,560
Printing/Reproduction	35,605	37,001	36,191	33,370
Rent/Utilities/Maintenance	567,776	600,403	377,516	155,507
Salaries	1,944,731	2,347,976	2,172,913	2,379,659
Supplies	217,235	264,350	263,122	322,170
Training	18,099	44,750	30,448	44,000
TOTAL INDIRECT COSTS	4,777,250	5,455,547	5,210,262	5,356,959
Fees for Pass-through Grants	(500)	(7,700)	(1,000)	(1,000)
NET INDIRECT COSTS	\$4,776,750	\$5,447,847	\$5,209,262	\$5,355,959
COMPARISON TO ALLOCATED INDIRECT COSTS				
Amount Allocated to Grants	\$4,154,002	\$5,400,473	\$5,455,241	\$5,990,985
Net Indirect Costs	(4,776,750)	(5,447,847)	(5,209,262)	(5,355,959)
SURPLUS (DEFICIT)	(622,748)	(47,374)	245,979	635,026
FUND BALANCE, Beginning of Year	121,371	(501,377)	(501,377)	(255,399)
FUND BALANCE, END OF YEAR	\$(501,377)	\$(548,751)	\$(255,399)	\$379,627

FRINGE BENEFITS BUDGET

COST CATEGORY	ACTUAL 2023	BUDGETED 2024	REVISED 2024	BUDGETED 2025
FICA Taxes	\$938,361	\$1,061,004	\$1,098,748	\$1,127,120
Pension	790,924	933,837	921,674	981,603
401k Employer Match	255,416	284,992	286,886	298,365
Health Insurance Subsidy	1,289,793	1,555,450	1,374,986	1,501,921
Cafeteria Allowance	424,270	476,300	460,900	473,220
Disability Insurance	39,239	44,794	44,597	46,538
Unemployment Compensation	4,164	6,000	2,000	4,200
Educational Assistance	8,459	9,000	16,000	12,000
Technology/Remote Allowance	25,275	25,200	26,775	27,300
Vacation	885,838	909,468	948,417	958,337
Sick Leave	457,268	410,604	565,733	640,046
Holidays	530,787	604,591	593,613	626,598
Other Leave	16,529	26,500	44,690	26,000
TOTAL FRINGE BENEFITS	\$5,666,323	\$6,347,740	\$6,385,019	\$6,723,248
COMPARISON TO ALLOCATED INDIRECT COSTS				
Amount Allocated to Grants	\$5,609,411	\$6,711,254	\$6,659,574	\$7,076,447
Total Fringe Benefits	(5,666,323)	(6,347,740)	(6,385,019)	(6,723,248)
SURPLUS (DEFICIT)	(56,912)	363,514	274,555	353,199
FUND BALANCE, Beginning of Year	(313,567)	(370,479)	(370,479)	(95,924)
FUND BALANCE, END OF YEAR	\$(370,479)	\$(6,965)	\$(95,924)	\$257,275

911 CLEARING FUND BUDGET

	ACTUAL 2023	BUDGETED 2024	REVISED 2024	BUDGETED 2025
REVENUE				
Other Local Funds	\$2,626,756	\$3,020,600	\$3,020,600	\$3,230,600
TOTAL REVENUES	\$2,626,756	\$3,020,600	\$3,020,600	\$3,230,600
EXPENDITURES				
Capital Outlay	21,124	-	-	-
Contractual Services	80,486	172,000	172,000	239,400
Insurance	19,170	44,406	44,406	41,000
Rent/Utilities/Maintenance	2,459,657	2,800,557	2,800,557	2,943,200
Supplies	46,319	3,637	3,637	7,000
TOTAL EXPENDITURES	\$2,626,756	\$3,020,600	\$3,020,600	\$ 3,230,600
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	\$-	\$-	\$-	\$-

911 CAPITAL FUND

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

CPF-1: ALL PROGRAMS	ACTUAL 2023	BUDGETED 2024	REVISED 2024	BUDGETED 2025
REVENUE				
Other Local Funds	\$2,168,146	\$1,662,114	\$1,660,050	\$1,504,500
TOTAL REVENUE	\$2,168,146	\$1,662,114	\$1,660,050	\$1,504,500
EXPENDITURES				
Capital Outlay/Equipment	\$1,437,060	\$1,688,984	\$1,627,500	\$1,475,000
TOTAL EXPENDITURES	\$1,437,060	\$1,688,984	\$1,627,500	\$1,475,000
Excess (Deficiency) of Revenue Over Expenditures	731,086	(26,870)	32,550	29,500
FUND BALANCE, Beginning of Year	68,048	7,403,620	7,403,620	7,436,170
PRIOR PERIOD ADJUSTMENT	6,604,486	-	-	-
FUND BALANCE, End of Year	\$7,403,620	\$7,376,750	\$7,436,170	\$7,465,670

PLANNED EXPENDITURES

	2025	2026	2027	2028
Annual Workstation Replacement (60)	\$600,000	\$600,000	\$600,000	\$600,000
Workstation Equipment (Monitors/Switches)	200,000	200,000	200,000	200,000
Microwave and Point-to-Point Upgrades	200,000	200,000	200,000	200,000
Server Replacement (one host/year)	200,000	200,000	200,000	200,000
SecuLore Overwatch Cybersecurity Solution	138,000	173,280	173,280	173,280
Network Time Protocol NTP Upgrade	50,000	-	-	-
Enterprise NAS	20,000	-	-	-
Automatic Abandoned Callback (AAC)	-	125,000	-	-
Commanders Hill Tower Site Replacement	-	-	500,000	-
DC Plant Batteries	-	-	100,000	-
Rapid Deploy	-	200,000	200,000	200,000
Miscellaneous & Contingency	67,000	125,000	125,000	125,000
TOTAL	\$1,475,000	\$1,823,280	\$2,298,280	\$1,698,280

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

Additional information about the most significant 2024 investments can be found on page 63.

MARC

Appendices

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

A. BUDGET PROCESS AND TIMELINE

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

In August, MARC staff began the process of identifying accomplishments, updating 2024 priority projects and articulating goals for 2025. Due to the collaborative nature of our work, public input into the MARC budget is different than traditional open hearings held by municipal agencies. MARC's work is guided by boards and committees (shown in the organizational chart on page 4) comprised of elected officials, local government staff, nonprofit and civic partner organizations and residents. Many of these committees develop, review and approve their work priorities, program budgets and/or grant budgets, which are layered into the larger MARC budget.

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

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

Following is the timeline and steps for the preparation of the revised 2024 and the 2025 budget.

2025 Budget Timeline:

August	Budget Plan Developed Finance staff met and laid out the plan for the 2024R/2025 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 2024 and outline new work plan priorities for 2025.
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 2025 budget.
September	Budget Templates Updated Finance staff refined the budget system structure in the Prophix software system and updated templates to streamline data entry and ensure that revenues and expenditures for each program aligned with policy goals.
September	Overarching Goals and Strategic Objectives Department directors and the executive director held strategy sessions to identify priorities for 2025 work plans and the budget, including new staffing

needed, facilities, technology and organizational development needs. Discussions also included federal and state priorities, and future revenue outlook. The budget team began to meet weekly to monitor tasks and discuss issues. Finance staff began to collect performance measure data.

- September** **Budget Entry**
Program staff entered budgets for more than 100 unique 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.
- September/October** **Personnel Allocations and General Fund and Clearing Fund Budgets**
While program staff continued data entry, finance staff began to allocate personnel costs (salaries, fringe benefits, indirect and rent) across all grants and developed budgets for the General and the Indirect and Clearing funds.
- September 25** **Data Entry Complete**
Program managers completed all data entry and finance staff began review and generation of tabular data.
- October/November** **Budget Document Narratives**
Work plan content was updated to reflect accomplishments from 2024 and new work for 2025. All narrative content in the budget was updated and shared with relevant staff members throughout the organization for comment.

Public affairs and finance staff reviewed GFOA guidance and addressed improvements recommended by GFOA evaluators during review of the 2024 budget.
- October/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 26** **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 and the document was final reviewed.
- December 17** **Board Approval**
The MARC Board of Directors approved the final 2024 Revised and 2025 Budget.

B. METHODOLOGY

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

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

MARC's 2025 Budget format is intended to help stakeholders understand how MARC's work is funded and for staff to measure progress toward goals. The nature of MARC's financial structure is such that revenue streams are inextricably tied to policy goals. Staff members work deliberately to identify priorities and programs that further the regional vision. This 2025 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 13, the work overlaps departments and many aspects of it are highly integrated. For example, Quality Early Learning supports a Competitive Economy, and taking a Healthy Environment into account as we plan for Efficient Transportation and Quality Places is critical. Throughout the year, as new grants and programs are initiated, there is conscious discussion about which policy goal area they most strongly support, realizing that the connections between them are important to achieving our regional vision.

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

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

- Forecasted revenues for ongoing programs for which grant funding is certain.
- Forecasted revenues for programs and grants which, based on experience and communications with funders, are very likely to come to fruition in 2025.
- Decreased revenues for grants that are expected to come to a close in 2025. Expenditures are also budgeted on what is known today.
- Direct expenditures are based on approved or projected grant budgets.
- The projected value of contributed services is determined using known match requirements and trends from past years.
- Costs allocated for leave time and benefits are based on trend analysis.

C. SUMMARY OF FINANCIAL POLICIES

Investment Policy

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

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

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

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

Revenue Recognition Policy

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

Fund Balance Constraint Policy

MARC follows GASB Statement No. 54 fund balance reporting and governmental fund type definitions and classifies its fund balance in 5 categories: Nonspendable, Restricted, Committed, Assigned, and Unassigned.

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

Restricted Fund Balance – amounts that are required by external parties to be used for a specific purpose. Constraints are externally imposed by creditors, grantors, contributors or laws, regulations or enabling

legislation. MARC does not have restricted fund balance.

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

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

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

Purchasing Policy

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

The key provisions include:

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

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 and estimated useful lives greater than one year are capitalized as fixed assets in the General Fixed Asset

Account Group. These assets are considered unrestricted fixed assets. On a monthly basis, depreciation for the unrestricted assets is calculated and charged to the indirect cost allocation pool.

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

MARC is currently reviewing the 2024 updates to the Uniform Grants Guidance and anticipates increasing its capitalization threshold from \$5,000 to \$10,000 on January 1, 2025.

Balanced Budget Policy

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

Debt Policy

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

D. INDIRECT COST ALLOCATION

Direct Costs versus Indirect Costs

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

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

Indirect Cost Allocation Plan (ICAP)

The federal government has established a method of allocating fringe and indirect costs to grants through a negotiated indirect cost allocation rate. As a recipient of federal grants, MARC develops an annual ICAP for review by the federal government. MARC has completed annual ICAPs for more than 21 years.

By June 30 each year, MARC develops an Indirect Cost Proposal based on actual results from the most recently completed fiscal year. For example, actual results from 2023 were used for the 2025 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 rate proposals: an indirect rate; a fringe benefit rate; and a fringe benefit rate for interns. Throughout the year, the indirect rate is applied to the sum of direct salaries and direct fringe benefit costs. The fringe rate is applied to both direct and indirect salaries. The amounts generated from these allocations are accounted for as an inflow in the Indirect and Clearing Fund. Actual indirect costs and fringe benefits incurred are charged to the Indirect and Clearing Fund and the surplus or deficit in each account is calculated and monitored monthly. The surplus or deficit balance at the end of the fiscal year becomes part of the formula used to calculate the rates for the next ICAP plan.

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

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

Proposed 2025 Indirect Cost Allocation Rates

The 2025 ICAP rates and calculations have not yet been approved by HHS as of the approval of this Budget. The Revised 2025 Budget will include the final rates.

Indirect and Fringe Rate Trends

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

E. ADDITIONAL FINANCIAL TABLES

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

SPECIAL REVENUE FUND EXPENDITURES BY PROGRAM, 2021–2025

Program	Actual 2021	Actual 2022	Actual 2023	Revised 2024	Budgeted 2025
Environmental Planning	\$1,690,425	\$2,596,330	\$3,571,580	\$4,148,000	\$1,578,654
Community Development	6,256,219	7,640,956	7,179,853	8,605,991	12,090,584
Emergency Services/Public Safety	6,398,436	5,468,522	6,371,918	9,137,784	9,091,576
Aging	9,124,570	12,505,037	13,234,459	17,298,141	12,844,560
Transportation Planning	7,697,758	7,045,100	8,724,555	19,011,487	16,371,799
Early Learning/Head Start	35,615,311	36,412,088	38,265,616	44,652,401	45,845,642
TOTAL	\$66,782,719	\$71,668,033	\$77,347,981	\$102,853,804	\$97,822,815

TOTAL AGENCY BUDGET OF REVENUES BY FUND

ACTUAL 2023	General Fund	Special Revenue Fund	Enterprise Fund	911 Capital Fund	Indirect Costs and Clearing	Total Agency Budget
Federal and State Funds	\$—	\$59,289,934	\$—	\$—	\$—	\$59,289,934
Private Funds	—	3,020,844	20,736	—	—	3,041,580
Local Dues and Fees	1,042,591	—	281,969	—	—	1,324,560
Other Local Funds	1,365,306	8,590,109	218,277	2,168,146	2,626,756	14,968,594
Fees for Services	50,602	902,053	1,828,373	—	—	2,781,028
Investment Income	180,432	9,244	—	—	—	189,676
Other Financing Sources	136,858	—	—	—	—	136,858
Contributed Services	—	6,662,398	—	—	—	6,662,398
Transfer from Other Funds	—	797,925	19,500	—	—	817,425
Indirect Allocation to Clearing Fund	—	—	—	—	9,763,413	9,763,413
TOTAL REVENUE	\$2,775,789	\$79,272,507	\$2,368,855	\$2,168,146	\$12,390,169	\$98,975,466

BUDGETED 2024	General Fund	Special Revenue Fund	Enterprise Fund	911 Capital Fund	Indirect Costs and Clearing	Total Agency Budget
Federal and State Funds	\$—	\$85,041,999	78,957	\$—	\$—	\$85,120,956
Private Funds	—	5,114,846	20,000	—	—	5,134,846
Local Dues and Fees	1,079,719	—	367,919	—	—	1,447,638
Other Local Funds	—	9,749,931	61,202	1,662,114	3,020,600	14,493,847
Fees for Services	24,550	645,976	1,441,326	—	—	2,111,852
Investment Income	90,000	19,087	69,215	—	—	178,302
Other Financing Sources	139,281	—	—	—	—	139,281
Contributed Services	—	11,464,210	—	—	—	11,464,210
Transfer from Other Funds	—	932,711	19,500	—	—	952,211
Indirect Allocation to Clearing Fund	—	—	—	—	12,111,727	12,111,727
TOTAL REVENUE	\$1,333,550	\$112,968,760	2,058,119	\$1,662,114	\$15,132,327	\$133,154,870

REVISED 2024	General Fund	Special Revenue Fund	Enterprise Fund	911 Capital Fund	Indirect Costs and Clearing	Total Agency Budget
Federal and State Funds	\$—	\$76,370,623	\$66,843	\$—	\$—	\$76,437,466
Private Funds	—	4,141,767	246,727	0	—	4,388,494
Local Dues and Fees	1,123,799	—	287,594	—	—	1,411,393
Other Local Funds	140,294	9,735,829	72,538	1,660,050	3,020,600	14,629,311
Fees for Services	61,535	1,171,034	1,143,703	—	—	2,376,272
Investment Income	218,348	73,078	97,171	—	—	388,597
Other Financing Sources	278,000	—	—	—	—	278,000
Contributed Services	—	10,602,995	—	—	—	10,602,995
Transfer from Other Funds	—	1,211,643	19,500	—	—	1,231,143
Indirect Allocation to Clearing Fund	—	—	—	—	12,114,815	12,114,815
TOTAL REVENUE	\$1,821,976	\$103,306,969	\$1,934,076	\$1,660,050	\$15,135,415	\$123,858,486

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

F. PERSONNEL SUMMARY CHART

	2023		2024		2025	
	Full-time Employees	Part-time and interns	Full-time Employees	Part-time and interns	Full-time Employees	Part-time and interns
EXECUTIVE DIRECTOR'S OFFICE	1		1	1	1	
Administrative Support	1		1		1	
Organizational Support					1	1
FINANCE AND ADMINISTRATION						
Financial Grants and Management	17	1	17	1	15	2
Human Resources	2	1	2	1	4	
Information Technology	4		4		4	
Public Affairs	9	1	9	1	10	1
AGING AND ADULT SERVICES	24	2	28	2	27	
COMMUNITY DEVELOPMENT						
General	1	3				
Workforce	1					
LOCAL GOVERNMENT SERVICES						
Local Government Services	3	2	6	2	6	2
Government Training Institute	3		3	1	2	1
Public Safety Communications	16		17		17	
Emergency Services	8		8		9	
Workforce			1		1	
EARLY LEARNING						
Head Start	29		31		30	1
Early Learning	5		7		6	1
DATA AND DIGITAL SERVICES						
Research and Data	3		4		2	
Geographic Information Systems	9		8		9	
Innovation	1		1		1	
TRANSPORTATION AND ENVIRONMENT						
Administration	2		2	2	3	1
Air Quality	4	1	4	1	4	1
Transportation Data	2		2		3	
Environment	2	1	5	1	5	1
Solid Waste Management District	3		3		3	
General	2		2		2	
Operation Green Light	5		5		5	
Transportation Planning	8	2	7		6	1
TOTAL	165	14	178	13	177	13

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

G. GLOSSARY OF FINANCIAL TERMS

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

- A -

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

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

- B -

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

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

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

- C -

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

benefits.

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

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

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

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

- D -

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

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

Department — Major unit of organization.

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

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

- E -

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

- F -

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

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

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

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

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

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

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

- G -

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

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

- I -

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

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

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

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

- L -

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

Long-Term Contingency (Reserve) Fund

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

- M -

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

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

- O -

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

- P -

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

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

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

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

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

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

- R -

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

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

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

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

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

H. GLOSSARY OF PROGRAMS AND ACRONYMS

- A -

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

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

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

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

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

- B -

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

- C -

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

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

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

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

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

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

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

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

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

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 matters.

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

- F -

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

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

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

- G -

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

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

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

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

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

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

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

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

- H -

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

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

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

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

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

- I -

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

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

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

- K -

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

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

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

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

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

- L -

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

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

- M -

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

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

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 services for older adults.

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

- P -

P4 — Promoting Pediatric Primary Prevention -

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

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

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

- Q -

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

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

- R -

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

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

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

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

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

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

- S -

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

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

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

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

- T -

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

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

- U -

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

- W -

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

MARC

MARC



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