

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

SPECIAL SESSION, THURSDAY, SEPTEMBER 30, 2021

The Unified Government Commission of Wyandotte County/Kansas City, Kansas, met in Special Session, Thursday, September 9, 2021, with eleven members present remotely. Bynum, Commissioner At-Large First District; Burroughs, Commissioner At-Large Second District; Townsend, Commissioner First District; McKiernan, Commissioner Second District; Ramirez, Commissioner Third District; Johnson, Commissioner Fourth District; Kane, Commissioner Fifth District; Markley, Commissioner Sixth District; Walters, Commissioner Seventh District; Philbrook, Commissioner Eighth District; and Alvey, Mayor/CEO presiding. The following officials were also in attendance: Doug Bach, County Administrator; Alan Howze, Emerick Cross, and Bridgette Cobbins, Assistant County Administrator's; Carol Godsil, Deputy Unified Government Clerk; Misty Brown, Chief Counsel; James Bain, Assistant Counsel; Ashley Hand, Director of Strategic Communications; Kathleen VonAchen, Chief Financial Officer; and Alley Porter, Commission Liaison.

MAYOR ALVEY said before I call the meeting to order, I want to announce that due to COVID-19, we have individuals attending remotely. All participants joining by phone should mute their phones when not speaking to avoid background noise. During the meeting, please make sure that you announce yourself by name and title every time you speak so the public that is participating knows who is speaking. This is critical given the number of remote participants in his current guidance from the Kansas Attorney General.

MAYOR ALVEY called the meeting to order.

MAYOR ALVEY said I would ask the Clerk to announce the meeting and call the roll.

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

NOTICE OF SPECIAL SESSION of the Unified Government of Wyandotte County/Kansas City, Kansas, to be held Thursday, September 30, 2021, at 5:00 p.m. to be conducted virtually for an ARPA Workshop.

.Due to COVID-19 the public will be able to observe or listen to the meeting live on YouTube or UGTV or through Zoom. The public may also view the special session from the lobby of the Municipal Office Building.

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, as announced, we are here for the American Rescue Plan Act Workshop. I'll turn it over to Mr. Bach.

Doug Bach, County Administrator, said it is a pleasure this evening to jump into a topic that I know we've been anxiously waiting to get into in more detail for some time. You know, earlier in the year we worked through some sessions to allocate the immediate needs from our ARPA funding to get those in a position to go to use in the community where we need to spend money to take care of things through the end of this year. However, there still is a fairly good pot of money that's left out there for us to work through and to prioritize. So, what we've designed tonight is a workshop for you all to be able to discuss where you think your higher priorities are for this to go.

The intent of tonight's workshop is not to dig into how much money we want to spend in each area, but really to define what are the higher priorities of where we want to go, where you see those. I mean there are certain things out there like—I'll take our Health Department for operations. You know, as we went through, we identified some immediate needs. We know the pandemic's not over, so this is something we're going to have to either make a decision, do we plan to put money to help expend that over the next year or such from ARPA money, are we planning to fund that from regular tax dollars in future times or we think we're good and we're not really looking at that as a higher priority from what we need to do for the pandemic. I don't really anticipate that's the answer, but I just use that as an example of one that's an operational thing that

we haven't dug into much, but then there are many other things as far as community needs that ARPA money is eligible to go into and that I think there's a lot of different feelings from the governing body. So, our intention tonight is to work through that, get a lot of good feedback and I think we'll probably have some good staff assignments coming out of this to take it forward from here.

At this point, I'm going to turn this over to Ashley Hand, our Director of Strategic Communications, who's going to help us work through this process tonight and be our guide.



Ashley Hand, Director of Strategic Communications, said I really look forward to this conversation this evening. What we want to do today is really focus on kind of what north stars are for us as a community based on your understanding of the needs of your constituents and the community at large as you are often interacting with our community in many different forums and we recognize that you bring considerable perspective to the kind of needs and challenges facing us and directly related to the pandemic, but also as they align to your Commission priorities as a governing body.

Objectives for Tonight's Workshop

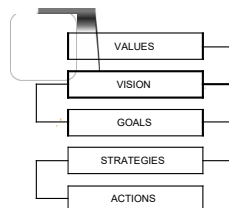


Identify Shared Values and Vision for a Post-Pandemic City and County

Develop Goals for the American Rescue Plan Act (ARPA) Funds

Explore Strategies (time-permitting)

Next Steps and Community Outreach

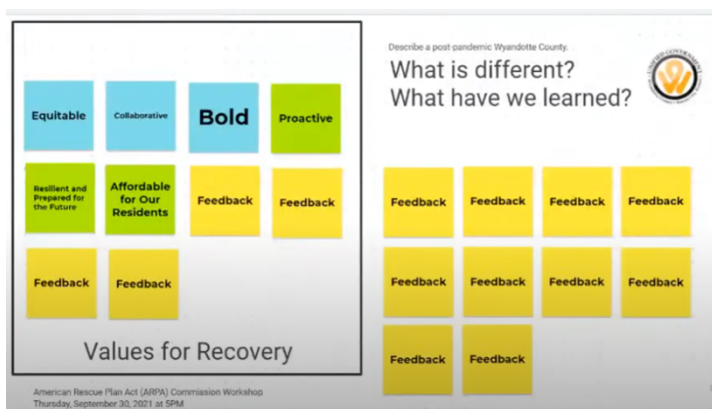


American Rescue Plan Act (ARPA) Commission Workshop
Thursday, September 30, 2021 at 5PM

September 30, 2021

So, really, I want to kind of focus in on what I would consider the north star, so really about clarifying these priorities, help guide the conversation that we hope to continue with our community stakeholders. You know there are a lot of issues that we could potentially tackle as a community and it can be difficult to engage on specific areas of focus if we don't have some direction from you. So, we're really excited that this will just be a very important step in moving forward to identify the shared values and vision as well as key goals, measurable goals that we can use to move forward to identify the right types of strategies, the type of partnerships, and as Doug mentioned, the prioritization of how we allocate funding.

We have to recognize that ARPA is one of many potential tools to help us realize that vision as we had the Infrastructure Bill being brought forward today at the federal level as there are other grants and priorities that are coming forward from this current federal administration, but certainly, you know, many of these efforts will take consecutive years of investment and effort on our part as a community to realize. So, really wanting to hear from you, how do we pivot now so that the normal we resume post-pandemic is better than ever for all members of our community.



What we want to do is start with kind of talking about your values and vision for what does it look like post-pandemic, recognizing that it's important to be ambitious. We don't want to be limited by today's constraints. We also want to weave in these other ways of delivering on these goals so it's important to kind of be creative, be ambitious and be bold as we move forward in this conversation this evening.

Several of you were able to provide me with some advanced information to help me kind of understand where you're coming from and from that input I kind of gleaned a few key values, but what I would like to do is turn it over to you to help—answer the first question of how would

you describe a post-pandemic Wyandotte County. What is different, what have we learned and what does it look like.

Commissioner Markley said I'm sorry I didn't get you my information in advance, but I do have it in front me. **Ms. Hand** said excellent, not a requirement, it was just a suggested reading. **Commissioner Markley** said I think the word bold that's already in there is really key to me. I'd really like to see us be an example of a modernized city and take approaches that are really different and kind of put ourselves out in front of what the trends are. You know, we've seen a huge cultural shift as a result of COVID. I think some things will go back to the old normal, but I think many things are not going to and I think we can make tiny changes to try to adjust the old way we do things to the new ways of the world, but I would rather see us look at everything we're doing and say how do we become part of this new world instead of just adjusting the old way just enough to make it fit.

So, I'm really looking for us to be bold and get out in front of it and say how do we embrace this change instead of just sort of well, we could make a little change here and a little tweak there and we can sort of put the square peg into the round hole. So, that's what I see for our post-pandemic world and that's what I'm hoping we'll be able to do as a Commission.

Ms. Hand said, Commissioner, can I just dig a little bit into what you think we should bring forward from the past kind of pre-pandemic times that you think is valuable to our community.

Commissioner Markley said good question. I mean we're still going to have the same problems. We're still facing the same infrastructure issues, we're still facing the same blight issues and we still have some programs that we have worked on in the past that are still good and we're going to take those things forward with us. But I think, even those, I think we're going to look at different ways of communicating. We learned during COVID a lot about how to communicate with our public when we can't see them in person and I think those things are going to continue into the future because people have just become more accustomed to them. So I think even the things that we have been doing and I feel like we've been doing well, like the SOAR Program stuff, for instance. We're still going to see changes to those programs because there are going to be changes in how we communicate and there may be changes in sort of what the end goal of the program is or where we want to go in terms of our overall infrastructure as well.

So, I think there are things that are going to stay the same. Of course, there are, but I also think even our sort of typical services are going to see a continued change as a result of the cultural shift. **Ms. Hand** said excellent.

Commissioner McKiernan said I have no idea whatsoever if what I've done—well, I know it doesn't matter because you could write doesn't follow the instructions on this or you could hear Fleetwood Mac, Go Your Own Way, but I've identified three things that I think we could and should use ARPA funds for. If you'll indulge me, I'll just read these three things and my rationale to the group.

First of all, improved pandemic response. Given the local governments across the country were challenged to respond to COVID-19 in a timely and effective manner and given that Epidemiologists and medical researchers around the world are unanimous in their assessment, but it's not a question of if there will be another pandemic, but rather when there will be another pandemic. Then I believe the Unified Government should use ARPA dollars to build a more robust response capability so that we are able to minimize the negative effects of the next pandemic on our community. This response capability would include both equipment and supplies as well as procedures and action checklists so that we can quickly take effective action. That's number one.

Number two, given the COVID-19 pandemic put an economic strain on many members of our community, especially those members of our community who had very little in the way of financial safety net and given that the number of homeless individuals in our community rose during the COVID-19 pandemic, then I believe that the Unified Government should use ARPA dollars to build a more robust ability to respond to the myriad issues of homelessness. This enhanced response capability would include both aid for individuals and families as well as an increase in the availability of affordable housing.

Now, to get my last verse of Fleetwood Mac, Go Your Own Way, number three, given that the management of both stormwater and wastewater from residential and non-residential properties can have a direct effect on both quality of life and the personal health of Wyandotte County residents and given the fact that the stormwater and wastewater management infrastructure in Wyandotte County is in serious need of improvement to meet those quality of life and personal health needs, then I believe the Unified Government should use ARPA dollars to maximize our ability to improve stormwater infrastructure while at the same time minimizing the costs that

would be borne by individual property owners both residential and non-residential for that improvement. So there you go, Fleetwood Mac.

Ms. Hand said excellent. Commissioner, when I read your maybe what's called special credit response to the pre-worksheet, I kind of extracted kind of this idea of values around resilience and being prepared for our future, affordability for our residents as well as being proactive which has a lot to do with being resilient, but also recognizing that it is about readiness and really that was something that kind of came through in the comments that you had provided. So, I kind of extracted that as kind of initial values. **Commissioner McKiernan** said I will go along with that. **Ms. Hand** said alright. Excellent. Well, that's a good thing.

Mayor Alvey said I think when I try to see beyond, you know, whether there is another pandemic or not, I think we have to look at this funding kind of as a once in a lifetime opportunity to move us forward. So, I would recommend that—we have so many infrastructure needs, I would like to see us get a jumpstart on some of those. We know we're not funding up our infrastructure nearly to the level it needs to be and we want to maintain, you know, not too burden with taxes to have the revenues to really make some progress in this backlog of infrastructure. I think we should put some money, quite a bit of money, into the infrastructure.

I think part of that is investment in neighborhood development, especially we've seen some parts of the community that are really starting to pick up, I think, especially in the northeast area, but also the area between State and Central as well as Rosedale and Argentine. There are certain areas we're already starting to see some good uptake in economic development. I think we would want to enhance that with some infrastructure improvements to improve the look and the feel and how things work for our community.

I think those dollars could be targeted to specific nodes and just to enhance the development that is already attending there. I think that would include putting some more money into our parks. We've had the Parks Master Plan in place for several years, but we don't—we know we can't fund it to the level it really needs to be funded. But again, I think those as we look at perhaps not maybe, you know, releasing some of that park land somehow because the sheer number we have and the fact we cannot maintain those that we would then be able to concentrate our resources on park and park amenities if you look and see what happened around Waterway Park. That was a tremendous enhancement for that area that really then sustained and supported

the economic development that happened there. I could see the same thing happening at Rosedale Park. There are lots of places where we can do this and really enhance the development going on there.

I'm also very sensitive to the—for the affordable housing and that—but as part of the economic development some of our dollars would be targeted to support those who would like to come in and build housing that would be more affordable because, again, bringing more people in, giving them an opportunity to build wealth and that helps build sustainable neighborhoods.

Again, with our infrastructure being where it is, I would not want the ARPA dollars to replace the change in fees that we had to sustain the priorities for our stormwater, but to actually maybe instead of just getting two or three or four projects done, we're able to go out and do number five, six, seven or whatever that might be. Not to replace, but really to get a jumpstart on some of these infrastructure needs.

Commissioner Ramirez said I'll try to keep my comments very brief as possible. I think looking into a future post-pandemic Wyandotte, I think the biggest two value things that I see that we can continue to work on, one is increased accessibility. We saw especially during last year when our Health Department was trying to get information out, ensuring not just our health and our Health Department information, but all of our governmental services are being accessible by all people who speak many languages.

I learned just yesterday, in our school district many, many languages are spoken in our school district, but when you look at our information given to the public, it's all in one language. So, we need to make sure that we increase that accessibility for everybody especially during a health pandemic like this. We need to make sure that we're giving out information to those who don't speak English.

The other thing is, continuing to strive for openness and transparency with our community because that is something that they cherish. So, I think post-pandemic, those two values are what I think are going to be what I believe are important and going off of what Commissioner McKiernan, you know, talking about our homeless residents because they are still residents of this county, they are still citizens of Wyandotte County and KCK. It's not—yes we need to do for the homeless, but also housing and security as a whole. Have people waiting in the shadows for this mass eviction to happen and trying to help them and we have increasing housing

costs and so all together just fixing our housing and security as a whole in Wyandotte County and to go in hand with that, you need housing, but also you need good healthy people.

Funding our CHIP Program that we have created and I know that's something that Juliann has been looking into, us getting back into and I think that's very important because we can have all this development, we can have all this housing, all these amenities, but if we don't have, as I keep saying, happy, healthy people, then what is it all for. That's why we need to take care of our housing security and our health insecurity as well.

Ms. Hand said, Commissioner Bynum, you were next and you also presented several ideas which I tried to capture some of the values that I heard from you in blue, but I would love to hear from you.

Commissioner Bynum said I do think the—I wanted to say that I shipped these couple of questions out to other people, constituents of mine to get a little bit of feedback about what other people might be thinking and it was interesting that they basically were thinking what I was thinking, so I'll just share some thoughts I jotted down.

The pandemic has really shed a light on our quality of life issues as several have said already. You know some of our residents, specifically, I think were impacted. Our older adults, our unhoused, our low-income, our communities of color. We've made a lot of really great efforts and had a lot of successes over the years to improve quality of life for our residents, but the pandemic has, you know, taken us backwards to a degree. It's a real opportunity to work with the community again. We've done it so many times before and problems solved together create solutions together and provide use services that fit the needs of the community. We've been reminded during the pandemic so amazingly over and over again of the generosity of our community and the willingness that they showed to pitch in and help each other. We learned we can do better at working with our community and not just for them.

Things that have come up are affordable housing, senior housing, the fact there's limited housing for aging in place and we don't have enough landlords who will take a housing voucher. Obviously, staff are working extremely hard and spread very thin and so I think we have to acknowledge that.

I would just say kind of my post-pandemic WyCo, we've learned how to close gaps in providing healthcare access to all our residents and be equitable about it and our neighbors are helping each other beyond their own block to assist with information sharing. Maybe they're providing transportation and helping ensure access to health care.

Secondarily, our post-pandemic WyCo has taken the brave bold step to come forward and fund and implement a systemic change in how we treat our homeless population. And we will work with our non-profit partners and we will build a lasting structure for how to help and house those who've struggled.

Finally, our post-pandemic WyCo will boldly take on our serious infrastructure deficits, create an equitable funding mechanism for stormwater mitigation and take a big step forward by allocating significant ARPA resources to our most pressing stormwater. I'll stop there. I've got a lot to say, but that's good for now. **Ms. Hand** said excellent.

Commissioner Townsend said I'm not going to take a lot of time because I agree so much with what my fellow commissioners have said already with regard to homelessness, with regard to the ability—or the desire to use some of these funds, ARPA funds, to correct major infrastructure problems, particularly sidewalks in areas that I represent. The stormwater, wastewater so key to, as Commissioner McKiernan mentioned, the health and safety and protection of property for our constituents.

I see these funds as an opportunity to say yes to our constituents where we couldn't say it in, as I recall, some of the CDBG funding requests. So, specifically, post-pandemic, we're post-911, people still need to eat so there is still a fervent desire for additional grocery store accommodations in the northeast part of the city and particularly we've got a group involved in trying to establish one in the 18th & Quindaro area. Still waiting to hear more specifics, but there is an uncontested need in that area to have more access to fresh vegetables, fresh meats from a full-service grocery store.

So, I see these ARPA funds as an opportunity to say yes and to help fund projects like this. Now, just so, you know, those listeners are clear, this is a different project than say the grocery store at 6th & State which the UG undertook, nevertheless, that does not mean, hopefully, we can't be supportive of it with this opportunity. So I say, these are—this would be an opportunity to say yes to a project like that.

Again, it's already been mentioned by some of my colleagues and by constituents who weighed in again earlier this summer during the CDBG workshop about expenditures in parks. Particularly, there's a project I'd like to see undertaken at the request of any number of residents in the Quindaro Park area. We were able to put in a new ballfield, but it was called to my attention that as you enter that park from the western border, you have to go almost half the length of the Chief's football field over grass before you even reach the shelter house. So, there needs to be accessibility through a paved road that would get you from the western border of that park to the shelter house. And then to the east of that same shelter house the sidewalks that are there, the paths that are there, need to be redone or capped similarly to the project that was undertaken earlier with COVID funds for Jersey Creek and how much of an improvement was made to that from those funds.

So, post-pandemic and God help us to get to that point, I see this as an opportunity to say yes to a lot of these projects that we couldn't before.

Commissioner Philbrook said yes, yes, yes, yes, yes to all of that and so for me looking at it from a 40,000 feet view, what I see is a housing system in our community that addresses all tiers of how no matter whether it is folks that can afford a \$300,000, \$400,000 house or more and a person who can afford or learn to afford a \$50,000 house, a place to start. Don't ask me where one of those is. You'd have to do a whole lot of work on it, but the point being is, that we as a community really have not—we've looked in—oh what pockets. We kind of picked pockets to work in areas and improve those, but as an overall look at what our housing looks like, we have been kind of disjointed and disconnected and it would really be nice to put together a whole program and planning on how to create these houses of different tier levels and for one-person homes or a small home with one parent and a few kids or a retired couple so we have a lot of needs in our county for different types of housing. **Ms. Hand** said absolutely.

Commissioner Philbrook said so that big housing system which then would allow us to be very collaborative right across the whole thing and that's one of those bold things we talked about doing. Being bold and collaborate and not worry about whether our name is the biggest name in the pot, if we're the most important one or if we show up the most because when we do that, then we lose sight of our goal of caring for our community.

That's part of it too, the equity part of it comes right in with the tiered housing to be equitable. Not everybody can afford the same kind of housing on that too. So, having that all together, I would tell you that wraps right into the housing situation for what we look at as homelessness right now which is very, very dire right now. We're having trouble just renting rooms to put people in. There are not places to put people and so, you know, they're living in their cars right now and that's not saying that we don't have organizations out there trying to find places to put them, because we do. It's just not being able to find the places to put them. We don't have it.

As an overall system for housing, I'm seeing tiered—like I said, tiered housing and address homelessness and people that are not working up to their potential because they don't know they can, okay, create those wrap-around services for job training, child care, health care, early learning—early learning childhood and substance abuse along with post-incarcerated folks. Just across the board because we have a lot of folks that have those struggles and those issues and we need a lot of that stuff, a lot of that wrap-around stuff, to get us in the right direction.

So, that would be a whole system that we could create and bring a collaborative group together to accomplish that because we have a lot of smart people in our community that are already doing a lot of this work if we can just get them together and then get that impetus of some seed money to help create this program, then I think we could have that and it could help us for a long time. I think this would just be the beginning of taking care of our community.

Having said all that, of course, you know there's roads, codes, and parks just like everybody else. You know the frustration of people working very hard to take care of their property and then what happens, the guy next door, you know, everybody complains about him and we try to do something about coding and nothing happens. So, there's a lot of frustration in our community and I don't know how to put the ARPA money toward that. I want somebody who deals with that all the time to figure that out, but I know we need to deal with coding and inspection, all those sort of things, there's no question about that.

Infrastructure, hey, I'm always there for infrastructure because I don't want everything washing away. There's a lot of areas that we can address, but the hard part is being smart about it and making sure that it's something that is a lasting effect, not just something we do and then it doesn't work, you know, maybe for two or three years. We need to work on stuff that will be lasting, that will be for a long time. **Ms. Hand** said excellent.

Commissioner Walters said I agree with most of the comments made, but we have some immediate needs that I think should be taken care of with ARPA funds and some of those are pointed out recently on the infrastructure tour, bus tour, we did. When streets wash out because of a failed culvert, they should be fixed and I don't think we need to spend a long time thinking about that. Our solution of just closing the street and have it remained closed is not good. The streets that I'm thinking of that were closed is one in the Rosedale area, one in the Piper area. Those should have been in our 2021 Amended Budget. When people drive through our county and see roads closed because they're washed out, that's not the kind of livable county we want to have, so there are some immediate infrastructure things that should be taken care of immediately.

The other part of it, as Mayor Alvey said, this is an opportunity and we need to think about doing something transformational in our county. We have these studies, we have the Armourdale Study, the Central Avenue Study, the Northeast Study, and we probably have more studies that we do and I think we need to put our heads together and figure out better and more effective ways to implement those recommendations, if it means that we'll have a public/private partnership or a more aggressive or a different recruitment strategy for investment. Those are some of the things that we could look back at 10 years from now and say this was really a significant change to our community. I think that's something we should give some thought to.

Commissioner Kane said I agree with Jim. You know we drove around for four hours or whatever it was in a beat down bus, but the bridge—both bridges that he's talking about, the one out here is unsafe for the buses to go up and get the kids and then bring them down. They bring them down on 123rd Street where the kids have to get on the bus there. That's a pretty busy street and I think staff is using the example, well, one of our staff members lives on that street and if we're not fixing it, then, you know, well look, he lives there and they're not fixing it. Those are things that we need to do to make sure our kids are safe and it's frustrating that I don't think it would cost near as much as what they said it would cost to fix it and that when we run into issues like this, we need to fix them right away, not say well, it doesn't look like we're ever going to fix them.

It's frustrating for me because my first thing is we're going to loads kids at 123rd Street on the bus a couple times a day. Well, if your kid was one of them, you know, a seven or eight year old, how would you feel about it. I think a lot of times what people have to do is put yourself in an unsafe condition, or your family, and you might think differently.

Ms. Hand asked, does anybody else have any additional thoughts or want to weigh in? As I've been listening to you, I've been trying to kind of categorize—oops, Commissioner Johnson.

Commissioner Johnson said I always like to hear what my colleagues have to say, but first of all I think with your instructions that you gave us, in question number one was that we would answer the question in three to four sentences to which I don't think any of my colleagues have made any effort to stay within that constructs so neither will I.

I think my constituents would boldly say that the distribution of funds in the post-pandemic world needs to be equitable. So, when I talk about equity as it relates to the distribution of funds, I'm speaking about how fairly income and opportunities are distributed between different groups within our community. I continue to say this, and I've said this since I come on this Commission, we are a vastly diverse community from the east end to the west end and from north to south. We don't really see that kind of generational wealth per se in Wyandotte County, the likes of which we see in some of our neighboring communities, but we are good hard-working people that have pulled ourselves up by our bootstraps that believe in community, that believe in family, but we have not really seen what I consider to be an equitable distribution of wealth and opportunities throughout our community.

What we have seen is that when people move from the have nots to the haves, they tend to flock to other areas of our community and/or outside of our community. So, as we look at the distribution of funds and opportunities in a post-pandemic world in Wyandotte County, I think that we need to build within our culture a sense of equity in terms of how we distribute those funds. That we are always mindful without having to be reminded that we need to be equitable to all portions of our community.

I don't think we're going to become less diverse. We have always been a diverse community and I think that is what we are always going to become, not only as diverse as we are, but we're going to be even more diverse in the future. So, we have to be always mindful of how we continue to build wealth in all groups regardless of your background, regardless of how long you've been here, regardless of your struggle, regardless of your family name, that we are figuring out ways that within our culture to be equitable to all portions so that rising tide will lift all boats in Wyandotte County. I'm going to take this moment to put a period there. I'm not finished, but I'm trying to stay within your rules to the best of my ability.

Commissioner Burroughs said I'm pleased to hear our commissioners express the needs and wants of our community. What I've had a chance to hear is, the commonalities that we all share that I would like to put forward that we look at how we can utilize our dollars for the best return on investment. So, I would encourage us to look at putting someone in charge of grants that would allow us to double and possibly triple our opportunities to address the programs that have been addressed here. The homelessness, mental health aspect, child care for families that want to work, but can't.

We talk about transportation, I think one of the things we talked about was transparency and the equitable distribution of these dollars. It's one thing to have these dollars, it's another thing to stretch them beyond what their total values may be presently. It doesn't mean that we hire more personnel, but what it could allow us to do in a short amount of time is apply for additional grants and utilize these dollars under those needs that we see within our community. I'm talking like we talked about the Community Development Block Grants.

One of the things that we've heard in our community and infrastructure that I haven't heard here this evening is lighting up Wyandotte County. The systems that we have in place, our street lights, the cost to redo those all across our county. This might be an opportunity to start some kind of an investment program to change our lights out to LED, low energy usage. It would fall under the green tax and the green usage for environmental aspects and at the same time provide a public safety aspect. So, that return on investment we're hitting not one issue, but multiple issues and we're lighting up our community.

The walkability to our community, the connectivity of one another to be able to—I heard Mr. Kane talk about the issues in his community's children. I don't have sidewalks over here where I live and our roads are very narrow and the children in the wintertime are standing on the side of the road. Mayor Alvey and I on the south side know how narrow these roads are from having been a township at one time and it would be—when we talk about infrastructure, I can see many infrastructure needs, but who do we partner with to expand that out even more to bring more money to the table.

Post-pandemic, and I agree with Commissioner McKiernan, in improving our Health Department facility and expand our mobile services. I think in our community of high health needs, that if we don't look at issues that allow us to start looking at a more healthy community, whether it be environmental, whether it be personal, whether it be walkability or outside activities,

we're really shortchanging a tremendous opportunity here with our infrastructure. I know we've talked about water and all of that, but I think of the day-to-day activities that Mr. Kane talked about, the sidewalks and bike lanes and expanded, what I would call corridors, that connect with one another.

I think first and foremost one of the things we really need to be mindful of is that we do have a tremendous amount of houselessness and homelessness now and it's not going to get any better unless we have an opportunity in our community to share this very rare opportunity to invest in programs that allow us to tackle this thing head on. We have to be prepared to do that and we may swallow hard as to what the initial expense is, but just the return on that investment when you partner putting money forward on grants to address all of that. You've got veterans issues, you've got drug issues, you've got addiction issues, you've got single adult issues and educational, all tied up into one. We should have a one-stop facility that allows us to—or at least a majority of those services close by and available for individuals.

We're not going to be able find everyone, but those are some of the things—when we talk about infrastructure and I'm speaking to my colleagues now, I think maybe some of us think of infrastructure as being steel and concrete. I think of infrastructure as families, a long stable economic opportunity for our community, job creation. Those kind of things are an infrastructure that brings families and brings recreation and brings a commitment to community that maybe some of us fall short of imagining.

Those are my comments. I have a list of many needs, but I just want the return on investment that we have at this particular time to be one of strong consideration. I might suggest that if we want to be very—I don't want to say selfish, but very single-minded in our particular districts, that we set-aside a certain amount of money for each commissioner's district for a project of—or a few projects that we have kind of like what we do with the casino grant funding. It would be up to us to stretch those dollars. Maybe it would be \$150K or \$1M in each district to determine how we want to spend it in our district. It may be something for consideration. Those are just a few of the things that I wanted to bring forward, so thank you all for listening.

Commissioner Bynum said I'll just circle back around. Commissioner Burroughs had mentioned maybe an allocation, you know, to commissioners and I tend to resist that kind of thing; however, I will throw this out there. I have been thinking about this for a while as we look around at the

community and the weeds that should be cut and the trash that should be picked up and a thought that I had was possibly through ARPA a very small allocation to each commissioner. I'm talking maybe \$5K, but we use that to identify helpers like neighborhood groups or other organizations that would be willing to help us tackle some of these just very, very local block by block issues like, you know, going along trimming weeds off—away from sidewalks. To give them a reward really for the work they've been doing for us for more than 20 years, so I did have that little thought in a very small scale way.

Ms. Hand said before I summarize this, is there any other thoughts before I kind of walk through what I heard here as we kind of think through what this vision is and how we can kind of pull all your ideas together to kind of have a cohesive approach.

Commissioner Burroughs said one of the things that I think would be very important for us is to get these dollars to turnover multiple times in our community. I would suggest that we do everything we can. Hire local and buy local.



Ms. Hand said what I tried to do here as I've been listening to you is to try to kind of roughly and, you know, forgive me, there's a limit to this space, but obviously, whatever I can do to kind of help organize all of these inputs here, I tried to kind of keep the core values that I heard here. I recognize what you've heard in terms of wanting to foster a future that is diverse, accessible, and inclusive so it is equitable for all community members, that we operate with transparency, but we take on bold actions that are transformational, modern and creative. We are proactive in the way that we address the needs of our community by being more resilient and prepared for the future.

Building affordability for our community members, our residents that focus on being safe and healthy. I think health came up quite a bit, but also that these solutions are sustainable and lasting, so going to the point of Commissioner Burroughs about really understanding the return on investment of the work that we do so that we can make sure that we have as many impacts and benefits with every dollar invested as possible. But then, also wanting to be focused. That was something that I heard quite a bit, that we really need to be able to kind of go in and address the problem whether it's an immediate need, as Commissioner Walters raised, or within a specific neighborhood where we're benefiting and layering on the benefits of investments by the private sector and the neighborhood as well as by our public dollar investments.

So, that's kind of generally the values that I heard from you. Obviously, it's going to have to get distilled down a little bit, but I think there's so much great input there, that won't be too difficult. I think there's a lot of incredible information in there.

Then, what I did try to do here in terms of starting to understand what your vision for the future is, is try to roughly categorize kind of what you're kind of thinking about and kind of where the areas of opportunity really are for us moving forward. I roughly categorize this in terms of kind of our health and well-being as a community, our overall quality of life, our infrastructure needs, kind of the backbone of our community and what it takes to kind of support the day-to-day life that we live here, whether you work here, or go to school here, or grow up here and age in place.

Then as well, the yellow is starting to kind of tease out some of the kind of more operational changes that I'm hearing from you whether it's thinking differently about how we work with the community, prioritizing, hire local, buy local, but also that's going to that operational resiliency that Commissioner McKiernan raised at the very beginning of the discussion as well as communication which is something that Commissioner Markley specifically referenced. So really thinking not only what it looks like out in the community, but how we as an organization, the Unified Government, provides this type of response and enables this type of future, the vision that you've identified here.

There is a lot in here and, obviously, ARPA is limited. There is only so much that we can do with the dollars that come, but if we are intentional in the way that we prioritize and where we want to go from here, obviously, some of those kind of multitude of benefits, that return on

Defining SMART Goals



American Rescue Plan Act (ARPA) Commission Workshop
Thursday, September 30, 2021 at 5PM

SMART is the acronym that a lot of people like to use because it helps guide bold development. It's about being specific, being clear in what you want to accomplish, so what is the outcome, what does it look like. It's measurable, so how can we quantify success. Now, it can be qualitative indicators so combat citizen satisfaction, what does the community feel and how are they perceiving the changes that they see, but it can also be a very hard fast indicators that are numbers of, you know, being able to address so many number of lane miles, for example, like that.

It's also attainable. Now, this is where we go from this big audacious goal of the vision of the future to a more attainable kind of marks in time. So, goals will continue to evolve over time so this is really about kind of thinking about what do we need to do now and how are we going to get there and, therefore, it should be relevant. You know just building off of the Commission priorities that you've already established, that you've used as the basis for your Priority Based Budgeting efforts within the organization as well as understanding your overarching priorities as a Commission.

Then, finally, these are time-oriented. So, goals will continue to be kind of refreshed as you accomplish them. We want to think about how can we get there and how long will it take for us to get there with the type of resources that we have today, the capacity we have within our community and potentially introducing alternative business models as was discussed in terms of new public/private partnerships, other grant funding opportunities that we might get from the federal government elsewhere, etc.

Commissioner Bynum said I just wanted to toss out one thing that fits the SMART Goals of immediacy and that is, number one, we have an existing Community Health Improvement Plan. It has working groups within it, the Safe & Affordable Housing Action Team being one of them,

so make sure that we utilize, you know, what we already have created and the partnerships that already exists. But my number one, as far as meeting all of the letters of the word SMART is immediately assist with establishing a cold weather shelter. Winter is coming and that fits every letter of your SMART Goals there.

Defining our shared goals for what success looks like.
How do we get to this
vision of the future?



GOAL ONE: How will the Unified Government achieve our vision for the future?	GOAL TWO: How will the Unified Government achieve our vision for the future?	GOAL THREE: How will the Unified Government achieve our vision for the future?	GOAL FOUR: How will the Unified Government achieve our vision for the future?	GOAL FIVE: How will the Unified Government achieve our vision for the future?
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American Rescue Plan Act (ARPA) Commission Workshop
Thursday, September 30, 2021 at 5PM

Ms. Hand said absolutely and I think it's very important, as **Mr. Bach** outlined at the onset, we are still in the midst of a pandemic. There are immediate needs that we were unable—we did not necessarily fund with the immediate needs allocation, but runs through the end of the year, but there will be and we absolutely anticipate ongoing needs to address the global health crisis that we're still working through right now. Absolutely, I think we need to remember that there is that urgency. That's a very critical component and I think as we establish a goal, which is the next step in the discussion, I think really recognizing that and maybe teasing that out. Commissioner Bynum, do you want to take a stab at maybe defining a goal that we could use as kind of the starting point around addressing those immediate needs, that urgency of cold weather and the impacts it will have on our unhoused population? **Commissioner Bynum** said I don't know. Help me with a little more info on what you're asking me to do. **Ms. Hand** said so think about—I think the goal would be something around, you know, do you recognize that we have a population that has very dire needs that we need to address. We have a pressing kind of timeline, so that immediacy of what you stated in terms of the weather. I think—how would you say we could tackle that. What does that look like in terms of—how can we accomplish that thinking through, you know, by this time we would like to have a safety net resource center or something put together to address x.

Commissioner Bynum said I guess I would say through working with our partners who are already doing this work. We collectively will have identified a location that can immediately be utilized as a cold weather shelter and some of us are working on this. There is a budget that's been created and we need to fund it.

Ms. Hand said we will continue to go back and refine and refine and refine, so just keep throwing out ideas.

Commissioner Burroughs said I can't disagree with Commissioner Bynum's concerns. It's absolutely imperative. We just went through a budget process and this was an issue that we brought up during the budget, but yet as a commissioner, I have yet to hear that we have partnered with any one individual. I mean I know we have our community groups and our neighborhood groups, but we could utilize Community Policing as a way to get out and make contact and through the Health Department, and through community activists, NRA community groups, to find out those that are financially challenged and may be dealing with homelessness or very soon to deal with homelessness.

We have a number of vacant buildings in our community downtown that could be retrofitted and provide the services necessary whether it be a warm place to stay, a place to shower, a place to get services. We have the dollars to do that and it may very well—we could get out in front of this instead of being reactive next year. I'm just really surprised that we haven't moved more rapidly in dealing with this issue when for the last two years it's been a budget discussion as we've worked through those budgets. So, that's just my comment. That warehouses that are vacant, we have the opportunity now to do what we need to do to divide those up, retrofit them and start addressing our homelessness.

Commissioner Ramirez said my goal and it may not seem important or may not seem important at the moment, but it kind of ties into what I was talking about increased accessibility and kind of what Commissioner McKiernan was talking about, being prepared and ready for the next time this happens in our community. A goal that maybe we can do is our departments review how they can provide more language to accessibility to the information they provide to the community. I think that's a pretty good goal that we should have. We're, again, the second most diverse community in the country and next time we go through a pandemic, we need to make sure that we have the

language accessibility for everybody in this community. So I think that's a goal that we should have, is departments reviewing what information they can translate or provide translation services to so that everyone has that ability to get information that not just English speakers can get.

Ms. Hand said I may have over simplified this and I think this is being prepared as an organization for future disasters and maybe it is community as well because we have—we do rely on a pretty extensive network of community partners to be prepared for the future and future disasters, big and small, by providing more universally accessible services. Does that kind of get to where you would like to go with that? **Commissioner Ramirez** said it does, but I'm more so language accessibility. **Ms. Hand** said I would encourage that might be kind of a strategy. Kind of providing—making sure that we're providing multilingual services whether it's completion services on demand, or kind of providing contents, even our own website, making sure it's ADA accessible, for example. There's a lot of things that can be built into how that would work. Is that okay? I'm not relegating it, but I just want to make sure. I'm just trying to be as inclusive at the goal level as possible and also not being too prescriptive on terms of how we can do it because there are many different ways we can support this goal if that makes sense.

Commissioner Ramirez said that makes complete sense and so what you have put down fits perfectly.

Commissioner Johnson said I'm going to recruit Commissioner McKiernan to help me wordsmith this, but I think we need to be intentional about how we allocate funding towards our stormwater rates. I don't know how to say this, but in such a way that it mitigates the volatility to our end users, to our constituents in terms of the rate increases that they will ultimately have to reckon with. **Ms. Hand** said so perhaps to try to kind of package that all as a goal. Is this about maybe establishing a clear plan moving forward in terms of how we fund our infrastructure to minimize the impacts on our community year over year? **Commissioner Johnson** said specific to stormwater, specific to that particular fee that is coming down the pike and we need to make an intentional and immediate—this is my recommendation. That we need to make an intentional and immediate plan to—we already have a plan in place, but I think there is a level of volatility that comes along with that, that is going to affect certain parts of our community. I want to make sure that—I want to have one that will help to mitigate that volatility.

Ms. Hand said I've heard stormwater come up a couple of times. Commissioner Bynum, you also raised that point. Do we all generally agree that stormwater is an area of focus at this point across all of the kind of varying types of infrastructure that we've mentioned tonight? We've heard about sidewalks, parks, we've talked about streets as well as wastewater and stormwater. **Commissioner Johnson** said I doubt that we will all agree. **Ms. Hand** said well, let's start here. We're going to put it down and we will kind of see how this evolves over the course of the next 30 minutes or so.

Any other thoughts in terms of goals we should establish to realize this vision around our infrastructure, both social and physical, the way that we operate as an organization as well as the overall quality of life?

Commissioner Burroughs said I know we have these dollars available and we're on—I don't want to say a tight timeline, but that return on investments, the sooner we can start getting these dollars into action within the community, the quicker they start turning over but we need to be prudent in where we expend those dollars. I would just state to my colleagues that we all have multiple needs and we represent, as stated this evening, a very diverse community and with all those needs, the quicker we can get these dollars into action, the better for us, the better for our community. First and foremost, I would state that if we can utilize any of these ARPA dollars to partner with additional grant dollars, we should strive to do that to stretch that investment as far as we can because that \$10, 20, 50K could mean an additional enhancement to our community, whatever it may be.

You know measuring that return on investment is going to be different to all of us as it was stated earlier, but first and foremost, we all have an obligation to provide a responsive, respectful government. If we can demonstrate that with this one-time opportunity, we will be successful in accomplishing what many communities may not be able to do and that's the trust and the commitment of our community to know that their tax dollars, their health, their long term viability for this community is at the forefront of how we're looking at reinvesting in our community.

Ms. Hand said I kind of made that a two-part partly because there is a little bit of a limitation in the software in terms of how many words I can put in there, Commissioner Burroughs, but I did try to capture that urgency of moving of the money out quickly so that we can also find other resources to maximize every dollar spent. **Commissioner Burroughs** said thank you,

Ashley, for that. I know I laid a lot out there real quick but we do have neighborhood organizations and partners that are sitting waiting for us to make a decision and move forward. We want to be—if we're going to have measurables, we need to hold them accountable to get those dollars out also. **Ms. Hand** said yes.

Commissioner Bynum said I just want to state agreement with what Commissioner Burroughs is saying about maximizing what we do have possibly with additional grant dollars. Correct me if I'm wrong, I think we did include some grant writing personnel in our immediate needs allocation which was an excellent thing to do. I want to support that.

I wonder if we should be capturing a goal around building out and strengthening our public health response and strengthening our communication abilities separately and together. **Ms. Hand** said yes. **Commissioner Bynum** said not only the communication abilities of our public health, but communication in general and then definitely strengthening our public health system. **Ms. Hand** said the public health response that you mentioned at the onset, is that to the current pandemic or just kind of the overarching systemic issues that we're facing as a community? **Commissioner Bynum** said to me it's the overarching issues which does, obviously, include this current pandemic, but certainly strengthening that well into the future because, again, we have an adopted Community Health Improvement Plan that our Public Health Department is leading and so that is critical.

Ms. Hand said so is this an implementation of CHIP? **Commissioner Bynum** said I think in part it is, but CHIP didn't account for a pandemic, so things are going to happen. **Ms. Hand** said I appreciate that and then I will add one for (inaudible).

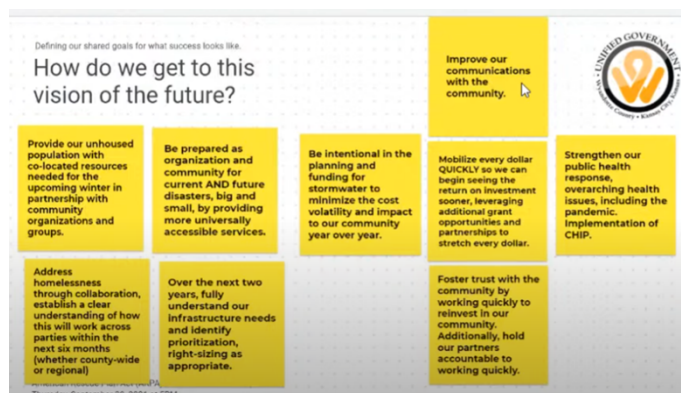
Commissioner Markley said I hope you can hear me. I am in transit so I had to swap to my cell phone. I had to leave behind my fancy sheet where I had my goals written out real nice as pretty language. So, Ashley, I'll give those to you sometime, but (inaudible) not just with stormwater, but I think with all of our infrastructure (inaudible). You know here is the end of my term in two years (inaudible) all the rights ways. We looked at our buildings, we looked at our streets, we looked at our sidewalks, we looked at all of our infrastructure needs, our stormwater needs. We figured out what our priorities were and we inserted (inaudible) so I gave myself a two-year timeline maybe partially because that's my term, but also I think it's a long-term project. It's

something that we started on but I think it is something that needs to be stated expressly as a goal that over the next two years we have got to get a handle on our infrastructure needs and some of that I think should be right-sizing and some of that I think should be prioritizing. Prioritizing and right-sizing all of our infrastructure whether it's our streets, our buildings, our sidewalks, and then dealing with the stormwater problem, and I think we should be targeting these ARPA funds toward projects that can help us to do that. **Ms. Hand** said oh darn. I think I just rewrote something by mistake. Hold on one second to make sure I get that. **Commissioner Markley** said don't worry, we're recorded, right, so you can get it. **Ms. Hand** said exactly. This is the advantage and I know our Clerk does an excellent job of transcription so that makes it a lot easier for me.

Commissioner Philbrook said here's a collaboration goal. The collaboration of the organizations and whether they be a governmental, not-for-profit, or private coming together for the housing needs for homelessness. I would like to see them in a collaboration in that conversation talking, not just talking, but having something in place within six months to be able to work together and understanding. I don't want to get into legalities right now because that can get really complicated but that would allow us to use private monies, all kinds of grant monies, as well as federal, state, you name it. That'll pull the monies together and all of these organizations that work for that, they together have the knowledge on how to do that. So, the collaboration and there's already collaborations out there, but I'm talking about Wyandotte County and if we want to also get in the Greater Kansas City Coalition and Homelessness, you know, because they're metro wide and they (inaudible) in Wyandotte County. I want everybody at the table looking at this so we can get this taken care of. I don't want it rolled out one company, one group, I want it as a collaboration because that's what it's going to take to bring it all together.



Commissioner Townsend asked, what is the clarification on what's up on the screen? There may be others who are looking, the public, that have a question. When we're addressing how we get to this vision of the future, there are several tiles there that could be—there contents could be applied to any of the specific projects that were previously talked about. For instance, Commissioner Burrough's expressed desire to have whatever these ARPA funds are that would be allocated maximized by the use of grant matching funds. So, using that strategy, that could apply to any particular—**Ms. Hand** said absolutely.



Commissioner Townsend said since all of the projects that were previously talked about in the past are not shown here, does that mean that it's only the tiles here? I'm hoping not. If you don't see a project here that that's the end the discussion on that. I'm seeing this question as really a methodology even though there is some specific projects here discussed, I thought this was about methodology. Also, where is the one that Commissioner Johnson was talking about with stormwater, being intentional in the planning and funding. That could be applicable to some of these other desired projects and goals. I didn't want to get—I hope anyone listening out in the

public would not be upset or get a clear understanding if we don't see a specific topic addressed here, that that's the end of that topic.

Ms. Hand said absolutely not. I think, Commissioner Townsend, you bring up a very strong point in that we will—kind of the next steps once we design goals is to start to get into the strategies, so how do we get there and so addressing different aspects of our built environment, for example. Speaking about different business models, whether it's speaking about new funds that we create or alternative ways of granting monies to neighborhoods as have been discussed. All of those are potential strategies that we could bring into play to meet these goals.

The first page is really if you want to think about it in terms of that's the why. Why do we want to do all these things because we want an equitable, inclusive, sustainable, healthy community for the future. This is the what. What does that mean, what does relating—kind of how do we know what that is when we see it. This starts to define that. Then, the how is the strategies and that's where we get into the particulars. The specific programs, specific projects, different types of business models, different funding mechanisms, etc. to really help us with the realization of the what's and the why.

Commissioner Townsend said one last question and if it's premature and it will be discussed later, tell me. The public is listening to us discuss projects and methodologies and all that, would it be too premature at this point to ask how much money are we actually talking about? Is that going to be part of this workshop or is that for another time? **Ms. Hand** said definitely for another time because we recognize that there have been some allocations out of the entire—the wholesale bucket and I would imagine our Chief Financial Officer may be on the phone to give us the particulars, but the idea to not get too specific in the dollar amounts this evening because there are other opportunities as we have been talking about. There are other granting and funding opportunities we could potentially leverage so we didn't want to be exclusive at this point like focusing too narrowly on the available funds because we want to make sure that we really understand where you want us to go as a community so that we can then get creative in those strategies whether it's taking an ARPA dollar and leveraging that dollar with another federal grant or a private partnership, etc.

Mayor Alvey said I was kind of getting to the process. I think at this point we're not really looking at specific projects, so I think there's a little bit of bleed into that, bleeding over into that a little

bit. I'm just concerned, for instance, to try to put together a goal for some of the priorities. For instance, how do we use these funds to leverage a development in areas that have experienced disinvestment over the decades that would help bring equity and help build wealth, but to be able to put that right now into kind of a SMART Goal really takes more thought. I think I'm a little bit confused about the process moving forward here and that it's kind of hard to talk about a SMART Goal without talking about a specific project, if that makes sense, or an area of projects. For instance, homelessness, providing our unhoused population with collated—co-located resources needed for the upcoming winter, that's a very specific spend item that is valid, but it wasn't clear to me that that's exactly where we were going with this.

Ms. Hand said, Mayor, you raise a key point which is where we have that tenuous kind of relationship between goals and strategies and they often get confused. This is somewhat of a strategy. I think within this we can tease out the language for a goal which would be to support our unhoused population by taking immediate action, having that time by creating a network to support the needs of the community itself through partnerships and the expertise of the community organizations that are already doing this work. I think there is still considerable unpacking that needs to be done to get to kind of the refined SMART Goal language and that is difficult to do in a virtual setting in real time. What I'm hoping we can do is through the course of the next 15 minutes or so, if we can make sure that we understand kind of the big areas that we feel like this is something that we should target to work on. This is going from the why to the how, it's going to be something that's really somewhat difficult to do in this context.

What I would encourage us to do is just make sure that we are capturing kind of the key areas that you think we need to focus in on. So, for example, we've talked about affordability and one specific form of infrastructure. For example, we have not yet addressed housing which was a very key area that we wanted to invest in, discussed in the last area when we talked about this vision for the future and having affordable housing and diverse neighborhoods with lots of sustainable options for the community. We don't have a goal yet to address that here, so I think we need to make sure that before the end of the conversation this evening, we do have something on the board that speaks to that.

What I would say in terms of the process itself, I would imagine that this will be the start of a conversation that we would like to bring forward and to kind of—whether it's a working group or a task force that you had mentioned previously or another way of kind of further distilling this

to give even more direction to staff and our community partners that are eager and have been emailing us regularly offering their support, this will help kind of guide some of those conversations around what are we even asking for. I would love to kind of make sure that we're not missing anything in these key buckets of bold and then we'll definitely have to go back and do some refinement of this language to make sure it truly is a goal statement and not a strategy. Then we can start to define the different steps we might take to realize that goal.

Perhaps we should add a goal around housing...

Commissioner Burroughs said in listening to you talk, I'm sitting here thinking. We have some neighborhood groups and community organizations that may have buildings already identified that may have grant opportunities that need the match. It may behoove us within the next 90 days for them to submit and 90 days takes us into the very cold weather. Of course, we're up against the very tight timeline, but it would be up to staff and others to determine what that timeline might be. We don't have to do all the work. We have an opportunity to provide the funding if there is opportunity there and there are organizations out there that I'm sure have their thumb on the pulse of what it would take to address this homelessness issue.

As I've stated, we've discussed this I know for the last two budget cycles, so I'm assuming that there are groups out there that are ready to go that are waiting for some kind of injection of support or dollars from us. We might want to set a timeline to release—I don't want to say a certain amount because you stated earlier about allocating certain funds, but at least bring it to the table and let us know what's available and what their vision is.

Ms. Hand said this would, I think, as a goal is really about—it kind of brings in that value of collaboration, it recognizes that there is community capacity already and certainly a local expertise that we should be leveraging so it really is about making sure that we can work quickly to execute on things that have already been in the works and that goes to maximizing that return on investment that we've been discussing so far this evening and taking every single dollar that much further because we're kind of optimizing how it's spent from the very beginning. I'm going to put this down here.

Commissioner Philbrook said to fill in on the rest of the housing conversation. You guys already know bullish about the homelessness situation, but also the tiered housing that I'm speaking of that we have appropriate right-sized housing for our community. How would we do that? I don't want to get into that, but how you set a goal that says that you're going to evaluate and strategize at the outcome for your community because you have to know, and I'm sure we do, we have all this information. (Lost Live Connection) looking at things and all that kind of stuff and people get sick and tired of hearing about all the studying we're doing, if we've learned anything and that's me too in a lot of ways.

But I think we're going to need a professional organization to help us through this restructuring of what housing for Wyandotte County looks like. That's what I'm saying and if somebody else knows a different way to do it, hey, just jump right in there. I think we have plenty of data, but I think we may be—one of our goals is to find that leader, and I don't mean person, but that corporation or company or person who knows how to put together housing for a community, you know, to help us with this because I don't want us to flounder around. I want us to find something and be able to get with the program relatively quickly.

Ms. Hand said, Commissioner Philbrook, to not overly simplified the goals to adopt a housing strategy and for partnership—**Commissioner Philbrook** said yeah, that's good, I read it. **Ms. Hand** said should we set a timeline so we can keep ourselves within the SMART Goals? **Commissioner Philbrook** said yeah. We need to get an RFP out within 60 days. How's that? Is that a soon enough goal? **Ms. Hand** said alright, we might as well start there.

Ms. Hand said that one is getting us closer to identifying an actual goal statement so that's very important. We only have a few minutes left because we do have the 7:00 Commission meeting and I want to make sure we have plenty of time to talk about what the next steps really should be.

I think we have identified a couple other bits here that are closer to goal language, but I want to make sure that we don't miss anything that we really feel is important in terms of kind of core areas of focus to ensure that that is also part of this kind of goal-defining narrative.

We have stormwater specifically identified and we have this needs assessment which is very specific to the timeline as well. Is there anything else around infrastructure which has come up quite a bit this evening that we need to make sure that is factored into the goal setting?

Mayor Alvey said I think stormwater is an important part of the infrastructure. We looked at housing. We also need to—I just can't put it together in a goal at this point that is measurable and time-bound. But I think what we're hearing is we do want to continue to invest in housing in our community to bring the support from the Unified Government side for the funding to do what is necessary to create catalytic development around sustainable housing which will include the entire diversity of market rate all the way down to affordable housing for those who are rent burdened.

Again, I think we have the general understanding, from what I gather, where the Commission is that we want to address the housing problem, we would like to get out in front of some of our infrastructure problems, we would like to see new development occur through our investments and that would, again takes in all the aspects of making good neighborhoods, parks, curbs, sidewalks, stormwater; those kind of things. I just don't have the opportunity right now to kind of write that into a goal and that it would be generative that the money we invest or put into this would be generative, it's not just a passthrough and pass out. That it actually generates continuous growth within and it's equitable for all. That's in general what we're trying to get to I think, but how we put that into a goal, I just don't have the ability to do that right now.

Ms. Hand said this is a very difficult forum for us to do that, so I appreciate that limitation and, you know, what I would like to maybe walk us through is how can we take this forward from here. But I want to make sure before we move to that next point of discussion that at least we have captured the kind of whole suite of goals that we would like to explore around the recovery. I think we have talked a public health. We've talked housing. We've talked about resiliency and more accessibility in our services as an organization. We've talked about addressing the unhoused as well as kind of thinking about moving quickly so that we can get the dollars working in our community as quickly as possible and then leverage that against many other dollars that are available or certainly coming down the hatch whether it's from the government or elsewhere. We've kind of seen that. We've talked about the prioritization of our infrastructure.

Is there anything that has not been captured here that you would like to make sure is prioritized in terms of what do we do next?

Commissioner McKiernan said this isn't necessarily a prioritization of what we do next, but I would like just to ask that this is not the last time we go through this. That once you've had a

chance to collate all this, once you've had a chance to bring this into a summary form, that we have another opportunity to take a look at it because certainly with fresh eyes we may see things that we didn't see before or we may have different priorities than we had. I would ask that we get to review this again.

Ms. Hand said, Commissioner, it would be a great pleasure of mine to be able to kind of take all of the input that we've heard this evening, try to distill it into some simple straightforward statements that you can all weigh in on and help kind of refine or make sure that, you know, add to as necessary. So, absolutely, whether we do that through another Special Session or however the Mayor would like to proceed, certainly, also by sharing it with you so you can provide comment. I think that would be very important to this process. It is somewhat iterative, but it's also sometimes important to take all of these post-it notes and just pull it down and distill it down. That makes it a lot easier to see if we're missing anything or if we've hit the mark.

Commissioner Philbrook said one thing we did miss because if we don't have those folks prepared to take these well-paying jobs that we have gotten created by Economic Development, none of this is going to happen. We have to remind ourselves to keep working. The Unified Government has to keep working with our local schools and business partners and everybody to encourage all of these pipelines for getting folks prepared for jobs. How to do that, keep the conversation going, that's the goal, keep the conversation going and we need to stay as the Unified Government involved in that conversation. I know we are now but I would like to see us be a little bit more—although we're collaborating, yeah, that's my favorite word; I would like to see it a little bit more out in the open, not quite as behind closed doors. I would like to see more meetings out in the public about this. How each group is working with another group to make these things happen. That's it.

Commissioner Markley said I was just going to say we've sort of been hovering around this ARPA portion of our world, but in the broader sense of our vision I think the long-term financial planning is key to what the future vision looks like. That plays both into our discussion about ARPA itself and into our discussion of the infrastructure needs. So, I would just say if we can work something into a goal as far as the long-term financial planning, that is key to the long-term vision.

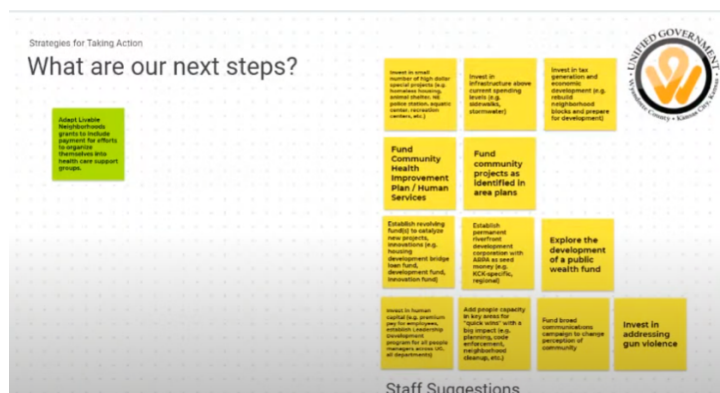
Ms. Hand said oversimplification, but I will refine, refine, refine and bring back.



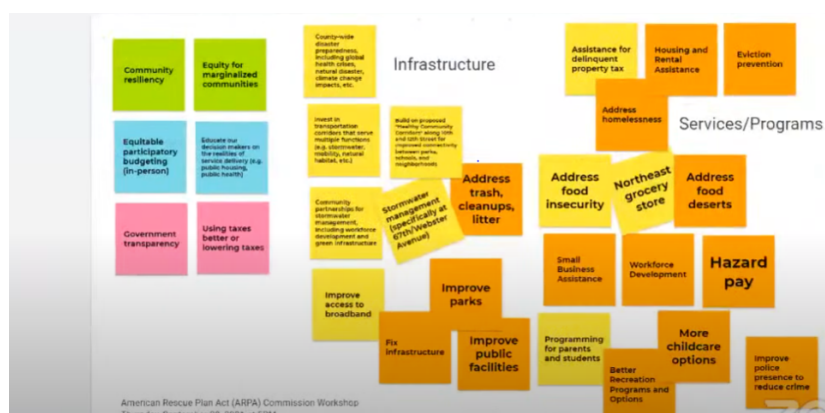
Commissioner Burroughs said, Ashley, I just want to say thank you for the opportunity tonight to discuss these issues. I'm sitting here watching your notes go up on the board, you are very effective of being able to grasp the communication this evening. I appreciate seeing all of these issues that my colleagues have brought forward, but we have a responsibility as a local government to provide services. We are mandated to do things and then we want to do things and we have to have those priorities aligned, so I go back to our Priority Based Budgeting model that what is it we need to do, what can we do, and what would we like to do. I think this evening has been a great practice. I commend you for your ability to type as fast as you do and listening and being able to put it in words that—I've really enjoyed this evenings process and I want to thank my colleagues for the discussion this evening. So, thank you, Ashley.

Ms. Hand said thank you very much. I have really been looking forward to tonight, so I appreciate that. I love doing this.

We have just a few minutes left and wanting to give you a couple minutes break. I don't want to take us up to the very top of the hour.

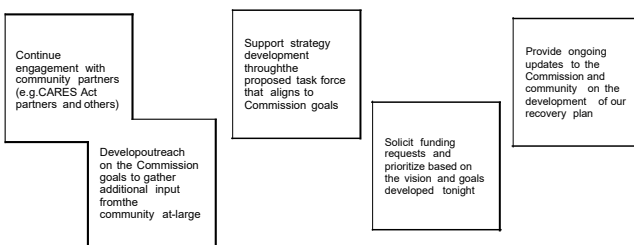


I did want to walk you through kind of—you know, this is something that we will continue to flesh out once we kind of refine the goal language but this is ideas of different strategies to print things that we can implement to actually realize these goals, to kind of put our vision into action. This is something that will come later so I don't want to distract it at this point in the conversation.



I also wanted to kind of show you some of the inputs that we've already heard from the community with the limited engagement that we've already put out there whether it was assessing and understanding what the community survey has told us in the past, whether it was listening in on the previous session that we held in August around some of the engagement we did through the interactive polling, but also through the online discussion that we facilitated. It's been very limited in the outreach that we've had but we've been listening to the emails that we've been receiving through ARPA@ckc.org to really start to understand where community partners who have been actively part of our pandemic response to date to see immediate needs and ongoing priorities. So, we have been capturing that information but as we start to distill these big ideas into discrete goals that we can really work towards, this will help inform the rest of our ongoing engagement with the community.

What's Next?



American Rescue Plan Act (ARPA) Commission Workshop
Thursday, September 30, 2021 at 5PM

What I've proposed is that we take all this information, we judge it up a little bit, refine it, simplify the language, get direct in what we want to accomplish whether it's a straightforward vision statement or very specific goals. We would like to kind of, as Commissioner McKiernan mentioned, we would like to bring that back to you so give you an opportunity to further refine and make sure that we're all understanding of what your priorities are. Then, we will use that as the foundation with our engagement with the community, our community partners, and really help with that kind of strategy development. You know, how you would like to move forward with that and whether it's going to a task force to define some of those specific strategies, whether it's working with staff to define those strategies. We have a lot of tools in our toolkit to get there and then that's when we will be most equipped, so I think we need to move quickly so that we can act on some of the goals as kind of preliminary define tonight to move quickly to get that money out into the community to solicit that support from community partners to act on these goals.

Then, of course, providing that continuous feedback which we heard actually throughout the conversation tonight but it is important to be able to communicate with our community for transparency and accountability, but also to be able to demonstrate the return on investment for every dollar that we spend. So, recognizing that ongoing update to both you as a governing body, but to our community as a whole will be instrumental to making sure that we're on track and realizing that vision that you've set for us as a community.

With that, there is obviously a lot more work to be done, but I feel like I have a lot of really good inputs from each of you to help me kind of at least start with the initial language in developing the vision statement and goals for you. Feel free to reach out to me over the next few days as I will work on this and set a deadline of getting you something by next week. At some point I will work with Mr. Bach to figure out how he would like me to proceed. With that, I will

turn it back over to our County Administrator to kind of take it home. I thank you for all your participation.

Mr. Bach said I think we're out of time. Everybody did great. I will turn this to Mayor Alvey. I think we're about timed out.

Mayor Alvey said thank you for your participation and we look forward to what we have in the future.

MAYOR ALVEY ADJOURNED

THE MEETING AT 6:50 p.m.

Carol Godsil
Deputy Unified Government Clerk

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