

STATE OF KANSAS)
WYANDOTTE COUNTY)) SS
CITY OF KANSAS CITY, KS)

SPECIAL SESSION, THURSDAY, FEBRUARY 22, 2018

The Unified Government Commission of Wyandotte County/Kansas City, Kansas, met in Special Session, Thursday, February 22, 2018, with eight members present: Bynum, Commissioner At-Large First District; Townsend, Commissioner First District (via telephone); McKiernan, Commissioner Second District; Johnson, Commissioner Fourth District; Kane, Commissioner Fifth District; Markley, Commissioner Sixth District; Philbrook, Commissioner Eighth District; and Alvey, Mayor/CEO, presiding. Burroughs, Commissioner At-Large Second District; Murguia, Commissioner Third District; and Walters, Commissioner Seventh District; were absent. The following officials were also in attendance: Doug Bach, County Administrator; Ken Moore, Chief Legal Counsel; Bridgette Cobbins, Unified Government Clerk; Gordon Criswell and Joe Connor, Assistant County Administrators; Emerick Cross, Commission Liaison; Matt May, Emergency Management Director; Rob Richardson, Director of Planning; Zach Flanders, Planner in Planning Department; Christal Watson, Deputy Chief of Staff in Mayor's Office; and Officer Lobner, Sergeant-at-Arms.

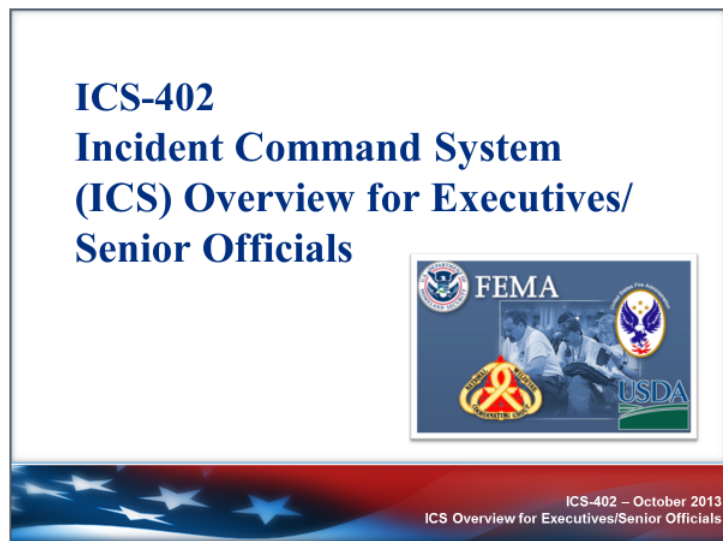
MAYOR ALVEY called the meeting to order.

ROLL CALL: Townsend, McKiernan, Johnson, Kane, Markley, Philbrook, Bynum, Alvey.

NOTICE OF SPECIAL SESSION of the Unified Government of Wyandotte County/Kansas City, Kansas, to be held Thursday, February 22, 2018, at 5:00 p.m. in the 5th floor conference room of the Municipal Office Building, for National Incident Management System (NIMS) training. Immediately following will be a presentation on the Northeast Master Plan.

CONSENT TO MEETING of the governing body of Wyandotte County/Kansas City, Kansas, accepting service of the foregoing notice, waiving all and any irregularities in such service and in such notice, and consent and agree that we, the governing body, shall meet at the time and place therein specified and for the purpose therein stated.

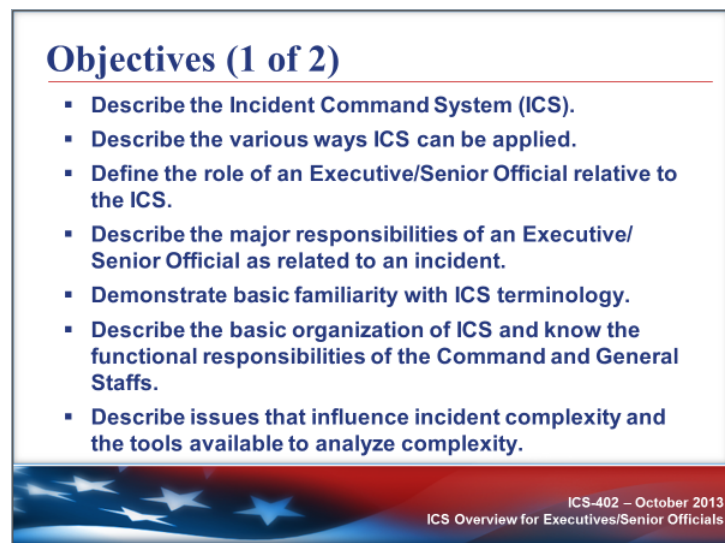
Mayor Alvey said tonight we will hear about the National Incident Management System training and I will turn this over to Mr. Bach.



Doug Bach, County Administrator, said tonight's session, and Matt will probably go through this in a minute, but it's a one of two-part session and this is training that the commissioners need to go through from Emergency Management perspective. We opted to do it during special session. We thought if we had all of you at once you go could through it at the same time rather than doing multiple different classes. This is one special session. For those that missed, will have to have homework for us so you can feel good about that because those that didn't come will get to have their own special session at different times scheduled for them during the day or some other time when we can get them all together. So, you can feel good about it from that perspective. It's important from that perspective. We broke it into a couple different times because it's a couple hours of course work that goes through it from this perspective and this is session one and then after that we will have a different update. With that, I'm going to turn this over to our Emergency Management Director Matt May.

Matt May, Emergency Management Director, said I was talking to Commissioner Markley beforehand and said what I'm really trying to do before we're done tonight is to make it so that when the day happens, and it will, when we all convene downstairs and we start asking you guys to make decisions, we want you to know what those expectations are and that's where I think this hour is going to help us. I'm going to make every best effort to get through all of this material, if

we can today, if not, we've got that second session to go through for questions so we've got some buffer time. This is traditionally a two-hour class. I think I can move through it smartly. There is some stuff I think we can focus on and some portions of this because this is a FEMA class that we can probably slide past. If you have questions, please—my presentation is very informal, happy to stop and dig into something if we think we're going past something you have an interest in.



Objectives (1 of 2)

- Describe the Incident Command System (ICS).
- Describe the various ways ICS can be applied.
- Define the role of an Executive/Senior Official relative to the ICS.
- Describe the major responsibilities of an Executive/Senior Official as related to an incident.
- Demonstrate basic familiarity with ICS terminology.
- Describe the basic organization of ICS and know the functional responsibilities of the Command and General Staffs.
- Describe issues that influence incident complexity and the tools available to analyze complexity.

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ICS Overview for Executives/Senior Officials

The objectives are going to be a quick overview of what we call ICS or the Incident Command System and where the executive and senior leadership falls in that. We're going to talk about the major responsibilities that you have in that role and get you familiar with some of the terminology so none of that will be a surprise when that day happens. Then, how that works in the field because ICS is primarily intended for field use, but also how that integrates with the EOC which is where we all will be when this happens.

Objectives (2 of 2)

- Describe the differences between on-incident ICS organizations and activities and the activities accomplished by Emergency Operations Centers (EOCs), Area Commands, and Multiagency Coordination Systems (MACS).
- Explain the administrative, logistical, financial, and reporting implications of large incident operations.
- Describe the sources of information regarding the incident and how to access them.
- Describe types of agency(ies) policies and guidelines that influence management of incident or event activities.

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That's where you will hear terms like EOC, Emergency Operations Center; Multiagency Coordination Systems and things like that. There are some terminology changes coming that just got released in October. This slide deck has not been updated for that yet, but I will hit on those real quick. It's mostly terminology issues so like a MACS it has one defined meaning. It used to mean a couple of things whether it was agency to agency interaction or agency to jurisdiction and we were also using it to mean cross jurisdictional, integration; that terminology is going to get a new name, that second piece of the cross jurisdictional. When we say a MAC now, we mean Interagency within a jurisdiction.

Part 1: What Is ICS?



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What is ICS? What is the Incident Command System?

February 22, 2018

What Is an Incident?

An incident is . . .

. . . an occurrence, caused by either human or natural phenomena, that requires response actions to prevent or minimize loss of life, or damage to property and/or the environment.



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First off, what's an incident. This is any occurrence, I don't read from the slide very often, but I will on this one; an occurrence caused by either human or natural phenomena, that requires response actions to minimize or prevent loss of life, damage to property or the environment. That's kind of a textbook definition. It really can be a lot of things. A simple traffic accident on the street can be an incident all the way up to a full scale large, large event that we know and fear.

Incident Timeframes

How long will a complex incident last?

How long do we need to be self-sufficient?

How will you know that the incident is over?

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A couple things about that. Things often we ask about incident timeframes. If it's in the response phase and we talk about four phases of Emergency Management response, recovery, mitigation and preparation; if it's in the response phase that could be days to weeks. The recovery phase, however; literally can be years. Joplin is now in its sixth year of their recovery phase from their

tornado. It can go on a long time. It takes a long, long time to get folks back to the condition they were in before the disaster and that's always our goal and objective.

How long should we be self-sufficient? The common worded deed is 72 hours. I will tell you I would extend that to a week realistically. The Calvary is not going to be there in that first 24/48 hours and I always stress that with the public when I do public presentations, you need to be prepared to do that.

How do you know when the incident is over? That too can vary a lot. Literally something can up subsequent to the actual incident that is relevant to the incident that requires a response to it and it can be a year later. For example, some of the health issues that came out of the World Trade Center building, those weren't really discovered until a year or two later after the incident but required an immediate response to prevent any further injury to the responders and other people involved in it.

What Is ICS?

The Incident Command System:

- Is a standardized, on-scene, all-hazards incident management concept.
- Allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.



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To get to that, what is ICS? The Incident Command System is basically a standardized structure that we use to manage an incident on-scene or a piece that's in the EOC. This came out of a project in California where they had multiple fire departments working together to fight multiple wildland fires. They weren't working well with each other because they had different terms, different processes. Even what you call a firetruck, it depends on what that truck does was varied from department to department. Some of this has been standardized now and it makes it a lot easier when I say we're going to have three Quints on scene, everybody knows pretty much what that means and that's helpful from the scene responders point of view.

A couple things ICS is, it's scalable. Incident Command actually starts with the very first responder on the scene and that could literally be a citizen. It doesn't have to be the traditional guys with lights and sirens and so that person is the Incident Commander. What makes them the Incident Commander is they know more than everybody else about what's going on because they were first. The response agency might send high-ranking people to the scene. They can choose to replace that person as Incident Commander or they can choose not to. It depends on what the situation is and whether there is value in doing that. It's really a judgement call then, but the Incident Commander isn't always the highest-ranking fire, police, whoever it is on the scene at any given moment. Sometimes it's best if you let them work the problem, the person that has been there the longest.

Some of the challenges that ICS attempts to address is the chain of command. My department rolls up, another department rolls up, another jurisdiction comes to help; who's in charge of all that? This will help to address that and in those scenes and in those situations, there is a chart we will see later; those scenes may have different terminology. We have branch chiefs in that org structure. The person that might be filling that role may or may not be a chief. It may be somebody else, a commander or some other rank name so they have to think that's a position name, not so much their own individual rank.

Some of the things that have happened in the past that ICS tries to address is that poor communication so there is a very distinct structure who answers to who and what they call a unified chain of command so there is very clear structure of I answer to the next guy up, and the next guy up and we all understand that when we roll on the scene together. Again, that doesn't matter if you're coming from KCK or Edwardsville or KCMO or Overland; wherever you're coming from around here we're pretty much all using ICS that way and that really helps with them.

It also helps with some of the planning and management of an incident. We're doing that in a very standardized way as well and that is typically more of an EOC function. We're trying to emulate ICS in some ways in the EOC.

ICS Purposes

Using management best practices, ICS helps to ensure:

- The safety of responders and others.
- The achievement of tactical objectives.
- The efficient use of resources.



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First and foremost, the objectives of ICS is always life and safety is the first priority, help achieve those tactical objectives that we agree to and an efficient use of resources. Inevitably, we will be in a situation either by time or by just sheer volume where we don't have the resources we need and how do we use them best and most effectively in the best places.

Legal Basis for ICS

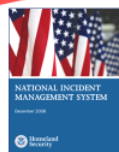
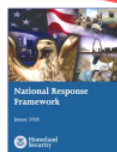
HSPD-5

Management of Domestic Incidents

PPD-8

National Preparedness

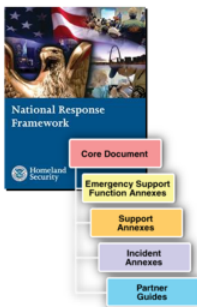
Mandates



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I will skip quickly over the legal basis. Just know that's Homeland Security Presidential Directive 5 and Presidential Policy Directive 8 that created these two documents in the National Response Framework and the National Incident Management System and that's where ICS comes from.

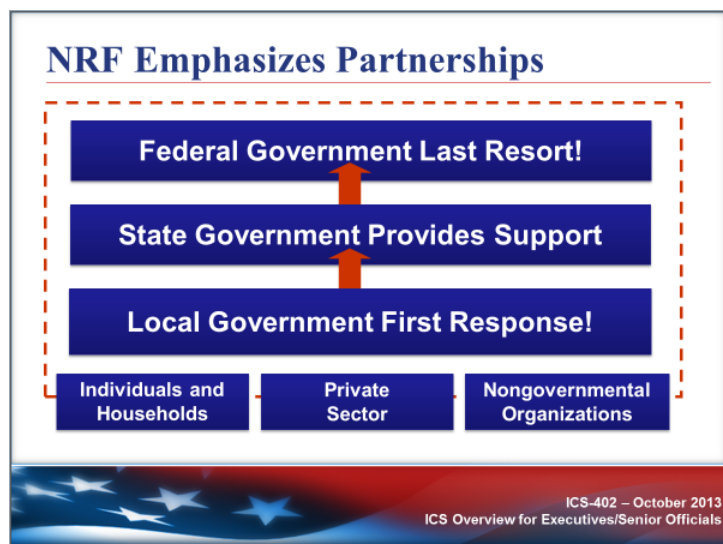
National Response Framework (NRF)



- Establishes a comprehensive, national, all-hazards approach to domestic incident response.
- Presents an overview of key response principles, roles, and structures that guide the national response.
- Includes the Core Document, Annexes, and Partner Guides.
- Replaces the National Response Plan.

ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

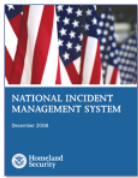
One of the things that's important about the National Response Framework is out of that came some terminology that you will hear a lot and that's called the Emergency Support Function, ESF, and that is how we're structured here. That is how our plan is structured and so they are typically in a standard format, 15 of them, but it is flexible. If we determine we need to develop another ESF, when I was in Florida we actually developed one specifically for rumor control. It was such a big issue, they said we're going to create ESF 17 and make it rumor control. They already had an ESF 16 for animal disposal. This particular incident required—it was literally millions of dead animals as a result of a flooding incident that was actually started in Georgia and all that literally came downstream. It became such a challenge they created a whole incident annex for it so that's the structure. It is flexible, it is scalable, we can bring it up or down as we need to; but we are based on the 15 standard ones. I won't get into that here, but just know, that's where it comes from is the NRF.



Local Government is always going to be in charge and remain in charge. Everybody above that, State and even the Federal Government are support elements to us. One of things that came out of the incidents post-Katrina was that there was discussion between the State, the Local and the City level; that's a challenge. We have to be sure we all understand how that works, but also that the Federal Government doesn't just show up. We have to ask for it and we have to give them specific objectives we're going to ask them to meet.

Commissioner Bynum asked does that mean—I mean if we had an incident here that was at our Federal Courthouse, would that still be true. **Mr. May** said it is, because they're going to ask us to manage that event for them. They don't have resources here to do that and so we're going to work together though. We're going to create in that incident probably what we call Unified Command. They are going to have some command responsibilities, we're going to have some command responsibilities; but together we're going to agree on some common objectives for the response and then the people involved are tasked with it are going to develop their tactics they are going to use to accomplish those objectives. You folks would have a role in that. I will talk about that in a minute and that's all driven by the needs of the individuals, the private sector in general and even some NGOs. They will all be involved in that process so we have to appreciate that they all have a role in this.

National Incident Management System



- **What? . . .** NIMS provides a consistent nationwide template . . .
- **Who? . . .** to enable Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations to work together . . .
- **How? . . .** to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity . . .
- **Why? . . .** in order to reduce the loss of life and property, and harm to the environment.

ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

It gives a consistent template. Just for example, if somebody says to me you're going to go and help and support ESF 1, pretty much ESF 1 is the same no matter where you go and if somebody said that to me and said can you come to Louisiana to help a Katrina type event and they said you're going to do ESF 1, I know I'm going to be doing transportation. They may not set it up exactly the same, but pretty much I've got a good idea of what we're doing.

Who is it? It's Federal, State, locals, tribal; everybody involved and, again, we're doing that preparation for respond to, recovery from and mitigate from the effects of an incident regardless of the size or the complexity. It scales up or down.

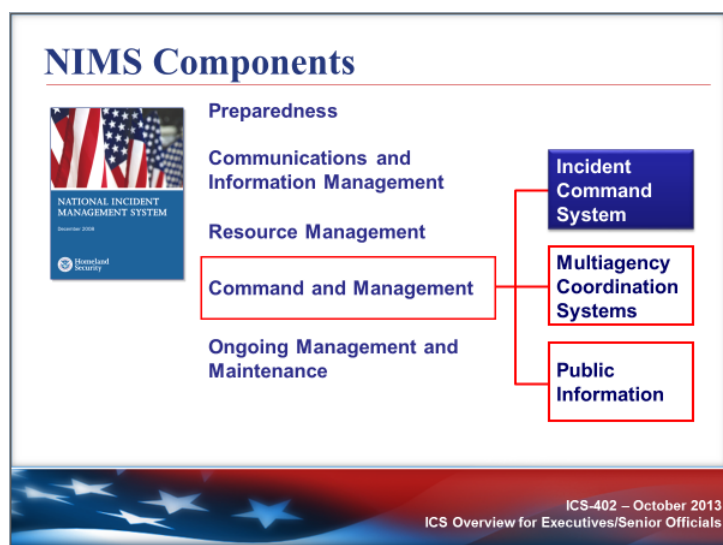
Why do we what to do that? To meet those common objectives, to eliminate loss of life, restore property and avoid harm to the environment in the process.

NIMS: What It Is/What It's Not

NIMS is . . . ▪ A flexible framework of: ▪ Doctrine ▪ Concepts ▪ Principles ▪ Terminology ▪ Organizational processes ▪ Applicable to all hazards and jurisdictions	NIMS is <u>not</u> . . . ▪ An operational incident management plan ▪ A resource allocation plan ▪ A terrorism/WMD-specific plan ▪ Designed to address international events
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ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Again, flexible framework of Doctrine, Concepts, Principles, Terminology and Organizational processes; what it's not, it's not a dictate for how we're going to do tactics. It doesn't tell us that and we don't want it to every incident usually requires something slightly different. It's not a resource allocation plan. That is a separate piece of what we're going to do, but there is a structure for how we're going to do it NIMS. Again, designed to address international events. Those are really outside the scope of NIMS although you can simulate some of that structure. This is really how to respond locally.



The components are there. The ones we're going to focus on is the Command and Management piece, Incident Command System as we talk about Multiagency Coordination's and public information. The key piece in any response making sure the public stays informed and that we're sending consistent messages. There are tons of social science out there about how people respond to disasters and how making sure we have a good message that has specific action steps in it and specifically is common. In other words, one department not saying one thing and another department says another. The common thought was when people panic, when people don't panic; they just don't do anything. We found that out time and time again and that inaction can cause all those issues we're trying to avoid, loss of life, etc.

NIMS & Institutionalizing ICS

Governmental officials must:

- Adopt the ICS through executive order, proclamation, or legislation as the agency's/jurisdiction's official incident response system.
- Direct that incident managers and response organizations train, exercise, and use the ICS.
- Integrate ICS into functional and system-wide emergency operations policies, plans, and procedures.
- Conduct ICS training for responders, supervisors, and command-level officers.
- Conduct coordinating ICS-oriented exercises that involve responders from multiple disciplines and jurisdictions.

ICS-402 – October 2013
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Institutionalizing NIMS; many moons ago, I think it was '83; Wyandotte County adopted NIMS as a structure and I have the resolution in my hand if somebody would like to see it, but just know that we do have it on the books and we're committed to it and we continue to train on what that looks like for the responders and also utilize it within the EOC. Like I said, it's not a strict requirement in the EOC, but it's familiar with most of the folks who are going to come in there so we try to utilize NIMS there as well.

Other ICS Mandates

- **Hazardous Materials Incidents**
 - Superfund Amendments and Reauthorization Act (SARA) – 1986
 - Occupational Safety and Health Administration (OSHA) Rule 29 CFR 1910.120
- **State and Local Regulations**



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ICS also does a couple of special things in special incidents. Hazardous materials is one. There is some NIMS structure that's required for SARA events. Unfortunately, we have a lot of opportunity for that here in Wyandotte, the numerous hazardous materials that are stored, kept and

transported through here. Also, OSHA has some things in there. Again, I'm not going to dig deep into that, but just know they have a finger in this.

Examples of Incidents Managed Using ICS





- Fire, both structural and wildland
- Natural disasters, such as tornadoes, floods, ice storms, or earthquakes
- Human and animal disease outbreaks
- Search and rescue missions
- Hazardous materials incidents
- Criminal acts and crime scene investigations
- Terrorist incidents, including the use of weapons of mass destruction
- National Special Security Events, such as Presidential visits or the Super Bowl
- Other planned events, such as parades or demonstrations

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 ICS Overview for Executives/Senior Officials

Just about every event you can imagine, you could probably apply NIMS to especially if it starts at the local level and so I will let you look through that list and it does apply to special events, what we call Savants, National Security or significance. We certainly have opportunities for that with our large sporting venues, Speedway, Sporting KC; all those places have significant events in them, things that just become targets just by their very scale and we work closely with the folks who manage those to make sure that we're engaged with that. In fact, we're going to do an exercise out at the Speedway the last week of March, that we will heavily engage the Speedway staff as well as the responders. That's going to be a three-day event the last week of March and we're going to practice that process of how do we integrate with the Speedway and their concerns and our concerns and the response.

ICS Benefits



- Meets the needs of incidents of any kind or size.
- Allows personnel from a variety of agencies to meld rapidly into a common management structure.
- Provides logistical and administrative support to operational staff.
- Is cost effective by avoiding duplication of efforts.

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ICS Overview for Executives/Senior Officials

Again, scalable for size; allows personnel from all sorts of different agencies. We cannot do this ourselves. Nobody has this kind of capability. We rely on our partners whether they're partners with the same discipline or partners across disciplines to help us to take on their responsibilities and their pieces and that's part of what's in the new CEOP is exactly how that's divvied out and what our expectations are to each other. We look at that document to guide us, but it could be pride industry, it can be those NGOs we talked about and even down to local individuals who want to volunteer their time.

Part 2: ICS Organization & Features

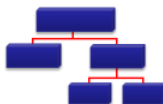


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ICS Organization

Differs from the day-to-day, administrative organizational structures and positions.

- Unique ICS position titles and organizational structures are designed to avoid confusion during response.
- Rank may change during deployment. A “chief” may not hold that title when deployed under an ICS structure.



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I talked about an org chart. Again, I will try to flip through this quickly. There are a couple of that are key.

Common Terminology

ICS requires the use of common terminology. Common terminology helps to define:

- Organizational functions.
- Incident facilities.
- Resource descriptions.
- Position titles.

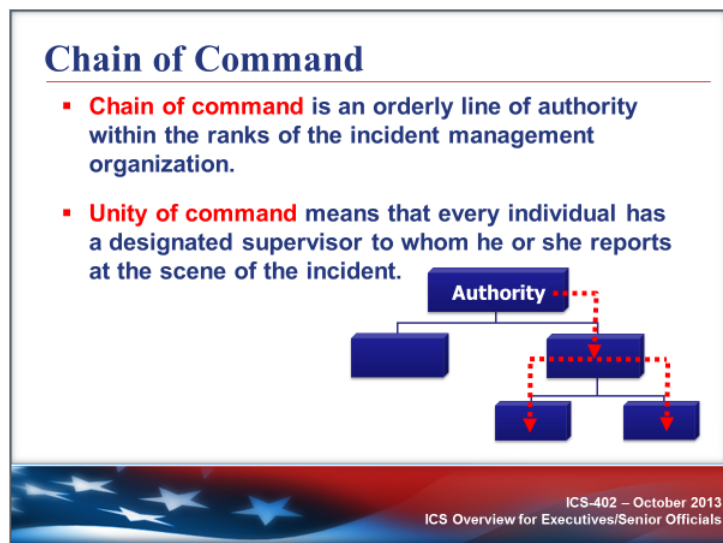


~~This is Unit 1,
we have a
10-37,
Code 2.~~

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Common Terminology is huge. For the longest time we probably all heard about what we call 10 codes. Law enforcement is notorious for this. They like using 10-4, 10-9, 10-7. The problem with that is those codes aren't consistent. So, if Leavenworth sends somebody down here to help us, their 10 codes don't match our ten codes and, in fact, they use a set that's more military based because that's where most of their law enforcement people come from. They come off the base so that's not a good way to do business and we're trying very hard to get the response team community to merge toward what we call very simply “plain English.” If you have a suspect in custody, say suspect in custody. There's very few times when that code word—well, it's amazing

when it happens. It's really hard though because it's a culture and law enforcement has a challenge with that and I don't mean it in a bad way. I just mean it's so embedded in what they do, that they have a hard time getting away from it and fire has done a little bit better job. They are other people; the Health Department has codes and abbreviations and acronyms that they use. Just say it out loud in English. It will help us all understand better. It's a concept we're still working on.



Remember, I said we have this thing we call unity of command. It's just very helpful for even the people being commanded and the people who are up in the command staff to understand that chain of command. One of the first things we do in the EOC is to start to take that org chart and block it out, it's boxes and sticks. There's nothing more complicated than that. Just so we understand who's doing what parts and what pieces out in the field and then we bring that same structure into the EOC.

Incident Commander

Upon arriving at an incident, the higher ranking person will either assume command, maintain command as is, or transfer command to a third party.



The **most qualified** person at the scene is designated as the Incident Commander.

ICS-402 – October 2013
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There is identified a key person and that is called the Incident Commander. Remember I said that could be a single person out in the field, it could be the first law enforcement or fire person on the scene, it could be a citizen; but they know more than everybody else because they were there first and that's the Incident Commander. Now, they can easily get relieved. There's a process for that. The biggest and most important thing in that process is that you let all involved know so typically for our response community, it's done on the radio so everybody can hear that and say Chief so and so has relieved Captain so and so as the Command of the incident. That's all it takes. It documents it because it's recorded on the radio system and everybody that is involved should be hearing it so that's very helpful to do that. Again, the most qualified person at the scene is designated as the Incident Commander, not necessarily the one with the most bugles or the most stars and that's really a good process if it's being implemented that way.

Incident Commander's Role



The Incident Commander:

- Provides overall leadership for incident response.
- Takes policy direction from the Executive/Senior Official.
- Delegates authority to others.
- Ensures incident safety.
- Provides information to internal and external stakeholders.
- Establishes and maintains liaison with other agencies participating in the incident.
- Establishes incident objectives.
- Directs the development of the Incident Action Plan.

ICS-402 – October 2013
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What's the IC's role? They provide that overall leadership. Initially that IC, especially if it's a single person IC, they get to wear all the hats and we have several hats we will dig into. They can delegate authority to others. Ensures incident safety, that's one of their responsibilities. They have the public information piece under them and they have to be responsible for, at the very least, signing off on but even initially for creating the initial Incident Action Plan.

Executives'/Senior Officials' Role & Responsibilities

Executives/Senior Officials:

- Provide policy guidance on priorities and objectives based on situational needs and the Emergency Plan.
- Oversee resource coordination and support to the on-scene command from the Emergency Operations Center (EOC) or through dispatch.



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Role for Seniors and Executives; really the two big things are provide policy guidance and help define objectives and help with the resource management where we're short. That's the role of you folks as commissioners and Mayor. We're going to expect you to come down and sit down in the room and we're going to bring you information that's collected in the EOC and say here's where we need guidance and can we do this, we think this is a good solution, but we need to make

sure we can do it. Whether it's fiscal, in other words, do we want to spend the money to do that; it's always a question, or is it even just a policy issue and so we look for that. Then, the other one again is the resource management piece and can we go get more stuff. We have more stuff, we can get people back in their homes faster, is that a good decision to make. That's one I'm going to have my EOC come together and bring you suggestions and thoughts, but we're going to ask you guys to make that decision and that's what we're really looking for.

Someone was in audible (not speaking into a mic). **Mr. May** said when it happens, yes, and we will be happy to try to give guidance but I don't want it to be the first time that you've heard that's the expectations.

Commissioner Johnson asked does the flowchart talk about how we operate in the case of a metropolitan emergency agency or municipality to municipality in terms of who takes the lead and who was subordinating those kinds of situations. **Mr. May** said it does and I can speak in generalities to it. Not only do we do planning at the local level and at the county level, but we also do it on a regional level here and it's very good. It's setup the same way, it's broken up in those same ESFs and so I can show you what we call the Regional Coordination Guide. Some are more extensive than others depending on which of the ESFs we're talking about, but in general they say this, it's still your event if you're the local agency or what I call the agency of origin. Where did the events start at and they become the guiding factor? We're here to help, we're support, if we come in to go help somebody else but it's still that agency or jurisdictions event.

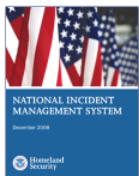


Command and Coordination; I'm not going to dig too much into this.



The active, directing, coordinating, controlling is command by explicit, statutory, regulatory or delegated authority.

NIMS: Coordination



Multiagency coordination is a process that allows all levels of government and all disciplines to work together more efficiently and effectively.

ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Coordination is where we are working together. Again, this typically happens when we have multiple agencies working together within a jurisdiction or we have multiple jurisdictions working together to solve a problem and that's where it becomes more of a unified command is the terminology we use so nobody is in the lead. That group usually picks a spokesman, but it's a collective decision-making process. **Commissioner Johnson** said if I had waited one more second, I could have got my question answered.

Executives/Senior Officials Delegate Command Authority

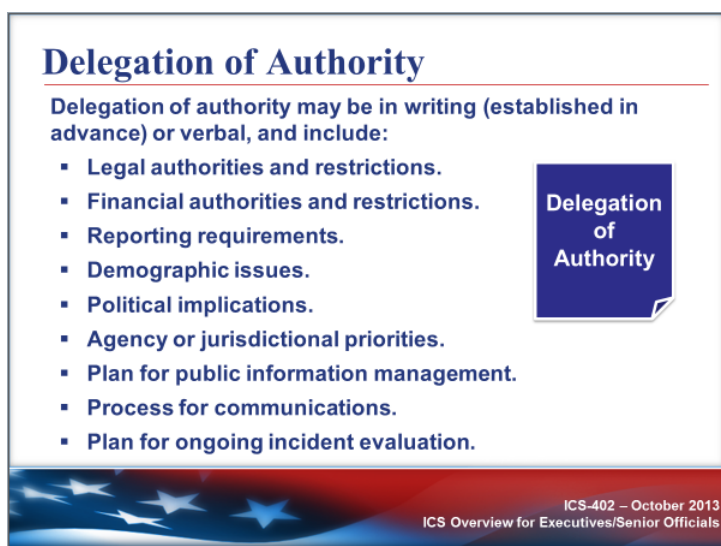
- Executives/Senior Officials delegate authority to the designated Incident Commander for on-scene operations.
- The Incident Commander has direct tactical and operational responsibility for conducting incident management activities.



ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Seniors and executives are oftentimes or sometimes asked to delegate that authority and I'm going to start the example now. We will talk more about it, it's getting towards the end. That is a process where we may be calling in support to help us manage the incident. In the State of Kansas, we call those Incident Management Teams or IMTs. We've recently changed that structure. We used

to use those groups both in the field and in the EOC. We are now separating those two—it can be the same people, but we’re giving them two different naming nomenclatures. We’re going to have an EOC Support Team and an Incident Support Team. Those folks, one of the first things they’re going to do is ask for a delegation of authority and what they’re really asking for is can I make decisions as you expect maybe me to make decisions even though they come from Shawnee County for example. Usually, there are limitations on that. We say this is how much we’re going to go, but we don’t want you to have to wait until 8:00 the next morning to make a decision that if you made it now, we could make a significant difference in how that works. We want to give them some guidance, but we also want to give them some ability to make those decisions and so that’s one of those things, that delegation of authority is important. That gives the Incident Commander on the scene some authority to make some decisions as well.



Delegation of Authority

Delegation of authority may be in writing (established in advance) or verbal, and include:

- Legal authorities and restrictions.
- Financial authorities and restrictions.
- Reporting requirements.
- Demographic issues.
- Political implications.
- Agency or jurisdictional priorities.
- Plan for public information management.
- Process for communications.
- Plan for ongoing incident evaluation.

Delegation of Authority

ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

There are some pieces of it here. There is an example. I think everybody should have a packet that looks like this. It has the front cover on it. At the very back of this packet you will see a template for that delegation of authority. This is very much just a starting point. If we were to do this, we would probably sit down together and write it and talk about potential scenarios based on the incident and what we are comfortable sharing as far as authority and how we want them to process that. Do they want to run it past me, do they want to run it past Administrator Bach, do they need to run it all the way up to the Mayor; we can lay all that out and that can be written in that delegation. So, that one looks really simple and it is. Some of them can be fairly complex and so the IMTs come with their own delegation of authority document that they like and so we

will look at that too. That's probably where we will ask for your legal team to review that too as well.

Summary: Incident Management Roles

Incident Commander's Role	Agency Executives'/Senior Officials' Role
The Incident Commander: - Manages the incident at the scene. - Keeps the EOC informed on all important matters pertaining to the incident.	These officials provide the following to the Incident Commander: - Policy - Mission - Strategic direction - Authority

To maintain unity of command and safety of responders, the chain of command must NOT be bypassed.

ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Again, Commander's role is to manage the incident at the scene and keep the EOC informed. Leadership's role is to define policy or set policy, define the mission and offer strategic direction and, again, handout that authority.

Command Staff

The Incident Commander may designate a Command Staff who:

- Provide information, liaison, and safety services for the entire organization.
- Report directly to the Incident Commander.

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graph TD
    IC[Incident Commander] --- CStaff[Command Staff]
    CStaff --- PIO[Public Information Officer]
    CStaff --- LO[Liaison Officer]
    CStaff --- SO[Safety Officer]
  
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ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Here is where we get back into the org charts. Beneath the Incident Commander we have some command staff. The Public Information Officer is a key person. That person pretty much stays right at the IC's hip because getting that information correctly and accurately out as needed

sometimes that's a need for the incident and sometimes it's a need for the public. That PIO position will be doing both.

We have a Liaison Officer so anybody who is outside of our org chart who comes in to be a support, we're going to assign them that Liaison person to work into the structure with so it's kind of a catchall place where we can plug people in.

The Safety Officer, in the field that's a very obvious need, right, let's not do anything that's going to get ourselves hurt, but even in the EOC having a safety officer who looks at the big picture, particularly if it's things like a hot heat day, how long can we leave those crews out there. Do we need to pull them back more often than we would otherwise? If it's a biological event, what are the risks if they run into an x, y or z and what should they do to react to it. Those are things the safety officer can help do.

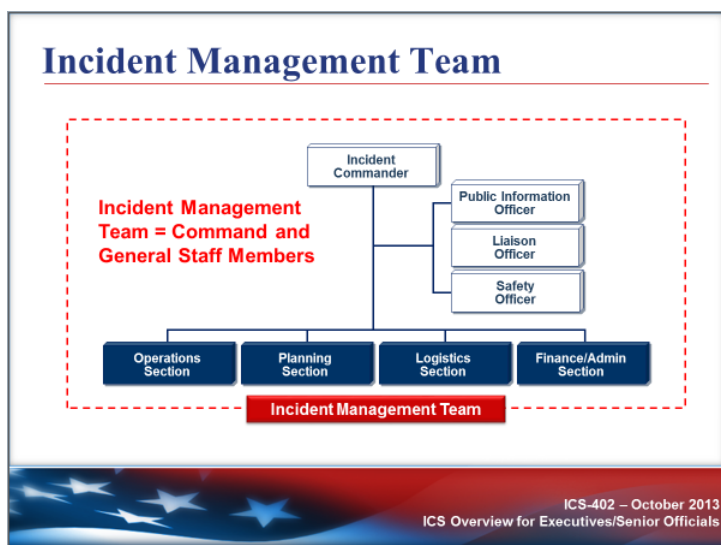


Beneath that, we are broken into four columns and I refer to this as the flop. That's the monic that helps me remember it so it's an operation section which I call those folks the doer's. They're out doing stuff. They're putting wet stuff on hot stuff, they're making arrests, they're doing whatever they need to do.

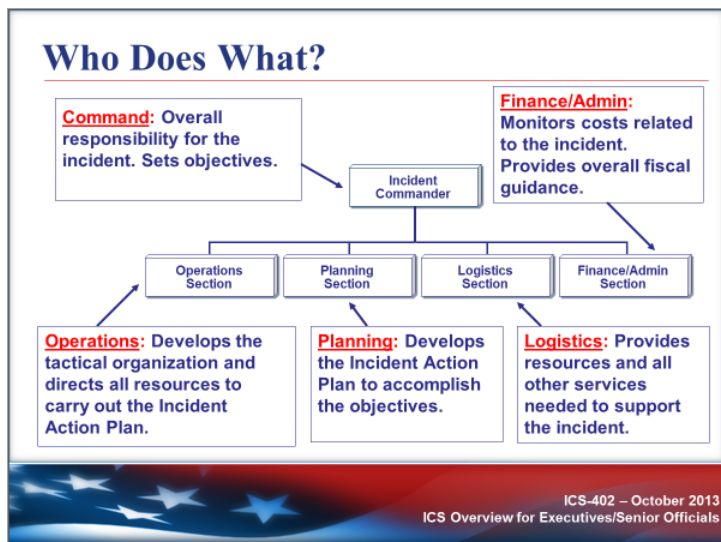
The Planning Section is the group that does that look ahead. We are going to need help. In 72 hours we're going to run out of crews, we're going to burn them out, we need to start planning for that now and they are going to be doing that and they are going to be collecting that information and bringing it back to you so that you can make good decisions. The Planning Department is the key latch pin in collecting and consolidating and frame working that information.

Logistics; they are the getters. We need an x, we need a y, we need a place to bed down 50 crews that came from out-of-state. That's their job. They are also have responsibility for the technical side of communications; do we have enough radios, do we need to get more, do we need to have phones or IT support; those kinds of folks following logistics.

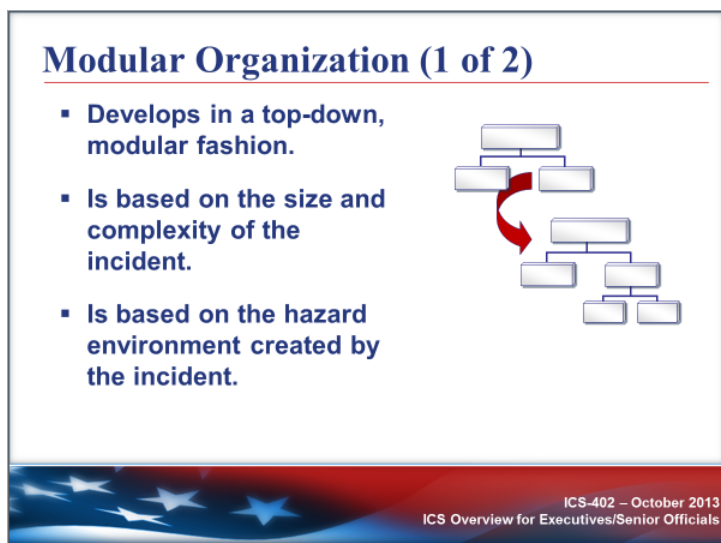
Planning and Finance; you guys can pretty well figure that one out by the title. How do we pay for it now that we've all decided we're going to do it and then how do we manage it, how do we track stuff, so if we buy 50 generators we're probably going to want to get them back? We start thinking about demobilization the minute we start to mobilize an asset and so they are responsible for that. They are also responsible for collecting the CIT reps and the detail information from the field.



Here is a little bit more. Again, that group makes up the Management Team and we call that the Command Staff and General Staff. The command staff in the white and the general staff in the dark.



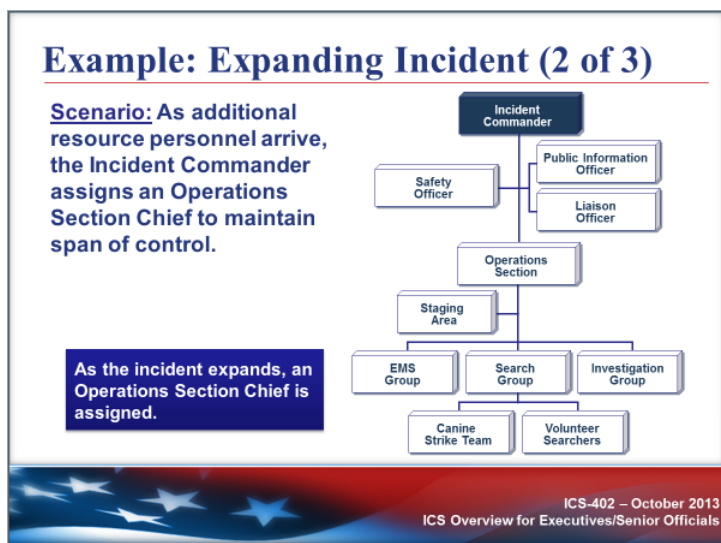
I will let you look over that. I kind of went over that already.



Again, top-down, modular fashion. Can you break this out and have three finance sections? Yes, if you need to and if you want to break it out that way you can. This allows for that flexibility, but generally we at least start in those four pillars. Again, the incident is going to dictate how big this is going to scale up to. If you're the only guy on the scene, you're the single IC standing on the edge of the curb, you're going to wear all four of those hats. You're going to be the getter, the doer, the planner, everything; and you may not even realize you're doing those steps, but you are.

Commissioner Philbrook said so every one of these boxes, is that what you're saying, has a box even if they're only bossing themselves? Is that what you're saying? **Mr. May** said yes, it is.

That's that unity of command. **Commissioner Philbrook** said thank you for making that simple for me. **Mr. May** said it stops at that Incident Commander, but even that Incident Commander answers to this body and they're given their authority by this body and so they have to come back to that. In my work chart in my EOC you will find that I have one more box above that and that's the community. I always feel like they ultimately are the ones who are going to tell us how we're going to proceed and that really leads us into that recovery piece because they really get a voice there.



Here are some of the typical structured operation section. I'm not going to get into the terminology. There is a whole list of that, but all of that terminology you see down below, that's all very standardized. When I say Strike Team, that's means something to somebody. Just as an example, what that means is it's a group of different disciplines put together. It might have two EMS people, it might have two law enforcement people and it might have four fire teams to do search and rescue. You may need all those elements and that becomes a Strike Team as opposed to group or task force. A task force is a big group of the same kind of capability so these terminologies all mean something.

Example: Expanding Incident (3 of 3)

Scenario: With hundreds of responders and volunteers arriving, there is a need for on-scene support of the planning and logistics functions.

The Incident Commander adds a Planning Section Chief and Logistics Section Chief.



Remember . . . Not all Sections need to be activated.

ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

I won't dig into that one. That's a scenario runout.

Incident Complexity and Resource Needs



ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

You can see how a small incident; single car accident can scale up. It could be as small as a couple of boxes or it could be as big as all that thing you see on the far upper right there. If it gets more complex, we have more boxes and sticks.



The question here is what things can affect the complexity of an event. You want to see a complex event, put 70,000 people out at the Speedway and have something. That's the scenario we're going to play out in March. It could be, like I said, as simple as a police officer making a traffic stop that escalates up from there.

Commissioner Markley said but this also I would assume is covering that question of I think an emergency in a more impoverished area probably has different needs than certain types of emergencies in a wealthier area because they have the resources to deal with it individually where in an area where they don't have any extra money or extra food or extra anything, you're facing a different set of challenges than you are in a neighborhood where there are all of those extras already in place. **Mr. May** said absolutely, and that actually will scale right back up to this group because that comes to that objective setting process. We're going to say because of where it is this has to be something we're going to focus on. Maybe it's an area where because of a lack of mobility, right, folks don't have cars because they just don't have them and that was a problem in the 9th Ward down in Katrina. You could say evacuate, but that doesn't mean anything to anybody if they're on foot so that doesn't help. You have to address each differently.

Commissioner Markley said what made me think of that is that during the hurricane the people that live in the beautiful condos along the coast, they have a whole lot of money so when the hurricane is coming they just go move into a hotel further inland and they stay there until it's all over. For somebody that doesn't happen to have \$300 a night to find a fancy hotel when the prices are spiked because there is an incident, it's a whole different ballgame. **Mr. May** said that

could even be spread out and brought to any ADA requirements, people who have limited sight or hearing or any number of other mobility issues. Those all have to be addressed and we've got that written into our plan in some generalities, but again, it's very incident specific. We will look at the incident and say how do we do this differently? It becomes a big issue for our public information to make sure all those folks have a way of getting that good of information. Lots of things can impact the complexity of an event.

Management by Objectives

- ICS is managed by objectives.
- Objectives are communicated throughout the entire ICS organization.



ICS-402 – October 2013
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Again, it's management by objectives. Those are communicated through the ICS through that planning process. An Incident Action Plan; when we write that up that plan gets distributed to everybody who is involved in the incident if they so need a copy. Usually, it doesn't trickle all the way down to the last guy on the street, but their command staff certainly knows what those objectives are and knows who is out there. It can be a very complex document. In Greensburg, I think after the first week they were there that document got to about 400 pages. It can be quite lengthy but a good Incident Action Plan can be as simple as a single page. You just have to make sure it has the right stuff in it.

Overall Priorities

Initial decisions and objectives are established based on the following priorities:

- #1: Life Safety**
- #2: Incident Stabilization**
- #3: Property/Environmental Conservation**



ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Again, priorities are always life, safety, incident stabilization and property environmental conservation. We're always going to be looking out for those three elements. Those are kind of the standing items that are going to be on your objectives list, but every incident is going to add to that depending on what the incident is and how it impacts our lives.

Reliance on an Incident Action Plan

The Incident Commander creates an Incident Action Plan (IAP) that:

- Specifies the incident objectives.
- States the activities to be completed.
- Covers a specified timeframe, called an operational period.
- May be oral or written—except for hazardous materials incidents, which require a written IAP.
- Takes into account legal and policy considerations and direction.



ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

There's that Incident Action Plan. Again, it can be done oral. You can just say this is what we're going to do guys and everybody goes forth and does good. I prefer to see those documents even if you write it up after the fact. It's good to have that documentation. Again, there are some legal and policy considerations in all that.

Resource Management

Resource management includes processes for:

- Categorizing resources.
- Ordering resources.
- Dispatching resources.
- Tracking resources.
- Recovering resources.



It also includes processes for reimbursement for resources, as appropriate.

ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Resource Management; big piece. We will never have all the stuff we need. That's exactly when you know that you're in an incident as opposed to an event. It's because you're starting to say I can't handle it with what I have. Even if we pick on the recent Overland Park fires last year that were down south in 40 mile an hour winds, the structure sets fire and they now have a hundred individual incidents happening. They had 65 apparatus on scene, they maxed out the radio system which they had never done before; all sorts of challenges presented themselves that they weren't used to. We were there, probably 10 or 12 other departments were there, how do you organize them, ICS and that part went really well. But they're resources, you can bring them on and you need to know when to let them go and you need to make sure that when they do go, that they go out properly and that you've gotten them squared away whether it's making sure they démodé their equipment, that you've gotten back the things they got from you or more importantly, is that they have everything they came in with; those kinds of things.

Dispatching resources, tracking resources, recovering resources; those are all considerations that mostly planning is going to look at, but then that's going to trickle over into operations.

Integrated Communications

Incident communications are facilitated through:

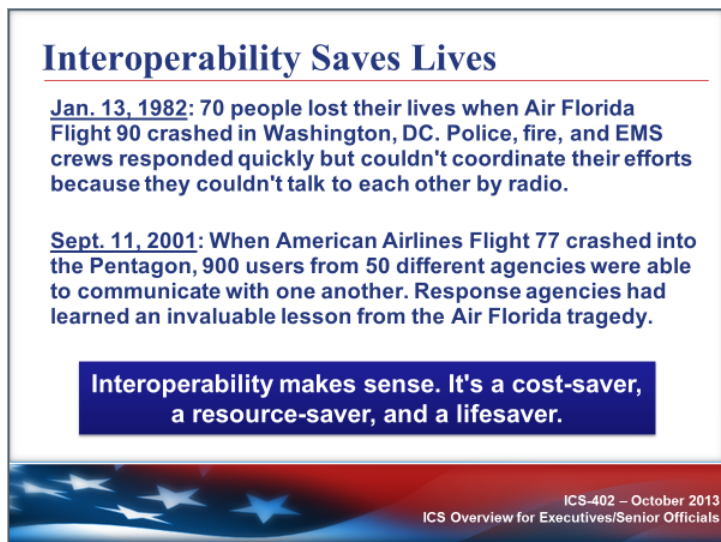
- The development and use of a common communications plan.
- The interoperability of communication equipment, procedures, and systems.

Before an incident, it is critical to develop an integrated voice and data communications system (equipment, systems, and protocols).



ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Common Communications Plan; if I get on that soapbox, we will be here until midnight, but that's a step that we do in our heads and internally there is documentation for this and the dispatchers initiate it, but pretty much everybody knows what we're doing. The minute we have somebody come across the line, that's when things change and we need to start to push out that information so they know where we are. We have so many more options than we had 5 or 10 years ago for how we communicate with each other. Just look at the IT pieces of it and so forth. We need to make sure that we all understand where the information is at and how do I get it. We have one of the most Interoperable Radio Systems probably in the country and we spend a lot of time and effort and energy to get to that. I think at the end of the day it helps our response a lot.



Interoperability Saves Lives

Jan. 13, 1982: 70 people lost their lives when Air Florida Flight 90 crashed in Washington, DC. Police, fire, and EMS crews responded quickly but couldn't coordinate their efforts because they couldn't talk to each other by radio.

Sept. 11, 2001: When American Airlines Flight 77 crashed into the Pentagon, 900 users from 50 different agencies were able to communicate with one another. Response agencies had learned an invaluable lesson from the Air Florida tragedy.

Interoperability makes sense. It's a cost-saver, a resource-saver, and a lifesaver.

ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

I won't get too into these. I'm sure you folks are all familiar with some of the challenges. Radios are an issue. We've solved that here for the most part. We have one of the most integrated radio systems. There are two cities left in the MARC region that are not on the system and they are both in the works. One is Lees Summit and the other one is Excelsior Springs, MO. and everybody else now is on that integrated system. You can literally pick up a handheld radio at KCI and stay on the same channel all the way to Harrison and never lose track of what you're doing whether that's a pursuit or whether it's ordering resources or whatever. We've got a great system for that. Pentagon; they had an integrated system. They had 50 different agencies there, they are another; that capital area region is another one that has an extremely robust system and we borrow the good practices from each other all the time. I talk to the Capital area guys quite frankly about what they're doing. They come up with new issues all the time and we don't want to have them.

Mobilization

At any incident:

- The situation must be assessed and the response planned.
- Managing resources safely and effectively is the most important consideration.
- Personnel and equipment should not be dispatched unless requested by the on-scene Incident Command.



ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Again, any incident has to be assessed and plan the response, manage the resources and that need or request for resources really has to be generated from the field. That doesn't mean we can't say do you still need and do you need more or can we do another solution. Sometimes you may not have everything they want so we always ask them for options.

Part 3: Unified & Area Command



ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

We'll talk about this if we have to scale the event up into the unified area command.

Unified Command

As a team effort, Unified Command allows all agencies with jurisdictional authority or functional responsibility for an incident to jointly provide management direction to the incident.

In Unified Command, no agency's legal authorities will be compromised or neglected.



ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

I already touched on some of these concepts so I will flip past these fairly quickly.

Unified Command

- Establishes a common set of incident objectives and strategies.
- Allows Incident Commanders to make joint decisions by establishing a single command structure.
- Maintains unity of command. Each employee reports to only one supervisor.



ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Unified Command could be multiagency within a jurisdiction or it could be multi-jurisdictional either one. That information all flows down to that operation section chief and then gets distributed out to the people with the boots on the ground, so to speak, that are getting the work done. Lots of times the objectives will come up from them. Hey, we need to be doing this out here. We see a need, we see a population that isn't being addressed. I've seen that happen. A guy out on the street we will call up and say will you let command staff know that we have an issue out here and then we work that into the objectives and it works back down.

Example: Unified Command

A football team is returning home from a State tournament. Their bus is involved in an accident on the bridge that marks the county line.

- Most of the bus is in Franklin County.
- A small part of the bus is in Revere County (their home county).

Why might a Unified Command be used to manage this incident?

ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

A football team is coming back from a state tournament as an example, their bus is involved in an accident on the bridge that marks the county line. These are always fun. Most of the bus lands in Franklin County, but a small part of the bus is in the other county; who's in charge? That's when the Unified Command is really a great idea. You divvy that up so you guys take your half, we'll take our half and we will make sure we're working together to get everything covered. You know what, that happens so organically out in the field that they don't even think of it as doing ICS, but that's what they're doing because they do it. They stand there in the street and say we're doing this, you do that, we're good.

Definition of Area Command

Area Command is used to oversee the management of:

- Multiple incidents that are each being handled by an Incident Command System organization; or
- A very large incident that has multiple incident management teams assigned to it.



ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Area Command is where you have multiple incidents and now you're going to bring together multiple jurisdictions. Again, if we have a large scale, maybe the 2002 ice storm is a good example

of that; everybody was touched by that here in the metro. I was living in Baldwin and I was helping do response to that there. We need to share that information with each other. I think we do it better now than what we did in 2002. At that point you may want to formalize an Area Command and have that same structure like Unified Command only now it's a much bigger overarching piece so you may hear that terminology.

Area Command: Primary Functions

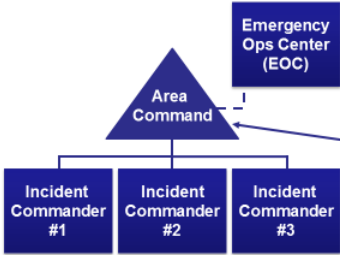
- Provide agency or jurisdictional authority for assigned incidents.
- Ensure a clear understanding of agency expectations, intentions, and constraints.
- Establish critical resource use priorities between various incidents.
- Ensure that Incident Management Team personnel assignments and organizations are appropriate.
- Maintain contact with officials in charge, and other agencies and groups.
- Coordinate the demobilization or reassignment of resources between assigned incidents.



ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

I won't belabor all the single points here, but again, mostly it's about policy, decision-making objectives and resources. The same concerns we're going to have here locally, it just scales up.

Key Terms



Emergency Operations Center (EOC)
Emergency Operations Center: The physical location at which the coordination of information and resources to support incident management takes place.

Area Command
Area Command: Oversees the management of multiple incidents. Area Command may be unified, and works directly with Incident Commanders.

Incident Commander #1, #2, #3
Incident Commander: Performs primary tactical-level, on-scene incident command functions. The Incident Commander is located at an Incident Command Post at the incident scene.

ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Other terms; we talked about Area Command, we talked about Incident Command, we talked about the EOC. Again, people tend to think of an EOC as a physical location and that's often a good

thing. I will tell you what, you can run any EOC out of the back of a pickup truck and most of the counties in our state, that's exactly how they work it. They really don't have a formal brick and mortar EOC like we are so lucky to have. They literally work it out of the backs of their pickup trucks and that's okay. It still serves the same purpose. It's a point of collection of information and sometimes the leadership stands around the back of the pickup truck and makes decisions, that's okay.

Part 4: Coordination & Incident Management Assessment

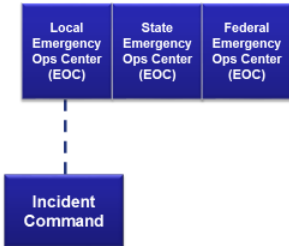


ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Multiagency Support and Coordination

Provide support and coordination to incident command by:

- Making policy decisions.
- Establishing priorities.
- Resolving critical resource issues.
- Facilitating logistics support and resource tracking.
- Collecting, analyzing, and disseminating information.



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graph TD
    LEOC[Local Emergency Ops Center (EOC)]
    SEOC[State Emergency Ops Center (EOC)]
    FEOC[Federal Emergency Ops Center (EOC)]
    IC[Incident Command]
    LEOC -.- IC
    SEOC -.- IC
    FEOC -.- IC
  
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ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Coordination & Incident Management Assessment; again, if you have multi-agencies coming in, somebody has to help make those decisions. The jurisdiction of origin is the terminology that we're using here in the metro a lot now and they are going to set those policy decisions, but they're going to do it and potentially hand that off to other jurisdictions we're going to help.



Again, it's not a place. The EOC is not a place. It's a process and so that emergency operations center can be anywhere. It can be a multitude of different elements; dispatch, non-scene commanders, a resource center. That can include the PIOs. We have a term for that. It's called a Joint Information Center or a JIC. Typically, you want them close by but not too close by because they make a lot of noise. They watch lots of tv and they're always talking to each other but that's what we want them to do and they come up with great product if they put their heads together. That's where that multiagency coordination system comes on. Again, we're now calling that a MAC. If it's interagency but within your jurisdiction, we're going to have a new terminology and we haven't seen it yet for what it is when it's multiple jurisdictions. We do that a lot so we're really anxious to see that.

Managing Public Information



The **Public Information Officer:**

- Represents and advises the Incident Command.
- Manages on-scene media and public inquiries.



The **Joint Information Center (JIC)** is a physical location used to coordinate:

- Critical emergency information.
- Crisis communications.
- Public affairs functions.

ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Again, there's my information about PIOs and JICs.

Speaking With One Voice



- Executives/Senior Officials must coordinate and integrate messages with on-scene Public Information Officers and other agencies.
- A **Joint Information System** (established procedures and protocols) is used to help ensure coordination of messages.

ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

That joint information system will feed information to you folks to help make the best decisions you can make. That's part of my responsibility is to make sure you're getting the best information possible. Does it change every five minutes? Absolutely, it does, but we will do the best we can to get it to you in a timely fashion.

Coordination Among Agencies

A wide-area search is underway for a child who is missing. The search covers the areas shown on the map.



What agencies may be part of the MACS?

What activities are being coordinated?

ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Again, this is us, this is an example; multiple counties, state line, rivers, physical obstacles, political obstacles, they're all there and I think we do a pretty doggone good job of working past those.

Incident Management Assessment

Assessment is an important leadership responsibility. Assessment methods include:

- Corrective action report/ after-action review.
- Post-incident analysis.
- Debriefing.
- Post-incident critique.
- Mitigation plans.



ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Again, those Incident Management Assessments; it really takes a group of people whose responsibility is to think that big picture. It tends to be our planning folks, but not always, but it might involve you folks too to sit back and say big picture; what do we want to get accomplished. Maybe you're not thinking about what we're doing in the next 24-hours, maybe you're looking down the road in 72 hours or two weeks, where we want to be two weeks from now.

After-Action Review

Ensure an after-action review is conducted and answers the following questions:

- What did we set out to do?
- What actually happened?
- Why did it happen?
- What are we going to do different next time?
- Are there lessons learned that should be shared?
- What followup is needed?

ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

We also like to do a lot of debriefing or what we call after action reports. What could we have done better. There is no harm in finding out that we didn't do things the best way possible, but we want to do better the next time and that's when we take that information and put it into our plans.

Part 5: NIMS Preparedness



ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Check Plans, Policies, and Laws

Do your agency's/jurisdiction's preparedness plans, policies, and laws:

- Comply with NIMS, including ICS?
- Cover all hazards?
- Include delegations of authority (as appropriate)?
- Include up-to-date information?

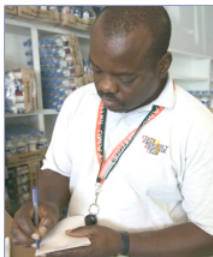


ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

How do we get better prepared? Just what we did last year. We rewrite our plan every five years. We do that to keep it in shape, get it caught up, we did a lot of changes in the plan this time. Have we addressed all the possible hazards? I can tell you what the top 10 lists is off the top of my head, it might surprise you to find out that tornados are not number one, they're actually number six on our list. We look at them as not only how much impact they have, but also, how much can we do about it. There is some stuff we just have no control over. We will respond to it but there is very little mitigation and not even some preparedness that we would like to do, but there are other things we can do a great deal. Flood is actually one of our number ones. Ice storms is our number one. Those scare me a lot because there is just not much you can do about them and they can be days and weeks as we all well know. When we have days like we've had the last 48 hours, I get a little nervous about that.

Establish Resource Management Systems

- Do you have established systems for:
 - Describing, inventorying, requesting, and tracking resources?
 - Activating and dispatching resources?
 - Managing volunteers?
 - Demobilizing or recalling resources?
 - Financial tracking, reimbursement, and reporting?
- Do you have mutual aid and assistance agreements for obtaining resources, facilities, services, and other required support during an incident?



ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Establish Resource Management Systems; that's usually something that's done, oh just get it, don't worry about how we're doing it, just get it. That's an okay mindset in that first 24 hours but we have to rein that in at some point and we have to typically backtrack into that first 24 hours. How many people do we have in the field? Probably at hour 23 you probably don't know that very well. They asked for help and they got it and we don't even know they are there. We in the EOC try to collect that information to make sure you have it so you know what resources we are using and how many more resources we might need.

Again, financing, demobilization, managing volunteers; that's a big piece. I don't ever expect that we have enough people to do what we need to do even in the EOC physically. I have volunteers who are setup to come in and help us.

Establish Communications and Information Systems

- Do you have protocols and procedures for:
 - Formulating and disseminating indications and warnings?
 - Formulating, executing, and communicating operational decisions?
 - Preparing for potential requirements and requests supporting incident management activities?
 - Developing and maintaining situation awareness?
- Can responders from different agencies (e.g., fire, police, public works) or mutual aid and assistance partners communicate with one another?
- Do you have a plan/budget for maintaining and replacing your emergency communication systems?

ICS-402 – October 2013
ICS Overview for Executives/Senior Officials

Protocols and procedures for getting out the warnings. Communication is a big piece like I said. How we do that, we have some great tools to do that with but we still have to focus on that and make sure we're doing it right.

Training, Credentialing, and Exercising



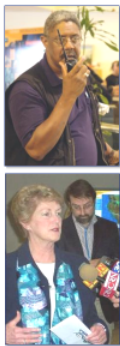
- Do you have sufficient qualified personnel to assume ICS Command and General Staff positions?
- Can you verify that personnel meet established professional standards for:
 - Training?
 - Experience?
 - Performance?
- When was the last tabletop or functional exercise that practiced command and coordination functions? Did you participate in that exercise?

ICS-402 – October 2013
 ICS Overview for Executives/Senior Officials

Credentialing and Exercising; we have a great statewide system for doing credentialing. The difference between credential and a badge, I tend to think of them—I don't know where I put mind, it's in my pocket—but we use a statewide system that you can literally scan it with an app and it will tell you that persons qualified to be an x, y, z whether it's inside the ICS structure; they've had the training for that or even to perform medical treatment. Are they an EMT, are they a paramedic, you can embed all that in that card. As a command person if everybody scans in, somebody could sit at that laptop and say okay, how many hazmat people do I have because I now have a hazmat issue I didn't know I had before. You don't have time to go get them, it has to be somebody I can pull from the field and that information flow is there. That's the value in doing that.

Training, that's a never-ending challenge. I was speaking just last week or earlier this week with the Major in the Police Department who is over training, Pam Waldeck, and she and I have come up with some things that we want to train on. Communications being one. ICS being another one. We're going to try to make sure everybody is up to speed on this stuff.

Leadership



Most importantly, Executives/Senior Officials provide leadership.

Leadership means . . .

- **Motivating and supporting trained, on-scene responders so that they can accomplish difficult tasks under dangerous, stressful circumstances.**
- **Instilling confidence in the public that the incident is being managed effectively.**

ICS-402 – October 2013
 ICS Overview for Executives/Senior Officials

Most important, we need you folks to be that leadership. We need you to help us make sure we're going the right direction and to get us the resources we need to make that happen. Sometimes it's about having the right connections. Everybody brings a rolodex in their head with them and sometimes we just feel can anybody help us with this. I need a warehouse to put—does anybody know that Budweiser will can water. They call it Bud white when they do it. I can tell you I have such cans from about four different operations. They did a nice ad during the Super Bowl that kind of pointed that out. Do we know where we're going to store that because let me tell you, those guys can crank out 50,000 cans of water in an hour. That's their typical run time and for us that would mean St. Louis so literally in six to eight hours we could have a tractor-trailer load of can water. Where are you going to put it? Did you think about that? Do we have somebody that has an empty warehouse that we could borrow for a week? Do we know people who may be at the tech center who teach how to run a forklift because we're now going to have to run a forklift? It's that kind of information. Sometimes it's really hard to get your hands around and dig it and put it in a plan, sometimes you just have to ask and so we're going to ask.

I know I have plowed through this folks. I left you a few minutes. I think we're pretty much done. A lot of what I went over is in this leave behind so please hang on to that. Any questions? Does that give you a sense of what you might be asked to do on that bad day?

Commissioner Bynum said two quick things. Number one, did I understand that we're going to get an hour of college credit because I want to make sure I get my college credit. I really appreciate

everything you brought because a lot of us—most of us here sit on Public Works & Safety and we’ve plodded through those (inaudible due to laughing and talking) over the past year. I think it’s great. This is impressive. I think equally impressive is the energy and I would even maybe say passion that I see you bringing to making sure we are ready. I just want to say thank you for everything you’ve done over all this time to bring us to this point. It strikes me, Mayor, I’m impressed you know when we have Mr. May here we always see his enthusiasm for the tasks that he is doing. When we have Zach Flanders and Rob Richardson who are up next, I think we will see that equal enthusiasm and I’m really appreciative of that in the staff so thank you. **Mr. May** said it’s a key element in my staff. I ask them to be that equal—nobody does this for the fun or the great big cash payouts. This is because we believe.

Commissioner Kane said Incident Command process is what we use for the UAW General Motors and we also involve the city, the Fire Department, the Police Department on a yearly basis so it works. **Mr. May** said it does work and it is that flexible that it doesn’t apply just to response communities, it can apply to private industry and a lot of other places. It really does help. We recently had a quick meeting with the folks at Nordic Foods. They use ammonia like most people do for large refrigeration and that has its issues and we were out talking with them and their first problem was that when the Fire Department rolled up on the scene they didn’t know who to talk to and when we left they knew who to talk to. They say Incident Commander and they will get to the right person. Sometimes just having that common terminology makes that interface between public and private work a lot better and so it is one of the advantages of ICS.

Commissioner Philbrook said that made me think about BPU and some of the chemicals that we use to treat the water and so we do have some hazardous chemicals down there. Are you all integrated with their teams to take care of that? **Mr. May** said we are—I will say yes with a proviso which I may not know exactly how that interface works because that’s really a field unit, but I will tell you that the Fire Department in particular when you’re talking about hazardous materials, that’s something they go out and work with almost every public and private entity to make sure they know what they have on the grounds which is a responsibility of my office that gets involved with and we get what is called Tier 2 reports. If you have a fairly lengthy list of chemicals, you have to report and if you have above a reportable threshold, you have to tell us that

it's there and then we share that information not only with our own response folks, but with those that might be coming to help us. We share our information with KCMO so they don't walk into a scene and say hay, don't they have ethyl methyl whatever in here and we need to remember not to put water on that because it reacts badly. Those are things they need to know and so we share that regionally so that you can get a DVD or you can pull it down online and you can see all that information, but absolutely, we would.

Mr. May said thank you for the opportunity to provide this.

Mayor Alvey said next we have a presentation on the Northeast Master Plan and I would ask Mr. Bach to open the remarks.



Doug Bach, County Administrator, said this stems back to a Commission directive. It goes back a couple years ago when we started working to put funding forward to go through and study the Northeast area and put a plan in place. I think it kind of came on the heels of one we had done around KU, the Rosedale area, and we looked to the northeast to say it has been some years, probably never, that we had done this kind of detail plan to look into this area. Funding came in place last year, so we started the process and it's being headed up by our Planning Department. I will turn it over to Rob Richardson and let him kick it off from there.

Rob Richardson, Director of Planning, said you are right, we have never done a city plan for this entire area. There have been planning efforts that have been done by the Housing Authority, by LISC, by some other folks, but we don't have any adopted Master Plan for this area outside of the 2008 Citywide Master Plan. In that planning process, we had great participation in the northeast. Some of our biggest meetings were there and so we knew the people were very interested in this, but the level of funding we had in that plan—the plan for most of the urban area was very generic. Since that time, actually, during that time we did the Downtown Area Master Plan, then we've done some work in Rosedale, we are doing work in the northeast right now and I believe you have in the budget, in the next couple of years, to work towards things south of downtown; the Central Avenue area and possibly Armourdale as well so we will finish out the eastern portion of the community.

It's important to know that we really haven't really done this type of extensive effort for the northeast before. There has been some confusion about that and a little bit of—we planned a lot and haven't seen much, but we really haven't done that with a plan that had the force of law with the community once it's adopted as part of our Master Plan.

With that, I'm going to turn it over to Zach Flanders. He is a planner in our office and he has been leading this project very well and he is the subject matter expert so I'm going to let him walk through the PowerPoint with you.

Zach Flanders, Planner in Planning Department, said I want to start off by thanking the Commission for making this plan possible and making it a priority. Our plans are very important. I use our plans every day when I'm reviewing development. It gives us the tools to make development better. We use it all the time when working with Public Works and planning for our infrastructure. It makes our grants so much more competitive. A lot of the infrastructure projects that we do requires state and federal involvement and one of the top criteria on all of those grant applications is, is this in your Comprehensive Plan, Master Plan, do you have community support for it. This is going to make our jobs much easier and gives us the marching orders for the Northeast area that we haven't had in the past. I'm very excited to be working on this and can't iterate enough how important it is.

goals of plan

- Improve the quality of life for current and future residents
- Identify opportunities for strategic reinvestment
- Put the ideas to action



The goals of the plan are very simply to improve the quality of life for current and future residents, identify opportunities for strategic reinvestment, and put the ideas into action. I will talk about the action part in a little bit.

project area



Just to give an overview of what is the Northeast Area, it's a large area, it's everything north of State Avenue and Washington Blvd., east of I-635 all the way to the Missouri River, all the way around including Fairfax. It's a big area. It's about 20,000 residents and 10,000 employees in this area.

overview

- Review of Schedule
- Results of Initial Community Engagement
- Early Action Projects
- Draft Plan Themes
- Resent Meeting Results
- Next Steps

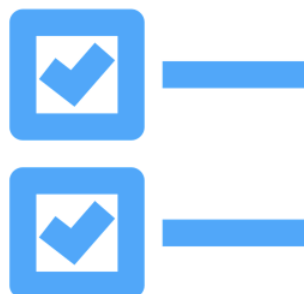




NORTHEAST AREA MASTER PLAN
 PLAN MAESTRO PARA EL ÁREA NORESTE

Tonight, we're going to review our schedule and where we are with the schedule and with the plan. We will talk about the results of the first two community meetings and some of the smaller meetings that we've done. We will talk about Early Action Projects which is kind of unique to this plan. We've actually set-aside about \$15,000 to make tangible, and we hope long-lasting improvements in the neighborhood right from the start, so that's something that people will be able to see improvements happening right away. As this plan feeds into our budget and ongoing projects going forward we're hoping that will spark activity going forward. We will talk about our Draft Plan Themes. We're to the point where we've identified goals, we've identified a vision, now we've identified four major themes and we're organizing the plan around these four major themes. Then, we will talk about our recent meeting results and next steps.

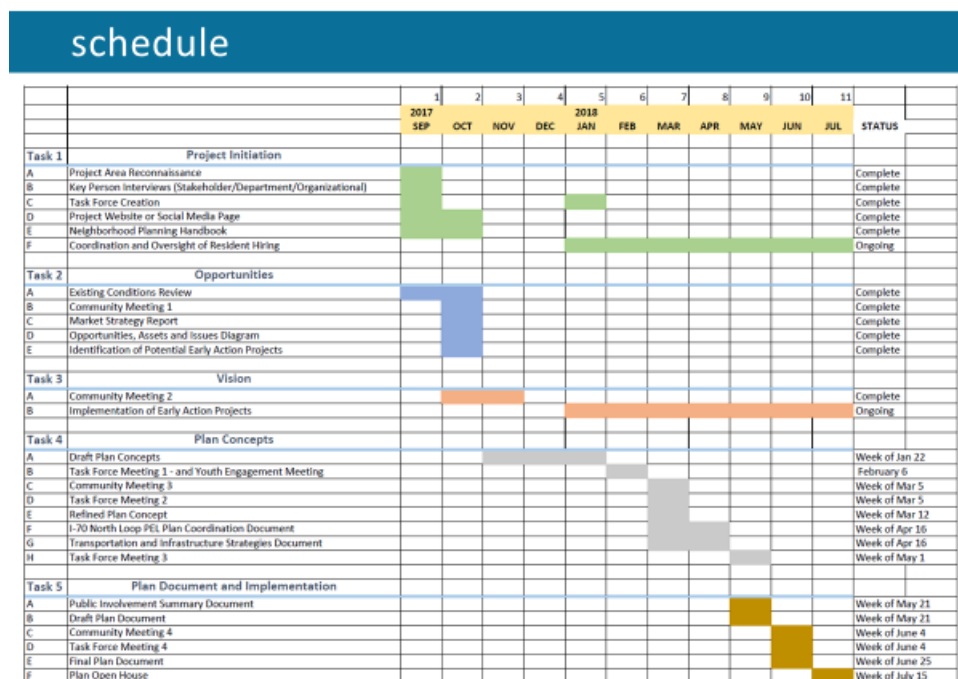
review of schedule





NORTHEAST AREA MASTER PLAN
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February 22, 2018

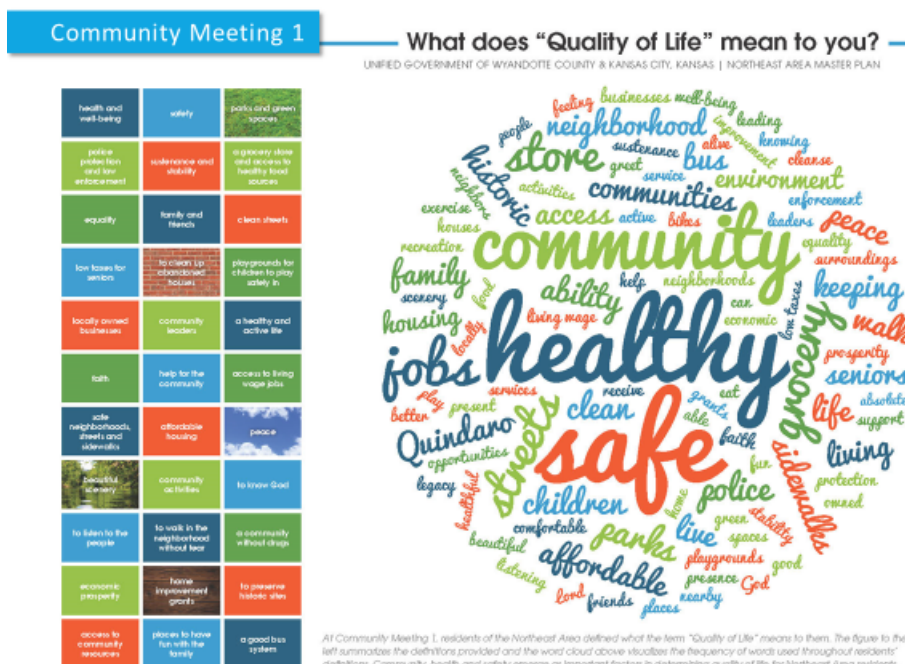


We're approximately halfway through. We started in September really laying the groundwork for the plan, having some neighborhood meetings, doing a tour of the area and then in October we had our first public meeting. It was very well attended. We had approximately 80 to 100 people at both of our meetings. We held one during the day and one in the evening. That led to our vision and goals which we then talked about in our next community meeting which was held in December, early December, and we're getting ready for our third public meeting in March. We're hoping to wrap the plan up with a fourth meeting in the May/June timeframe and then have a plan in front of you by July or August so you can go for adoption.



Our initial community engagement—I want to talk a little bit about what we’ve done to engage the community. I’ve been very proud at our effort of engaging the community. We sent postcards to every address in the plan area, close to 10,000 post cards. We also are on Facebook and we’ve been paying for Facebook ads which have been really effective at targeting just the zip codes in this area. We’ve got thousands of engagement clicks with those ads and I think that went a long ways to getting people aware of the meetings. We’ve been using the UG E-News and our newsletter platform and another thing we did just to go above and beyond, on our sign-in sheets we received a lot of people that signed in with a phone number but not an email and we actually called every single phone number that we received. Over 100 phones to make sure people knew that the neighborhood meetings were happening. **Mr. Richardson** said we did that for each of the meetings and we’re doing it again. They have received two postcards already and they will receive another one for the upcoming meeting. **Mr. Flanders** said they went out in the mail yesterday. The results of that are I think are very strong. We’ve had over 350 unique people come to a meeting. Many people have come to all the meetings or multiple meetings and that’s not including the most recent meeting we had on Friday where we had approximately 75 people attend and I think a lot of those people had been to a previous meeting, but we could be getting close to 400 people that have been engaged with this plan. I think that’s a sign of how important this plan is and how much interest there is in the community for this plan.

Mr. Richardson said you will note he said on Friday night from 6 to 8 we had 70 to 75 people come to a public meeting. **Mr. Flanders** said so, it’s very important.



This is a summary of our first community meeting where it was a very broad conversation about what are people’s values. What do people want to see in the neighborhood from a high-level vision perspective and you will see in the circle over there, that’s a word cloud where the words that we’re discussed most often are the largest. So, the people want a community that is healthy and safe. You will notice grocery, jobs, streets, sidewalks, historic, store, neighborhood; those are some important words and concepts that were discussed. It might be too small to read on the screen there, but in your handout, we also asked people for more specific ideas and just to call out a few of those; health and well-being, grocery store and access to healthy food, cleanup of abandoned houses, locally-owned businesses, access to living wage jobs, a safe neighborhood with safe streets and sidewalks, and a good bus system. Those are some of the ideas that were put forward about what quality of life means.

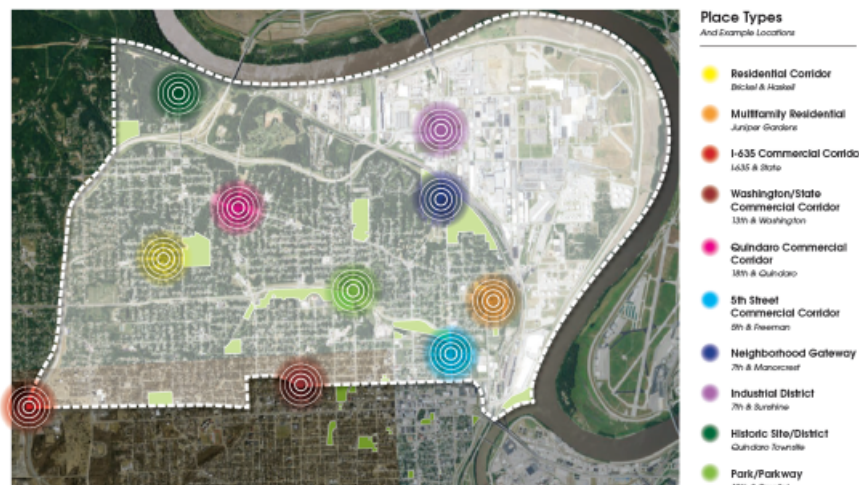
Community Meeting 2

What is your VISION?

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At Community Meeting 2, residents and stakeholders of the Northeast Area shared their visions for ten different Northeast Area Place Types. The Northeast Area Place Types are representative of the different types of neighborhoods, districts, land uses and landmarks found throughout the Northeast Area. Specific locations identified in the map below were selected because they embody the characteristics of each place type. A place-based strategy that works well at one location can be applied to locations of a similar place type throughout the community.

The following page summarizes the results from Community Meeting 2, where attendees were asked to select their top three favorite ideas for each place type. Each bar represents one vote for an idea. Votes were totaled across both meeting sessions.



At the second community meeting we got more detailed and we identified several different types of places in the northeast, everything from commercial corridors to neighborhoods, different type of commercial corridors from your I-635 commercial area to Quindaro as a commercial area to more of the downtown area on State and Washington. Talking about industrial districts and neighborhood gateways, historic sites and then parks and parkways and we had a map for each of these place types and a series of questions. This was more of an open house format where people went around to different stations and engaged with each one of these place types and told us what they would like to see in that area.

Community Meeting 2 What is your vision for an **INDUSTRIAL DISTRICT**?

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AREAS PLANNED FOR DEVELOPMENT
INDUSTRIAL DISTRICT

RECREATION & ENTERTAINMENT
 PUBLIC ART / ARTE PUBLICO
 RETAIL / COMERCIO
 JOB TRAINING CENTER / CENTRO DE CAPACITACION
 IMPROVED SIDEWALKS / MEJORAMIENTO DE BANQUETAS
 PEDESTRIAN & BIKE IMPROVEMENTS / MEJORAMIENTOS PARA PEATONES Y CICLISTAS
 PROTECTED BUS STOP / PARADA DE AUTOBUS CUBIERTA

LAND USE & SERVICES
 PUBLIC PLAZA / PLAZA PUBLICA
 MURALS / MURALES
 RESTAURANTS / RESTAURANTES
 STREET TREES / CALLES ARBOLADAS
 IMPROVED LIGHTING / MEJORAMIENTO DE ALUMBRADO
 BUILDING IMPROVEMENTS / MEJORAMIENTO DE EDIFICIOS

HOUSING & AFFORDABILITY
 PUBLIC HOUSING / VIVIENDA PUBLICA

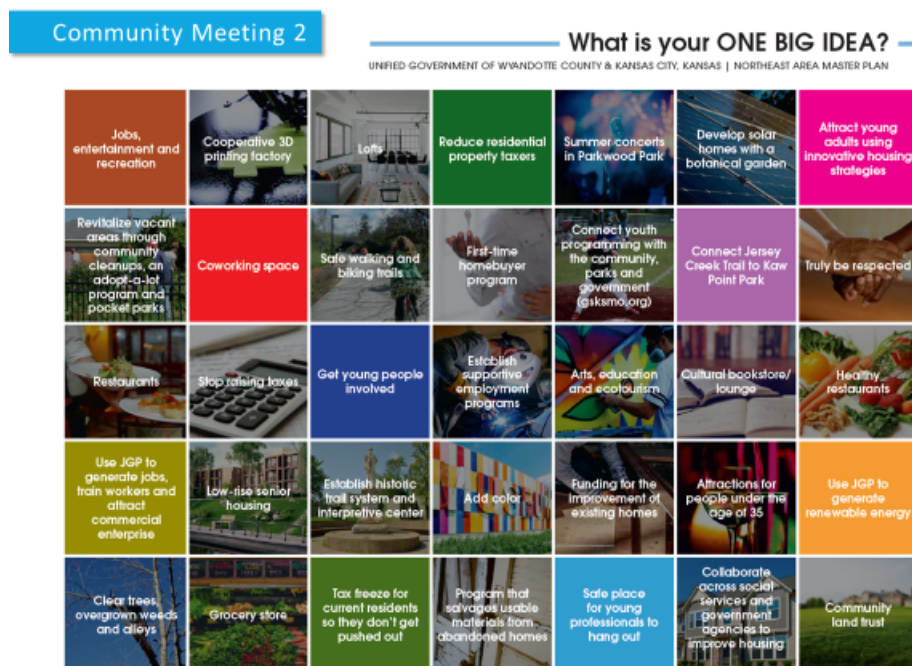
OTHER IDEAS

- DINER AND COFFEE SHOP
- MORE POLICE PATROLS
- JOB TRAINING CENTER
- INVESTMENT
- GROCERY STORE
- TRAIN BUFFERING
- MOTORIST SHELTER
- IMPROVE STREET DRAINAGE
- INVEST IN A FAIRFAX INDUSTRIAL PARK
- KEEP HIRE AND BIKE TRAILS OFF THE LEVEE
- SIDEWALK AND STREET IMPROVEMENTS

TOP 3 IDEAS

1. RESTAURANTS / RESTAURANTES (25)
2. JOB TRAINING CENTER / CENTRO DE CAPACITACION (23)
3. IMPROVED LIGHTING / MEJORAMIENTO DE ALUMBRADO (17)

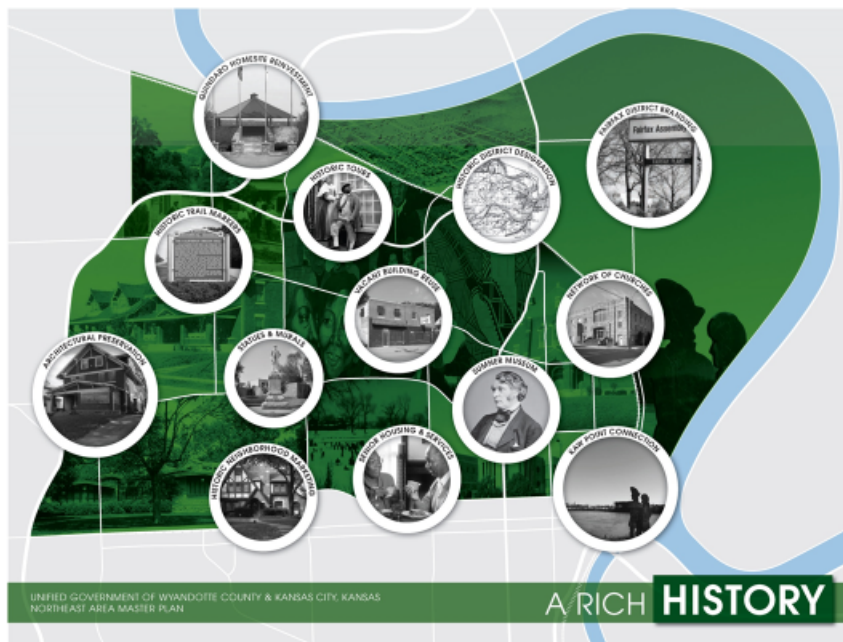
I put the slide for industrial district in the presentation, but if you're interested in the full results of this neighborhood meeting, you can go to our website and we have a detailed breakdown of each area. You can see in Fairfax people wanted to see a restaurant, job training centers, improved lighting as the top three and then close behind there, seeing sidewalks improved and—I think the improved lighting, what was really behind that was safety in the area.



We asked people also, what is your big idea and so you can see a series of ideas there, but just to call out a few; jobs, entertainment, recreation, getting young people involved which we will talk about in a minute, safe walking and biking trails, connecting with youth via programming in our parks, connecting Jersey Creek, healthy restaurants, healthy food. You can see a trend emerging from what we've been hearing at these community meetings. **Mr. Richardson** said one of the things that's on there is the clean the trees, overgrown weeds, bushes and alley's; and hopefully, sometime over the summer we will have an idea for some of those projects coming back to you guys. **Mr. Flanders** said I think another strong thread is entrepreneurship. You see co-working space on there. There is a lot of interest in locally-owned businesses and entrepreneurship.



That brings us to our Plan Themes.



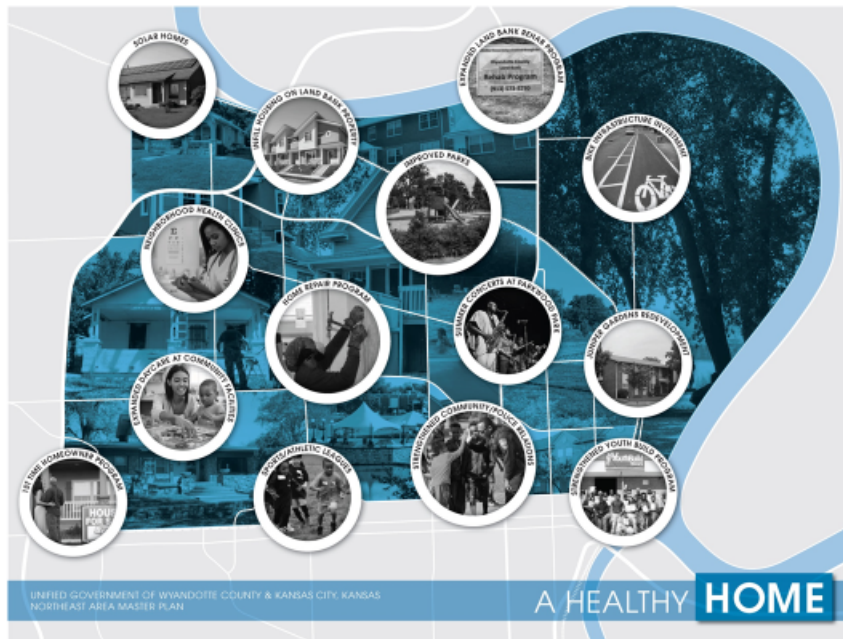
We're thinking of these as layers that will organize the plan and then our specific recommendations and projects will fall under these themes. The first one is a rich history and every conversation the history of the area was brought up. It's pretty amazing to hear the stories. Everything from the Native Americans who were here, the Lewis & Clark Expedition, the

February 22, 2018

Underground Railroad, the history of Quindaro, the history of Fairfax being one of the first industrial plant districts in the area to the history of the people, the history of Sumner, the first African American astronaut. There is a lot of history and we want to make sure that we're celebrating that and recognizing that and really making it a destination and adding some features to the neighborhood that calls out that history.



A Food Hub; we heard a lot about it's a food desert and there is a need for access to healthy food and so what can we do to bring healthy food to the neighborhood. We're looking at the potential for co-op models for grocery stores, we have a mobile market that is starting up, and in fact, we're changing our ordinance to allow that. I suppose that's on the agenda for Thursday to change the ordinance so that will be in front of you this week. **Mr. Richardson** said March 1st. **Mr. Flanders** said we have community farms, we have a lot of strong assets in neighborhoods when it comes to food, even in Fairfax, thinking about food industry and how we leverage that and so that's another theme of the plan.



A Healthy Home is the third theme of the plan. This goes to we have great neighborhoods, we have great houses, great housing stock in the northeast, but we also have a lot of challenges with abandoned properties, delinquent property taxes, vacant houses and how do we make sure neighborhoods are safe, our streets are safe, and there are sidewalks and safe places for people to go as far as parks. Improving our parks, improving our infrastructure so people are safe and people have a safe place to live in a healthy home.



Finally, an Expanded Economy; Fairfax has a lot of job openings and they're having trouble finding people with the skills to fill those jobs. We also have people who would really benefit from having the jobs, so, how do we bridge that gap? Also, looking at, as I mentioned before, entrepreneurship and how do we as the city support businesses and allow businesses to thrive in the northeast.

**TLC early
action
projects**



NORTHEAST AREA MASTER PLAN
PLAN MAESTRO PARA EL ÁREA NORESTE

That brings us to our Early Action Projects. Again, I want to emphasize that these are a small part of the plan. We have about \$15,000 set-aside for this and the idea is to have some tangible results right away. It's not everything in the plan. We have big projects in the plan and we're going to have big ideas in the plan, but these are the things that can get the ball rolling on those big ideas.

TLC projects - together leading change

"community is much more than belonging to something; it's about doing something together that makes belonging matter"

- **\$15,000** will be allocated to the implementation of **3 TLC Projects**.
- A list of potential projects has been **formulated by community members** and curated by the consultant team.



We asked the community for ideas about how this \$15,000 could be spent and at the first community meeting we had hundreds of ideas submitted. We drafted that up into a shorter list and then at the second community meeting had people vote on that list.

Which EARLY ACTION PROJECTS should the community pursue?

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At Community Meeting 2, residents and stakeholders of the Northeast Area voted for their favorite TLC Early Action Project from a list of ten final project concepts. These projects will get the ball rolling on larger initiatives and strategies for the Northeast Area. The ten final concepts were selected from over 120 ideas submitted at Community Meeting 1 based on popularity, diversity and feasibility. Votes were tallied across both meeting sessions and the results are depicted in the graphic below. Each bar represents one vote for an idea.

The three Early Action Project ideas that received the most votes are as follows:

- #1 – Further explore the cooperative community-owned grocery model, and invite experts to the community to teach us how it's done (31 votes)
- #2 – Work with YouthBuild on rehab of homes on a "model block" identified by community (17 votes)
- #3 – Develop program for health services at Guindaro Community Center clinic space, and identify willing service providers (15 votes)



Here's the results from that list. Far and away the first priority is doing something about a grocery store and so we had written bringing in an expert to talk about co-op grocery stores and how that can be a way that we could overcome the burden of finding an operator for the grocery store. Since that time, we've also thought about seeing if we could—we have a potential space identified that we could clean out and make ready for occupation and potentially use that as a community space where we have a speaker series about how to deal with co-op grocery stores or other models for grocery stores. We could team with the people that are doing the mobile market and try to make that a hub for groceries on more of a trial basis, or more of a farmer's market I guess, so we've had some pretty exciting meetings where some ideas have been coalescing around that. Within the next few weeks we will be chasing down a few of those ideas and be presenting more about that on the March 13th community meeting.

The second most voted on Early Action Project was a health clinic and we've made a lot of progress on that. We have a few places in the neighborhood that are identified as could potentially house a health clinic and we have an operator interested in coming to the area so we're hoping to have a substantial update on that as well at the community meeting.

Finally, YouthBuild; I guess YouthBuild was number two and the health clinic was number three. So, working with YouthBuild to rehab a model block. We're working with some of our contacts to see what that could look like and are working towards Amusing YouthBuild and

supporting that organization and how we can cleanup in a targeted way. **Mr. Richardson** said we might even use that with some of our Land Bank properties in the Land Bank process that we've got going so we're trying to put those other things we've been working on as part of the SOAR initiative to work through this process to show them that it can work for the neighborhood.

Mr. Flanders said so, those are three tangible things that we think can come out of the gate right away from this plan and that will set the stage for the larger projects and ideas and initiatives that will be in the full plan.

co-op grocery store

- Currently exploring opportunities to:
 1. Bring in an **expert** to teach community members how to **establish and maintain a grocery co-op**.
 - AND*
 2. Prepare space for and program a **farmers' market/pop-up grocery store** in the Northeast Area.
- Community members and planning team have identified a **potential location** and **expert**.
- Planning team is working to identify **grant opportunities** to assist with project funding.



I guess I kind of talked about these before looking to the slide, but we're wanting to bring in an expert that can establish and maintain a grocery co-op, teach us how to do that and bring some tangible either a farmer's market or pop-up grocery store to the northeast area.

Mayor Alvey said I have a question on this. In the discussions with the community, you know there are ways to solve the food desert problem and certainly one would be hiring an operator, a standard operator, but to identify a community-owned co-op as the preferred method; in the conversations the community had, what was it about the community-ownership? I have my thoughts about why that would be, but from what you gathered what was it about a community-owned co-op that is most attractive or makes it the preferred—what seems to be the preferred method? Was it simply because we could not find an operator to do it and this is the only method?

Mr. Flanders said I don't know if the co-op idea is central to saving a grocery store and access to healthy food. We would be open to a traditional operator coming obviously.

Mr. Richardson said we had a meeting on this this afternoon and I would just say that you know we looked at a space that we have that might be available that could be easily rehabbed, working with some community members that are interested in this topic. We don't have an operator and so it might be that whoever raises their hand first. If it's a traditional operator or a co-op system that comes forward, I mean if we're less interested probably in the operation style than we are getting something up and going, but we also think there would be some tremendous benefits to having it be community-owned and co-op for the community. Our interest is getting something going quickly and sustainably versus the method of operation. **Mayor Alvey** said okay, I guess what I'm trying to get to is there are some obvious advantages to have a community-owned co-op, there is that sense of being a stakeholder in your community that an outside operator would not bring. So, I just wondered if that was a part of the discussion. **Mr. Richardson** said we had that exact discussion about 1.5 hours ago, 2 hours ago. **Mayor Alvey** said I guess what I'm asking is, in the conversations with the community, the input from the community, did they identify reasons why the community-owned co-op would be preferable or was this just simply first person to raise their hand, we're going to go with? **Mr. Richardson** said I don't know that there was any specific we want it to be cooperative, we want a grocery store and so we looked at the range of possibilities and identified that as one of the range.

Commissioner Johnson said there was some discussion about a co-op before we actually got this thing off the ground so there was this idea that had life before we got to the table and we've allowed those voices to be heard and they're coming forward now. This is something that predated the Northeast Master Plan and so there was some efforts, at least dialogues, that were happening in the community and I think we're bringing a lot of those players together right now. Not to say one versus the others, it's a fact that I think the community is saying this is something we can coalesce around in terms of the sustainability and viability of a grocery store in the urban core. **Mayor Alvey** said that's very helpful because the way we are presenting this it seems to me the preference is for, as it says, a community-owned co-op. So, this predates the Northeast Master Plan process but what I'm also hearing is from staff is that we're not concerned so much about the methodology so that's what I'm trying to identify. Is this really the preference of the community to have a community-owned co-op or just anybody who would—**Commissioner Johnson** said I wouldn't say that's necessarily a preference, but I would say this is something that we've heard consistently as we were putting this together. I think with the fact that we have players, we have

persons that have interest right now as opposed to trying to find an operator, which we don't have right now; the fact that we have some persons that are ready to come around the table right now that have already been meeting, we're looking at every opportunity. This one was kind of out of the shoot, so to speak, and they have already been having discussions and so we're trying to enhance that dialogue. I think if an operator shows up at our door, then we win twice.

Mr. Richardson said I think the other thing about the co-op is that you still have to find somebody to lead that co-op effort and that person has not been identified yet and that's where I think I get the sentiment of whoever raises their hand first because even if it's cooperative, you have to have somebody that manages that and organizes that and takes that on as their project and that person hasn't been identified. There are people that might be that person but it's not a fully completed idea yet. **Mayor Alvey** said ultimately, it's going to come down to whoever can bring a plan that shows the most promise of success is who we are going to go with because, again, open a grocery store, help it get going and then not have it succeed is even worse. **Mr. Richardson** said you're doing a very nice summary of the meeting we had this afternoon because all those topics were—we talked about all those, whether we start as a pop-up to say this is what we could do and we do that for a couple of months and then we go out and try to find people that take on the idea of a co-op or to get the more traditional user to come in and provide the service or whether we start it and we do at 3,000 to 6,000 sq. ft. and then expand it a few months later. There are a whole range of opportunities on the table for that particular location and that location may or may not be the location. Some people say if you're going to do a co-op, you need to spend a year or year and a half working on the co-op side before you even think about location so there is a very broad discussion that goes into this and HNMA is deeply involved in this as well as the master plan and a lot of members of the community.

Commissioner McKiernan said has this through Dotte Agency and all this coalition of people, has this mobile market that's going to begin operating imminently entered the discussion at all? You're talking about pop-ups—I mean they are effectively going to create a mobile pop-up that—**Mr. Richardson** said Matt Kleinman was on the phone with us today. He was on part of the meeting. **Commissioner McKiernan** said so, they are part of that discussion. **Mr. Richardson** said yes.

Mr. Flanders said I think to be clear what I've heard at the neighborhood meetings is that the most important priority is a grocery store and this was something that already had legs, already had energy behind it. It seemed like a strategy that had a lot of benefits and that's why we included it this way, but it could very well be a different model.



This is the location we have been discussing with the folks who are doing the mobile market and other community members have been working on this for a long time.

health clinic

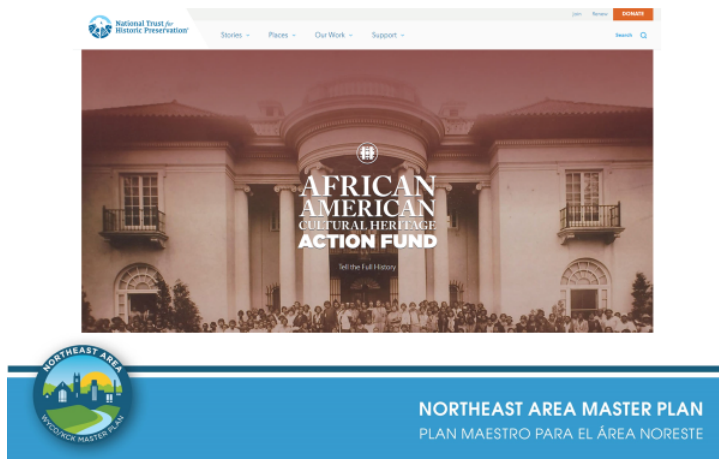
- The planning team is currently seeking a **health clinic operator** to open a clinic in the Northeast Area.
- Team is still exploring **potential locations**.

NORTHEAST AREA
KANSAS CITY MASTER PLAN

NORTHEAST AREA MASTER PLAN
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The health clinic; we also met with a potential provider today and looking at possible locations. They are interested in coming to KCK and they seem like they have the funding and the experience to do it and we're looking at locations where they could go.

quindaro townsite reinvestment



We've also applied for a grant for the Quindaro Ruins or the Quindaro Townsite. The African American Cultural Heritage Action Fund, we applied for \$150,000 with Western University being the applicant as a 501c3 and this would go towards a feasibility study that they've already identified as a need and already priced out at \$150,000 to make this more of a destination and possibly tie it to improvements to that site.

Commissioner McKiernan said I hate to go backwards two slides, but that health clinic; is this a fee for service clinic, is it a safety net clinic? In broad brush strokes, what are we thinking? **Mr. Flanders** said the conversation I've had, they're primarily interested in serving Medicare and Medicaid patients. **Mr. Flanders** said this is not an area I'm an expert in so I would defer it to our consultant or somebody who is an expert on it. **Mr. Richardson** said I would also say that when we went to school to become planners, working on where to locate a health clinic wasn't in any of our classes. We learned about land use and transportation, parks, typography, zoning, how to do site plans, and the community planning process is really involved. We're taking the neighborhood ideas and with the help of the consultants and HNMA and other community members, we're just running with these things. The grants that are being applied for, I don't know that any of them are by the city, I think that if you go to the next slide, the Neighborhoods Rising Fund...

other grant opportunities



I think that HNMA is working on that one. I'm not sure who is working on the Enterprise, but this is something we're working with them to show them where they are. HNMA is very skilled at this by the way already and so they know a lot of these things and they are helping us be successful on part of this, but we are trying to have the community apply for these so it's part of the community-based process and helping the community build the capacity to work on these projects on their own in the future beyond HNMA. HNMA is a great organizing part, but working with Western University and the others showing we're willing to put some of our effort behind it I think is a way to help build the community for the long-term.

Mayor Alvey said I have a question about the Quindaro Townsite reinvestment. Who is driving the plan for what to do with that site? I mean, how is that proceeding and is there real consensus and where is that consensus coming from? **Mr. Flanders** said this grant was with the National Trust for Historic Preservation. It was required that the landowner, the person who controls the land, be the applicant and that they be a 501c3 so Western University, Pastor Stacy Evans, was the applicant on this project. **Mr. Richardson** said I don't know that we're to the point where we have consensus about what would be built, where you would put a walking path, I don't think we're to that point yet. **Mayor Alvey** said so the application did not require a specific, you know, shovel ready plan. **Mr. Richardson** said this is more of a space level study process. **Mayor Alvey** said I see, okay, thank you. **Mr. Flanders** said the grant could have been used even for staff salary. We submitted it with the idea that we would do a feasibility study to explore those topics so it was

pretty broad. **Mayor Alvey** said so, this is going to allow us to bring that consensus about. **Mr. Richardson** said correct.



Mr. Flanders said since the two large community meetings we've had several smaller meetings.

Steering Committee Meeting 1

- Collected feedback on draft Plan themes:
 - A Rich History
 - A Food Hub
 - A Healthy Home
 - An Expanded Economy
- Discussed progress on TLC Early Action Projects
- Introduced Community Liaisons:

Karen French



Stevie Wakes



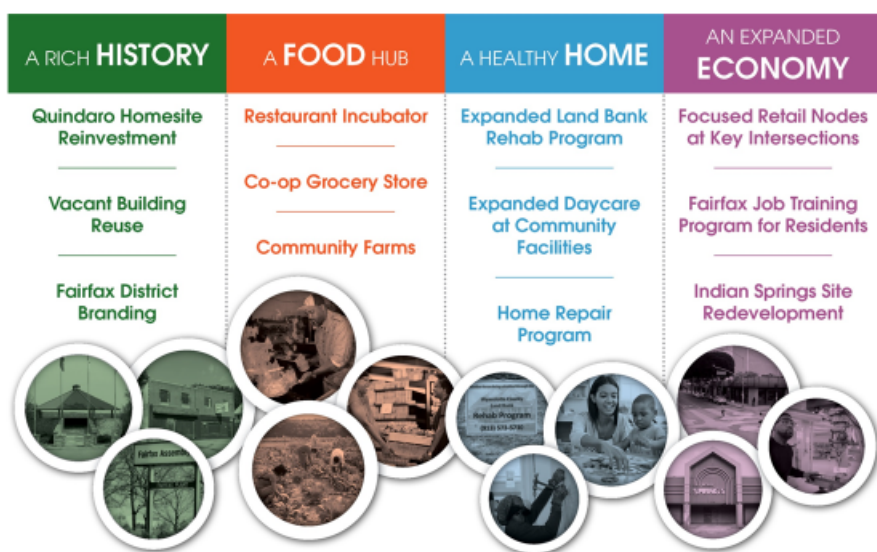
We had a Steering Committee meeting that brought together people from within the UG and other organizations in a smaller group. That's where we got feedback on the Plan Themes and discussed

February 22, 2018

the Early Action Projects. We've hired two Community Liaisons, Karen French and Pastor Stevie Wakes. They have been very instrumental in helping us with this plan. They've been fantastic, they've been bringing ideas to the table, I can't emphasize how beneficial this has been to bring on these Community Liaisons. **Mr. Richardson** said I would just note on that, part of the budget we had for involving the community in building the community was used to hire the two Community Liaisons. The other part is for the Early Action Projects so if we go back to how we discussed that in the budget process, that's where those funds went to.

Steering Committee Meeting 1

Preferred Projects by Plan Theme (Ranked Voting)



Mr. Flanders said with this group we work through these four themes and we came up with these ideas under each theme so under Rich History, Quindaro Reinvestment for the Quindaro Homesite or the Quindaro Ruins, vacant building reuse, and then the Fairfax District branding.

For a Food Hub, we talked about a restaurant incubator, the grocery store, and then utilizing community farms for that access to healthy foods.

A Healthy Home, we talked about expanding the Land Bank Rehab Program, expanded daycare at community facilities, and the Home Repair Program as being top priorities.

An Expanded Economy, we talked about focusing on retail nodes at key intersections, Fairfax job training program for residents, and then although Indian Springs is a little bit outside

of our defined plan district, it was something that was brought up in all the community meetings and we thought we would be remised if we didn't include it as one of the priorities in the plan.

Wyandotte Economic Development Council Meeting 1

- Discussed **development challenges** for the Northeast Area and **how to** address these challenges
- Summary of feedback:
 - **Community involvement and cooperation** are needed to address **safety and security** issues
 - **Employment opportunities** provided through **light industrial expansion** will reduce **property and violent crime**
 - Partner with **local NPOs** to provide **workforce training**
 - A **subsidy program** will improve the **lack of local food services**
 - **Improved services and safety** are need to attract residents with **disposable income** to support local businesses
 - **Engage developers** and address **barriers to local investment**



We also went to the Wyandotte Economic Development Council and I guess you can read the summary of feedback here. Community involvement and cooperation are important for addressing the safety and security. Employment opportunities could be provided through light industrial expansion. We got feedback that is a high demand land use, that there is need to expand light industrial space. Partnering with local NPOs to provide workforce training, a subsidy program that will improve the lack of local food services, improved services for safety to attract residents with disposable income, and then engage developers to address barriers to local investment. This is feedback that we got from our business community. **Commissioner Philbrook** said when you use acronyms like NPOs or something, a lot of people don't understand what you're talking about so try to put in the John Q Public comment with that. **Mr. Flanders** said I'm not actually sure—**Mr. Richardson** said Not-for-Profit organizations. Our consultant was supposed to be here with us tonight and this is their presentation, but their flights were all cancelled out of Chicago today so we picked up the ball and ran with it. Sorry about that. **Mayor Alvey** said basically, Zach, we're all not-for-profits here.

The unity with a purpose meeting was last Friday. I was very energized by this meeting. This was a meeting that we were invited to, a group that's been meeting, and they invited us to talk about the Northeast Area Master Plan. We had six breakout groups that talked about housing and neighborhoods, crime and safety, closer education, recreation and entertainment, economy and

opportunity, and healthy food. We're still kind of digesting the results of that meeting and typing up notes, but I was very energized by that meeting and I thought it was really a positive neighborhood meeting. **Mr. Richardson** said I led the discussion on crime and safety. It was a very lively discussion. I was told on numerous occasions you don't even want me to start and I said I'm here for a couple of hours, you might as well let me write it down so they opened up and let us have it in some ways and let us know where we were doing alright in some ways too. It was a very vibrant discussion and there were several people in each group and I think they kind of went to the area they were most interested in and gave us some pretty good feedback. Then we had community members report out to their groups at the end. It was very nice.

Youth Meeting 1



Mr. Flanders said we were scheduled to meet with the Entrepreneurship Class in Wyandotte High School today, but obviously, with the weather they cancelled classes. We're working on rescheduling meeting with high school students because we haven't had the best engagement with youth in our public meetings so far and so we wanted to do some targeted engagement and try to get high school students perspective.

next steps

- Meeting with Hispanic residents
- Additional youth meetings
- Community Meeting 3 – *Tuesday, March 13*
- Transportation and infrastructure strategies




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We're also meeting at El Centro with Latino residents. We're scheduling an additional youth meeting and trying to reschedule our original one. We have our community meeting number three on Tuesday, March 13th. That's going to be at Bertram Caruthers Elementary School at 11th & Waverly. We're having two meetings, one at noon and one at 6:00 p.m. What we're doing now is taking those themes and developing what are our transportation, infrastructure, development, and land use strategies and really going area by area, block by block and applying these to a land use map and to an infrastructure strategy map. There's more information about the next community meeting.

For more information and to receive updates:

www.neamasterplan.com



UNIFIED GOVERNMENT OF WYANDOTTE COUNTY/KANSAS CITY, KANSAS
FULL COMMISSION MEETING 1

camiros
in collaboration with

BikeWalkKC
Borderedes Studio
Phillips-West
SE3
Valerie S. Kretschmer Associates

That's our website address. If you want to learn more, there is detailed breakdowns of the first two community meetings and additional information. I really encourage you to go there and check out all the documents that we have there.

Commissioner Markley said I was just going to comment on the issue of getting youth involved. My husband grew up in Belton and he still remembers when they were in high school they did a survey of high school aged youth asking them what would get them to stay in Belton. Now, clearly, he moved here, but we were already in a relationship at that point, so he had no choice, but he still remembers that and when we go back to Belton he will point things out and he will say we told them we wanted parks and they made this park bigger and they put this park over here and we told them we wanted this and now Belton has that. He remembers that and he feels like they got results from that and one thing we notice in Wyandotte County often is that our young people go out to college and we have a difficulty in getting them to come back. I think it's definitely worth engaging that population. You know, we tend to focus on surveying our taxpayers, but if we want our young people to come back and stay here, we need to know what's important to them and what would make them come back rather than going to live somewhere else. I think it's good that you're trying to get that engagement from that part of our community.

Commissioner McKiernan said this is excellent work. It's uniformly excellent work and I really look forward to engaging in the Central Avenue area in this same kind of master planning process. It strikes me that if we divorce place names from this, if we really take away references to place; what I feel comes out of this are our themes that I think would exist in every urban neighborhood. I think we would do really well to pullout those common themes of safety, of lighting, of need for services, of neighborhoods, and we would really do well to pull those out and while we might apply them to this master plan in this area, we think about how we capitalize or how we address those themes of needs, of challenges, of opportunities across the entirety of our city and county. I think we would do well to do that because these are themes that I hear in the neighborhoods of my district and so I think some of them are fairly universal that we would do well to pay attention to.

Mayor Alvey said I think that's an excellent point and also Commissioner Markley's point, it's really about bringing services to neighborhoods, to neighbors in neighborhoods because I reflect

upon my own experience where I live, for many decades you could see that there were not improvements being made to the roads. There were not improvements being made to retail nearby, and in fact, when Merriam Town Center opened that was actually an improvement for my neighborhood even though it's on the other side of the county line. The fact is now I do not have to drive all the way out to 95th Street to get building materials. It was close by at Home Depot. I would have preferred them in Wyandotte County, it didn't happen, but nevertheless it helped timing to my neighborhood so I think we have to keep coming back to the fact that we live in our neighborhoods and how we experience our neighborhoods is what ties us in and in Wyandotte County we have a very special heritage of attachment and identity with our neighborhoods and as we bring more energy and resources to those solving neighborhood problems, those neighborhoods will grow. In fact, property values will grow which will grow our fiscal resiliency. I think this is really on the right track and we're really focusing on these neighborhoods as we're doing in other areas and I think it's the right approach and very well done.

Commissioner McKiernan said so now I'm going to take a step back from the themes and go back to this plan. I think one of our big challenges is now ahead of us to make sure that we can find ways to execute some of the specifics that have been articulated in this plan so it doesn't end up, as I have heard reported to me, like so many of our other plans before. We have a nice plan, it has a nice place on the shelf and so our big challenge now is how to execute some of the specifics going back to the place names and going back to the specific neighborhood issues in how we address those and make those happen. **Mr. Richardson** said I'm so glad you asked that. You might be aware that we purchased the Envisio Software to work on the SOAR goals and the Commission goals, we're putting all the former adopted master planning goals into Envisio so that we can track those and work on those and these goals will go into Envisio as well. We will be tracking them, we will get updates, we will know as part of each of those implementation measures we will say this is what we're trying to do, this is who is responsible, this is how much it's going to cost and this is the timeframe to get it done. We can use that with CMIP planning, working with neighborhood groups and the NBRs to make sure that all those things happen. That's a tool we haven't had before and you will remember that you authorized the position that Zach now holds in a budget a year or two ago and that was primarily for long-range planning so we could do a

better job of implementing those resources that we have. We are full steam ahead making use of that.

Commissioner Johnson said I just have a few comments. The things that were said in this plan, to Commissioner McKiernan's point, basically I've heard the constituents say we just want what every other vibrant community wants. It's not surprising that these things have kind of bubbled to the top because they are just saying we want to be safe like every other community, we want to be healthy like every other community. I would say because of the fact that this area of town has been divested in for so long for many reasons, and before I go that far, I do want to thank Rob and Zach for the work you've all done because they put a real pretty face on some real tough conversations and they have taken it like champs. We all have and some of the comments we've heard, we've earned, just to be frank with you. I wanted to thank you all for the work that you are doing, but I do want to implore this Commission to live long terms in terms of the resources necessary to ensure the sustainability. When we look at what's going on out west, that didn't happen overnight. That's been a process of many, many years; decades and now we see as some of the older seasoned elders would say the west is kind of creating its own juices, so to speak, and I think it's going to take a little bit of time before we see that happen in the northeast. I think we need to make sure that we think long-terms in terms of the necessary resources to ensure its sustainability, not just throwing money to say we're throwing money at something but as we're looking at CMIP, as we're looking at the SOAR program, let's be very specific about what we're putting into the northeast. I think that's all going to be part of how we move this thing forward so that we're looking at smart ways to use money, smart strategic ways of using money and our resources so we can get the biggest bang for our buck whether we're looking at a particular node or some of these preferred specific projects that have come out of that. I just want to make sure that we don't just see this as something that we have done and Rob and I have had many conversations about this already. Once July is done, then what happens. We want to make sure that this is sustainable into the future. I'm going to be an old man and as many grey hairs as I have right now I'm probably going to be fully grey before we see the manifestation of all of this.

Commissioner Philbrook said well, Commissioner, it only took about 18 years for things to kind of bubble up out west so you might be totally grey.

Mayor Alvey asked, Commissioner Townsend, do you have any questions or comments. Perhaps we lost Commissioner Townsend. **Mr. Robinson** said I will get with her and get her comments or Zach will. We will make sure we make contact with her tomorrow or later this week.

Commissioner Kane said I love what they did. I didn't mention anything about parks, I didn't mention anything about budgets, but in our last budget we announced that we were going to build a fire station and a park behind that and I would like to have a presentation on that in the next couple of weeks and where we're at with that because we have a new Mayor and a new Commissioner and I think we all need to be brought up to date.

Commissioner Townsend said I have been on all along even with Mr. May presentation so if he is listening, I want to commend him for his presentation and I will get with him on a separate question about how his presentation and plan, heaven forbid, we ever have a situation like Parkland, Florida may be employ.

The immediate presentation with the Northeast Master Plan, I want to again thank this Commission and the former administration for supporting the monies needed to have this done first of all. It just shows having so many people at the table that there are so many good ideas about what has been needed, as Commissioner Johnson said, in an area that has appeared to some to have been neglected for so long. This is going to give us the blueprint and I like Mr. Flanders brief summation of the top three reasons for this plan. I hope it will result in action so I would like to thank Mr. Richardson, Mr. Flanders, all the community partners and the consultants and all of the people who are going to benefit from this, the citizens of the area that has been designated in Wyandotte County, for participating thus far. I told the consultant I hope that out of this we will be able to identify people who want to come into this area and do development that is in concert with the preferences expressed by the members of this area.

The other thing I wanted to say is, just so that I'm clear, I was listening to the Mayor's questions about the co-op and the grocery store. The co-op situation came about as one of the most immediate things that might be approached, but I don't think anyone who has participated in any of these sessions or this community at large, the northeast community, would see this as a way to forego a more traditional operator, I certainly don't. If we can with more immediacy service the community with a long-term pop-up store or a co-op in the area and at the location identified,

that's great, but that's not necessarily in lieu of a long-term brick and mortar operator just so I'm clear.

MAYOR ALVEY ADJOURNED
THE MEETING AT 6:43 p.m.

dt

Bridgette D. Cobbins
Unified Government Clerk