**Long-Term Community Recovery Plan**

**Greensburg + Kiowa County, Kansas**

### Utilize Affordable Housing Concepts

#### Develop Transitional Housing Units

**Recovery Value** (Low)

Reconstructing transitional housing is a low recovery value as it is focused on a relatively small segment of the population and will not have a significant impact on overall housing recovery efforts.

#### Project Description

The Iroquois Center for Human Development (ICHD) is a non-profit organization providing a wide range of affordable, accessible, quality mental health services to Kiowa County and 3 other counties (Clark, Comanche and Edwards). When patients transition from in-patient care to the community the Iroquois Center provides housing as a service to their clients. This housing was provided in eight transitional housing units and two leased homes (4 units) in Greensburg.

This project will reconstruct the twelve units that were lost in the storm and develop four additional units to meet future demand. The project will develop all 16 units on a one to two acre site within the community. This project will replace housing critical to transitioning patients back into a meaningful role in the community.

#### Action Steps

- Acquire property through purchase or donation.
- Identify project funding sources.
- Develop project design documents
- Undertake licensing review for the development.

### Establish a Land Bank

**Recovery Value** (Moderate)

A land bank would create an organized system for utilizing abandoned property. The land bank ensures property that may otherwise be a blight in the community can be put into productive use to benefit all of Greensburg. This is particularly important after a disaster to prevent areas in the city from being abandoned and lets residents feel comfortable that they will not be the only occupied house or business in the area.

#### Project Description

Land use and ownership are changing due to the destruction caused by the tornado. The City has estimated that 5% of its properties have been abandoned and will be required to deal with demolition and debris removal in a timely manner. A Land Bank is a public entity that can purchase, hold or develop land for productive use and can include land for any use. A Land Bank would allow the City to acquire neglected or abandoned land for the purpose of creating affordable housing or business opportunities.

#### Action Steps

- Establish guidelines for the operation of the Land Bank.
- Inventory current land, uses, tax delinquencies, upkeep, etc.
- Establish system for acquiring land which has been abandoned.
- Once land has been acquired, developers can submit proposals to Greensburg on ways to redevelop the property.
- Use land in the Land Bank to achieve the initial goals established at the creation of the Bank.

### Sustainable Opportunities

- Recycle debris and spur rebuilding by making lots available to developers.
- Prioritize use of land for energy efficiency and natural/renewable materials development.
- Provide information and resources on types of building and sustainable design.
- Work with financing agencies to include funding in the development for energy efficient construction.

#### Cost Estimate

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<td><strong>Total Cost</strong></td>
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**Funding Gap** ($110,000)

### Potential Resources

- US Department of Housing & Urban Development (HUD) - Community Development, Disaster Recovery Assistance
- National Renewable Energy Laboratory (NREL) - Building America
- Textron Charitable Contributions - Affordable Housing and Community Revitalization
- Cessna Aircraft Company Community Affairs
- Lowes Charitable Trust
- Home Depot Foundation - Affordable Housing Built Responsibly Program
- Home Depot Foundation - Healthy Community Trees Program

### Recycle or Reuse Debris

- Encourage energy efficiency and use of natural/renewable materials as part of design consultation.
USE ALTERNATIVE HOUSING SYSTEMS

RECOVERY VALUE (Moderate) ❖❖❖
The limitations on all construction materials will require the use of non-traditional building techniques and house systems. The use of these housing systems are important to recovery as they can be erected quickly and many provide increased energy efficiency which results in lower utility payments in the long-term.

PROJECT DESCRIPTION
The need for a large number of affordable houses requires looking at alternatives to traditional on-site, wood-frame construction. In addition to providing an expedited housing option, certain systems, when designed and built to a higher level of energy efficiency can save residents on utility costs.

ACTION STEPS
• Establish prototype design, site placement and floor plan alternatives appropriate for the community.
• Use the NREL sustainable housing model as the prototype.
• Identify financial incentives to encourage builders to use alternate, sustainable housing systems.
• Identify builders/developers with experience in sustainable alternate housing.
• Recruit home building and building system associations to donate or offer products at a reduced rate to increase the availability and affordability of housing.
• Create 3 to 5 showcase homes utilizing Modular, Panelized, Stick Built methods to illustrate options for new housing.

COST ESTIMATE
• Housing Resource Staff - No additional cost

POTENTIAL RESOURCES
• Building and trade associations
• Private developers
• Industry sponsors

DEVELOP SELF-HELP HOUSING

RECOVERY VALUE (Moderate) ❖❖❖
The use of Self-Help housing programs can reduce the cost of homeownership by eliminating or reducing the cost of labor. This will be an extremely valuable approach for residents who may have the ability to pay for the costs of materials but can not afford labor costs or where labor is in short supply.

PROJECT DESCRIPTION
Self-Help housing initiatives, which lower the costs of home construction and repair, reduce labor costs through volunteer and homeowner participation in building. Organizations currently working on self-help initiatives collaboratively include the Southwest Kansas Tornado Recovery Organization and their member organizations.

ACTION STEPS
• Work with recovery organizations to identify unmet needs or additional funding requirements.
• Identify need for additional Self-Help housing programs to be developed to meet community need.

COST ESTIMATE
• Housing Resource Staff - No additional cost

POTENTIAL RESOURCES
• USDA Rural Development - FY08 allocation pending
• KHRC - Emergency Housing Relief - not yet allocated
• Mennonite Disaster Services
• Southwest Kansas Tornado Recovery Organization
• HUD - Self Help Ownership Program (SHOP)
• USDA Mutual Self-Help Housing Program
• Habitat for Humanity

SUSTAINABLE OPPORTUNITIES
• Recycle debris and spur rebuilding by making lots available to developers.
• Prioritize use of land for energy efficiency and natural/renewable materials development.
• Provide information and resources on types of building and sustainable design.
• Work with financing agencies to include funding in the development for energy efficient construction.
**RECOVERY VALUE**
This project addresses the reconstruction of affordable housing for the residents of Greensburg who lost their homes in the tornado. It is critical that construction of both rental and owner occupied housing begin as quickly as possible so that residents can return to Greensburg and restore some sense of “normalcy” in their lives; otherwise, Greensburg risks permanently losing much of its former population. This high priority project will provide a number of incentives for encouraging developers to build a variety of affordable housing types in Greensburg.

**PROJECT DESCRIPTION**
Many of the strategies identified in the housing section deal primarily with programs; however, certain specific projects have been identified by the community and some are already under development. The following illustrates the locations where housing should be developed. Some of these projects are already underway.

- Prairie Point
- Former High School
- Former Hospital
- Fairgrounds
- New School Campus
- Infill scattered site development
INTRODUCTION

A community’s businesses are an essential component to supporting community sustainability and long-term community recovery. Greensburg and Kiowa County are faced with significant challenges following the May 4th tornado. The community faces a depleted housing stock and a destroyed downtown both of which are significant blows to the local economy. The projects in this section focus on revitalizing the economy and business environment, including attracting new and retaining existing businesses and their associated jobs. A strong economy and positive business climate will encourage people to stay in Greensburg and Kiowa County and to rebuild what was lost.

The Economy + Business section emphasizes significant projects to support the revitalization and long-term economic stability of Greensburg and Kiowa County. Six initiatives are included in this section and are based on existing economic development strategies as well as ideas generated during the long-term community recovery planning process. The six initiatives are:

- Prepare an Economic Development Strategy
- Rebuild Downtown Greensburg
- Establish Business Development Assistance Programs
- Create a Business Incubator
- Develop a Community-Wide Wireless Network
- Develop a US-54 Corridor Design Plan

Create a Business Incubator, Prepare a Downtown Master Plan, and Establish Business Development Assistance Programs were the Economy + Business projects identified by the community and public square stakeholders as the highest priorities for recovery.

The six initiatives contained in this section should be developed using a comprehensive strategy that reinforces the ideas developed during community meetings and the long-term community recovery planning process. These initiatives have the potential to restore existing jobs, generate new jobs, retain and attract businesses, and generate revenue for the community while creating a local economy that will be stronger and resist future economic changes.

RECOMMENDED PROJECTS

- Prepare an Economic Development Strategy
  - Economic Development Plan
  - Workforce Development Plan
  - Revitalize the Chamber of Commerce

- Rebuild Downtown Greensburg
  - Prepare a Downtown Master Plan
  - Establish a Main Street Program
  - Rebuild the Twilight Theater

- Establish a Business Development Assistance Program

- Create a Business Incubator

- Develop a Community-Wide Wireless Network

- Develop a US-54 Corridor Design Plan
This strategy consists of three parts: creation of an economic development plan, development of a skilled workforce, and revitalization of the Chamber of Commerce. These projects should be accomplished in coordination with the City of Greensburg Economic Development Office, which coordinates economic development activities for Greensburg and the entire Kiowa County community. The strategy will guide Greensburg and Kiowa County in their efforts to retain and attract businesses, increase tourism, and foster a positive economic development attitude in the community.

**ECONOMIC DEVELOPMENT PLAN**

**RECOVERY VALUE** (Moderate) ☀️ ☀️ ☀️
A cohesive economic development plan is an important tool for identifying opportunities and providing guidance for businesses. The project is a moderate recovery value as it will provide guidance on investment for the economic benefit of the entire community which will spur recovery.

**PROJECT DESCRIPTION**
This project is to develop a document that assesses the economic position of the community and identifies strategies and actions to improve the quality of life in Greensburg and Kiowa County.

**ACTION STEPS**
Prepare and Economic Evaluation and Market Assessment.
- Conduct an SWOT analysis - Strengths, Weaknesses, Opportunities, and Threats of the community.
- Assess the political framework, and the physical, social, human, and cultural assets to determine the economic competitiveness of Greensburg and Kiowa County.
- Evaluate business sectors in the county including service, retail, and tourism to identify market leakage and how to capture existing and future demand.
- Identify strategies to benefit existing small businesses and provide value-added benefits from community-generated raw materials and products.
- Assess the need for a permanent, full-time tourism director and economic development director and identify the role they might play in economic development.

Develop a Business Attraction/Retention Program
- The Economic Development Plan will use the results of the economic evaluation and market assessment to develop a business attraction and retention program.

Prepare a Kiowa County Tourism Plan
- Assess the tourism potential in Kiowa County with particular emphasis given to the Big Well site in Greensburg as a tourism anchor. Prepare a Tourism Plan with measurable goals.

**SUSTAINABLE OPPORTUNITIES**
- Promote Businesses that incorporate sustainable practices.
- Target business attraction efforts toward sustainable “green” businesses and industries or those that utilize sustainable practices.
- Use a Marketing plan to highlight sustainable construction in Kiowa County.
- Promote eco-tourism opportunities where possible.

**COMPREHENSIVE ECONOMIC DEVELOPMENT PLAN**

**ED Plan Estimate**
- Funding: $97,000
- Funding Gap: ($97,000)

**FUNDING SOURCES**
- Kansas Department of Commerce
- Economic Development Administration
- USDA-Rural Development, Business Opportunities Grant (RBOG)
- US Department of Labor
WORKFORCE DEVELOPMENT PLAN

RECOVERY VALUE (Low)
This project provides a means of strengthening employment opportunities for the community and has a low recovery value. It helps ensure a trained workforce for existing and new businesses considering locating in Greensburg.

PROJECT DESCRIPTION
A workforce development plan focuses on assessing, developing, and implementing job readiness and workforce training with the goal of providing employees for existing and future targeted businesses. The plan will outline steps needed to meet the goal of developing a marketable workforce.

ACTION STEPS
• Work with Kansas Department of Commerce to develop a program for matching skills with targeted businesses and industries.
• Work with the State to identify appropriate programs and funding that can be used for job training for workers of all ages. Particular interest should be focused upon building trades and construction-related job training.
• Determine whether training programs should be incorporated into local or State initiatives.
• Provide training within the USD 422 School District to match skill needs of targeted businesses and industries. The school district should look at long-term training needs based on the Economic Development Plan and design future curricula to address these needs.
• Work with community colleges or other advanced learning institutions to provide training programs for adults – Greensburg + Kiowa County should work with local colleges (e.g. Pratt Community College, Wichita State University, etc.) to explore the possibility of providing training programs that focus on skills identified in the Economic Development Plan.

SUSTAINABLE OPPORTUNITIES
• Develop and provide training in sustainable building practices to help attract sustainable “green” industries to Kiowa County.
• Train Energy Raters to evaluate energy efficiency of construction projects.

COST ESTIMATE
Workforce Development Plan $ 50,000
Funding Gap ($ 50,000)

POTENTIAL RESOURCES
• Kansas Department of Commerce
  • Kansas 1st
  • Kansas Industrial Training
  • Kansas Industrial Retraining
• Economic Development Administration (EDA)
• USDA-Rural Development
• US Department of Labor
• DOE of Energy / Kansas Energy Office
• Kansas Local Area Workforce Investment Board, On-the-Job Training
REVITALIZE THE CHAMBER OF COMMERCE

RECOVERY VALUE (Low)

The Chamber of Commerce is important for recovery as it brings businesses together to promote the sector and the community as a whole.

A strong Chamber of Commerce provides an essential ingredient to a thriving economy by guiding, promoting and advocating for businesses and the community. The Greensburg Chamber of Commerce is organized to fulfill this role, but its active membership was in decline.

Following the tornado, the area’s business organized into the Kiowa County Business Redevelopment Board. The Board meets weekly to discuss issues related to Greensburg’s economy, including business attraction/retention, community development and housing.

PROJECT DESCRIPTION

This project includes revitalizing the Chamber of Commerce and incorporating the Kiowa County Business Redevelopment Board into the Chamber framework. This revitalized organization should work collectively with the City and County to ensure that there is a coordinated approach to improving the economy of Greensburg and Kiowa County. This project also recognizes an opportunity to hire a part-time Executive Director to organize Chamber meetings and activities, solicit membership and coordinate with the City of Greensburg Economic Development Office, Business Incubator Director, and the proposed Main Street program.

In an effort to share resources and remain efficient, it is conceivable that the Executive Director could also serve as the Main Street Program Coordinator.

The re-invigorated Chamber of Commerce would work to develop a climate in which local businesses could create jobs and operate at a profit. The role of the Chamber should:

- support the business community and be an advocate for its membership;
- promote the community;
- provide networking opportunities for its members; and
- represent the interests of business with government.

As businesses begin the rebuilding process, a revitalized Chamber of Commerce can bring advocacy and coordinated resources to individual business members in the community.

ACTION STEPS

- Evaluate the status of the existing Chamber organization, including the corporate status - 501(c)6, financial viability, and the Board of Directors membership.
- Integrate the Kiowa County Business Redevelopment Board into the revitalized Chamber.
- Establish an operating budget.
- Create an Executive Director Position (part-time position).
- Identify a Chamber mission statement and goals.
- Define the role of the Executive Director as it relates to the City Economic Development Office, Main Street Program Coordinator and the Business Incubator Director.
- Develop a membership campaign and encourage additional businesses to join.
- Identify the needs of the member businesses as they rebuild and establish technical assistance programs.
- Join the Kansas Chamber of Commerce.

SUSTAINABLE OPPORTUNITIES

Develop Sustainable training and seminars for Businesses.

COST ESTIMATE

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<tbody>
<tr>
<td>Funding Gap</td>
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</table>

POTENTIAL RESOURCES

- Membership fees
- Kansas Chamber of Commerce
- City of Greensburg
- Kiowa County
Nearly all of Greensburg’s downtown business establishments along Main Street were destroyed by the tornado. These businesses played a vital role in Greensburg’s economy and in sustaining a small, but viable downtown district. This strategy includes three projects: Creation of a Downtown Master Plan, establishment of a Main Street Program, and Rebuilding the Twilight Theater. These projects will guide downtown redevelopment and will enhance the quality of life for Greensburg and the surrounding area.

**PREPARE A DOWNTOWN MASTER PLAN**

**RECOVERY VALUE (Moderate) ▲▲▲**

Rebuilding the downtown area according to a well-thought-out Master Plan is more likely to result in an attractive place for tourists and residents alike. Jobs will be retained and created as a result of planned downtown rebuilding.

**PROJECT DESCRIPTION**

In order to establish and promote a downtown district, it is important to organize the buildings around key community facilities, incorporate shared facilities and services between buildings, and establish connections among all of these elements. This downtown business core should be clearly defined and described within a Downtown Master Plan.

The Master Plan should build upon the community input received during the recovery planning process, including the two-day Design Workshop.

**ACTION STEPS**

**COMMUNITY CONSIDERATIONS**

- Retain Main Street as the primary commercial corridor with a mix of retail, housing, and other commercial interests.
- Define the downtown district as the blocks between Sycamore and Oak Streets, and Kansas Avenue (Highway S4) and Wisconsin Avenue.
- Create a “Park Square” or community gathering space at the south end of
downtown to connect the Big Well with downtown and provide a space for community gatherings.
- Improve the streetscape to help reinforce the connections between key downtown elements (Theater, Big Well, City Offices, Library, Post Office, etc.)
- Provide clear connections to key public or civic facilities (including the Courthouse) as well as the surrounding residential area.

**MASTER PLAN SCOPE**

- Define and Organize Downtown Layout.
- Establish Architectural Design Guidelines, including recommendations for building height, setbacks, façade treatments and building materials.
- Develop Streetscape elements and features.
- Define sustainable elements for Downtown.
- Establish Connections to other civic facilities, cultural amenities, and surrounding residences.
- Include a marketing plan.
- Establish a downtown logo.
- Initiate a Wayfinding Signage Program and Community Art Program.

**SUSTAINABLE OPPORTUNITIES**

- Incorporate low maintenance/native vegetation in downtown design.
- Use greywater irrigation system for watering vegetation.
- Provide connections between important downtown elements by incorporating biking/walking paths.
- Include “green” elements within the design guidelines to establish minimum standards for downtown design.
- Use solar power as a source for street lighting.

**COST ESTIMATE**

<table>
<thead>
<tr>
<th>Downtown Master Plan</th>
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</thead>
<tbody>
<tr>
<td>Funding Gap</td>
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</tbody>
</table>

**POTENTIAL RESOURCES**

- USDA- Rural Development
- HUD CDBG
- EDA - Economic Adjustment Program
**DOWNTOWN DESIGN SCENARIOS**

**“PARK SQUARE” SCENARIO:**
This concept was the preferred concept by citizens and stakeholders based upon the comments received at the Design Workshop (July 17-18) and Community Meeting (Aug 2).

A restored Main Street commercial district includes residential and office uses on the second floor of buildings. City Hall and other elements such as the Library, Historical Museum and Big Well & Tourism Center are focused around a park square at the south end of Main Street. Park amenities could include lawn areas, a water feature, gardens, sculpture, art, and a memorial.

**“PARK BLOCK” SCENARIO:**
This concept envisions a commercial district along Main and Sycamore Streets separated by three “park” blocks in the middle of Main Street. Businesses.

**“HALF-BLOCK PARK” SCENARIO:**
This concept is similar to the “Park Block” scenario in that it features a three half-block parks along Main Street. Businesses on the west side of Main St would have frontage on both Main and Sycamore Streets.

**“EAST-WEST” SCENARIO:**
The defining characteristic of this concept is the alignment of City Hall directly west of the County Courthouse. The “connection” between both of these community anchors bisect Main Street with park space.
ESTABLISH A MAIN STREET PROGRAM

RECOVERY VALUE (Low)
The Main Street Program has been successful in stimulating downtown development in small communities throughout America and provides assistance in downtown development which will be an important part of recovery for Greensburg and Kiowa County.

PROJECT DESCRIPTION
The Main Street Program is a self-driven program that provides training and technical assistance to communities during revitalization. While it is normally focused on revitalizing historic downtown districts, Greensburg’s downtown could benefit from the management training, incentive-based funding, and design consultation offered through the program.

The benefit to using the Main Street program is its simple organizational framework, which requires minimal resources and overhead to initiate. A town initiates a Main Street program through a competitive application process and must provide a 5-year commitment of public and private money of at least $25,000/year. The community must also create and maintain an active Board of Directors and committees that are dedicated to improving the economic viability of the downtown. The community must also demonstrate and maintain a broad-based public support for the process.

A paid staff person (full or part-time) to administer daily tasks, coordinate volunteers, and build consensus among downtown merchants is vital to a successful program. If accepted as a Kansas Main Street, Greensburg could receive first-year start-up assistance for design, market analysis or other organizational support. In an effort to share resources and remain efficient, it is also conceivable that a Main Street Program Coordinator could also serve as the Executive Director of the Chamber of Commerce.

ACTION STEPS
• Contact the Kansas Main Street program (Kansas Department of Commerce) for application information and assistance.
• Develop organizational framework for program administration.
• Establish operating budget.
• Develop a position description for a Main Street Program Coordinator.
• Advertise, Interview, and Hire a Main Street Program Coordinator.
• Heavily promote and encourage citizen involvement to kick-off program.

COST ESTIMATE

Option 1 (Full Time)

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Option 2 (Part-time; 20hrs/wk)

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POTENTIAL RESOURCES
• Kansas Main Street Program
• US Department of Labor

SUSTAINABLE OPPORTUNITIES
Encourage energy efficiency and use of natural/renewable materials as part of design consultation.
REBUILD THE TWILIGHT THEATRE

RECOVERY VALUE (Moderate)

The Twilight Theatre is a local architectural landmark and cultural icon. Rebuilding the Twilight Theatre would be a key project toward the restoration of Main Street as a vibrant community center, and could be serve as a catalyst to commercial development in the county.

PROJECT DESCRIPTION

The Twilight Theatre was a local landmark regarded for its importance as a community gathering place and entertainment venue. It was undergoing extensive historic renovation at the time the tornado struck. The Twilight, a non-profit organization, will serve as the centerpiece of Greenburg’s entertainment recovery, providing a state-of-the-art venue for performing arts and movies. It will be instrumental in bringing vitality back to downtown, drawing residents on nights and weekends and attracting tourists to Greensburg and, in doing so, bolstering neighboring retail establishments and restaurants.

ACTION STEPS

- Establish site development requirements
- Create and coordinate fundraising program
- Select architect and entertainment venue specialists in building design.

SUSTAINABLE OPPORTUNITIES

- Use natural, renewable, and/or salvaged materials for the reconstruction of the Theater.
- Incorporate energy efficiency and sustainable principles into the building design.

COST ESTIMATE

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POTENTIAL RESOURCES

- Insurance proceeds
- State tax credits
- National Endowment for the Arts, Extraordinary Action Grants
- USDA - Rural Development, Community Facilities Guaranteed Loan & Grant Program
- US Department of Labor
- Individual and corporate giving

ESTABLISH BUSINESS DEVELOPMENT ASSISTANCE PROGRAMS

RECOVERY VALUE (High)

There is an urgent need to re-establish local businesses in Greensburg, therefore a Business Development Assistance Program has a high recovery value. Businesses are critical to the economy and drive many recovery activities.

PROJECT DESCRIPTION

Business Development Assistance Programs provide advice, direction, and financial assistance to small businesses in Greensburg and Kiowa County. This program will be initiated under the direction of the Kansas Small Business Development Center (KSBDC). The Business Development Assistance Program will focus on assisting small businesses that were impacted by the tornado, but will also provide assistance to small, start-up businesses and those that are interested in locating in Greensburg / Kiowa County.

A Business Development Assistance Program will provide needed support to businesses including: market analysis, identifying possible funding sources, business plan development, location analysis, and feasibility studies. This office should be located in Greensburg and should have at least one professional staff person. The office would obtain assistance from KSBDC when needed. Pertinent seminars, etc. could be sponsored by this office and KSBDC.

The Business Development Assistance Program can set up a loan program and coordinate with
local area banks to provide gap financing. A Small Business Development Revolving Loan Program can provide funds for business development and gap financing for small businesses. This financing could address building construction or renovation, equipment, or other start-up costs. This program would allow the use of the repaid loan for future loans. Specific requirements of the loan program will be developed, and policies should allow flexibility with regard to loan terms to meet the needs of small business and have a positive effect on community recovery.

The revolving loan seed money could come from USDA – Rural Development, or HUD CDBG programs, which would provide the appropriate amount of flexibility for the businesses that need to rebuild. A program with capital of at least $250,000 could provide needed gap financing. Funding of $500,000 to $1,000,000 would establish a strong program that could provide financing assistance to quite a few small businesses over the next several years.

It is possible for the Business Development Assistance Office to work with area banks on establishing a Community Development Corporation (CDC) that could provide funding for business development. A CDC is normally established as a for-profit entity and would be hard-pressed to allow significant flexibility for loan terms, therefore, a loan program that used donated funds, USDA-Rural Development money, or other non-bank funds could be a better choice.

**ACTION STEPS**
- Contact the KSBDC to initiate program.
- Identify an office location.
- Identify funds or in-kind donations for office space, supplies, marketing materials, and start up costs.
- Hire a program manager.
- Advertise program to the business sector.

**SUSTAINABLE OPPORTUNITIES**
- Encourage shared resources among businesses.
- Encourage businesses to use sustainable practices.

**COST ESTIMATE**

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**POTENTIAL RESOURCES**
- Kansas Department of Commerce
- Small Business Administration
- Kansas Small Business Development Center
- Small Business Development Revolving Loan Program
- USDA-Rural Development
- Community Development Block Grants
- Community Development Corporation
- Economic Development Administration
CREATE A BUSINESS INCUBATOR

Small businesses in Greensburg were severely impacted and displaced in the tornado. Long-term stability, as Greensburg rebuilds its retail and service-oriented business sector, is critical for long-term economic success. Pre-disaster, neighborliness and frugal management among the business community translated into commercial rents that averaged between $150-$300 per business per month.

A business incubator provides support for small or start-up businesses, including management guidance and technical assistance. Businesses typically stay in an incubator for two to three years, at which time they are stable enough to move to their own space.

Creation of a business incubator would allow small businesses to pay modest rents during their entry/start-up phase. Rents could then be graduated slowly over the period of incubator occupancy. Businesses evolve out of the incubators into permanent lease or ownership opportunities. The incubators would promote long-term stability and success of small businesses by providing key support during the critical first years. In addition to accessing below-market rents, occupant businesses would receive technical assistance support from the Kansas Small Business Development Center.

The incubators would fall under the ownership and governance of the City of Greensburg and Kiowa County. Criteria for should be developed to meet the needs of the community.

DOWNTOWN BUSINESS INCUBATOR

RECOVERY VALUE (High)
The Business Incubator provides a critical bridge to support small businesses while they recover from the disaster or start-up. This is essential to keep small businesses afloat and/or to prevent them from leaving Greensburg.

PROJECT DESCRIPTION
This project would be the first major Main Street business development in Greensburg and would seed long-term economic renewal for the City. As an attractive and well-sited building, the incubator encourages tourism and generates additional retail traffic. Its location on Main Street will be the epicenter of Greensburg’s small business entrepreneurship and innovation. The Downtown Incubator will offer small businesses access to affordable space and a place for support that could include employee professional development and access to shared resource space such as a copy/print center and conference and meeting rooms.

This project is scoped as a 24,000 SF, two-level retail and service-sector office space. The project should be built using design standards that set an example for the community.

The lower level could provide space for the following:
- Large anchor retail store in the City
- Full-service restaurant
- Coffee-shop/bakery/ice cream and/or combined food service/retail (such as a natural or gourmet food or bookstore)
- Copy/print center
- 5-7 small retail establishments

The upper level could provide space for the following:
- Hair/beauty salon
- Studio for (multi-use/community use) for dance/martial arts/exercise classes
- Professional service-sector offices with shared reception space
- Large conference room and two meeting rooms with a small kitchenette.

ACTION STEPS
- Develop criteria for eligible small businesses that take into account the urgency of retail/professional services, pre-disaster small business status and other considerations, and administer application and review processes.
- Engage design professionals in incubator development.
- Develop small business support/technical assistance program with Kansas Small Business Development Center.
- Hire a staff person to provide project and program support to the incubators. This staff person could also be cooperatively engaged with the Main Street Program.

SUSTAINABLE OPPORTUNITIES
- Design the building for sustainable reuse.
- Design the building to serve as a model for efficient, durable and sustainable building practices.
- Design to LEED Platinum certification standards.
- Establish an energy efficiency program to achieve a 50% reduction in utility expenses.

COST ESTIMATE
- Incubator: $1,500,000
- Funding Gap: ($1,500,000)

POTENTIAL FUNDING
USDA Rural Development - RBEG
DEVELOP A COMMUNITY-WIDE WIRELESS NETWORK

RECOVERY VALUE (Low)
The development of a community-wide wireless network will improve on pre-tornado communications and will be a positive addition to the community’s infrastructure, helping to make Greensburg and Kiowa County an even more attractive place to live.

Information is the engine that fuels our economy and today information is shared through wireless infrastructure. Wireless community networks are telecommunications technologies that provide access to the Internet over the airwaves, rather than by land lines. A wireless community network will improve the quality of life within the community by linking many individuals and businesses together over a wide area.

PROJECT DESCRIPTION
This project establishes an Internet Gateway, central antenna and repeaters that will enable businesses and residents to gain access to the internet from any point within the county. A conceptual project scope of work should include:

- Network infrastructure procurement
- Telecommunications provisioning and services
- Network maintenance and upgrade services
- Operations Support Systems (OSS) services
- Customer service/technical support
- Software hosting services
- Program and project management services

ACTION STEPS
- Identify an “organizing” lead that can provide an internet gateway and coordinate the location of the antenna and repeaters for the community as well as maintain the system.
- Confirm Target audience
- Research Infrastructure and Specification requirements
- Finalize Scope of Work
- Identify a Champion
- Prepare RFP/RFQ for services

SUSTAINABLE OPPORTUNITIES
- Incorporate solar technology when feasible in constructing the distribution system.
- Provide information on energy efficiency computer use when informing the public on how to use the system.
- Include an electronics buy-back/recycling component as part of the project.

COST ESTIMATE
- Feasibility Study $ 88,000
- Funding Gap ($ 88,000)

POTENTIAL RESOURCES
- USDA - Rural Development
- Corporate and foundation grants
- Local Business Contributions
- Local Government Contributions
- Potential User Fees
DEVELOP A US-54 CORRIDOR DESIGN PLAN

RECOVERY VALUE (Moderate) endedor
This project has a moderate recovery value because an updated and enhanced commercial corridor will attract businesses and visitors, adding to overall economic development in Greensburg and Kiowa County. There is also an opportunity to create attractive entryways to Greensburg, enticing travelers to visit other local attractions such as the Big Well and Museum, the Main Street retail area, and the State Fishing Lake.

One of the key elements in planning a new Greensburg is the location and design of a US-54 freeway in the Greensburg area. The overall vision for US-54 is to connect Wichita, Kansas to El Paso, Texas with a freeway; an interstate-like highway that allows access only at interchanges. The location of the future freeway affects how the community rebuilding plan is developed. As a result, Greensburg officials approached the Kansas Department of Transportation (KDOT) about reconsidering a southern bypass recommended in the 2002 US-54/US-400 Location Design Concept Study.

The 2002 study recommended a bypass because any freeway through town would have displaced an unacceptable number of homes and businesses. City officials asked KDOT to consider a new location for the road about midway between the current highway and the railroad tracks three blocks to the north. City officials and business leaders believe that a freeway through town, rather than one around it, may provide better visibility, access, and future benefits to the community.

In collaboration with city officials and community leaders, two new US-54 freeway concepts were created and reviewed by community residents at a Community Meeting on June 7, 2007. The community preferred Concept A - an alignment parallel to the current US-54, midway between Ohio and Illinois streets.

Concept A (modified) uses a “split diamond” interchange for access to and from the future freeway. With this concept, access would be split between each side of town with eastbound traffic exiting the freeway onto existing US-54 west of Bay St. and entering the freeway at Olive St. Westbound traffic would exit the freeway only at Olive St. and enter the freeway at Bay St.; approximately 3,000 feet separate the access locations. The access locations would be connected by two-way streets along the current Ohio Street, Illinois Street, and existing US-54 Highway. All traffic that exits the freeway would have to travel one of these roads through town in order to re-enter the freeway.

Access across the freeway would be provided via two-way traffic on Bay and Main Streets. US-54 would be substantially raised and would pass over both Bay and Main Streets.

The community also prefers an alignment that includes two-way access across the freeway along Olive Street to handle significant truck and agricultural vehicle traffic access to the grain elevators, local farm implement businesses and other businesses. A connection along Olive Street would also serve potential industrial development northeast of the current city limits. The decision to construct a freeway overpass along Olive Street could be determined at such time as warranted by proposed industrial projects in the community.

Property impacts for Concept A (modified)
would include acquisition of properties between the current Ohio and Illinois Streets along with any properties impacted by the embankments, pavement or drainage associated with ramps.

PROJECT DESCRIPTION

The new freeway corridor impacts the design and functionality of existing US-54 highway. A Corridor Plan will provide guidance to develop attractive and functional corridors and uses along the proposed freeway and the existing highway.

City and County officials should coordinate with KDOT to determine how design services are provided for the US-54 Corridor Design Plan.

The plan should consider the relationship of the “business route” to the new freeway and appropriate redevelopment opportunities along the former highway. The scope of work for the Corridor Design Plan should address the following elements:

US-54 FREEWAY CORRIDOR
- Circulation - design treatment of on/off ramps; key design elements at interchanges; overpass and underpass locations.
- Gateways - visual cues upon approaching or leaving Greensburg to define the arrival at a “place” or destination (e.g. median width and treatments; directional/wayfinding signage; lighting pattern and scale; and landscaping.
- Community Entry Signage / Wayfinding - type, scale and design of community signage
- Landscape and Hardscape Design Details - e.g. bridges, walkways, retaining walls, landscaping, public art, and other site design details
- Cost Estimate
- Funding Opportunities
- Timeline for Development of a Corridor Plan

US-54 BUSINESS ROUTE
- Circulation and Street pattern - type and pattern of traffic along the business route; appearance of streetscapes along Bay, Olive, Main, and business route; accessibility for non-vehicular users; walkability; bike lanes, etc.
- Gateways - visual cues upon leaving the freeway system (e.g. interchange landscaping; directional/wayfinding signage; lighting pattern and scale; etc).
- Streetscape Design - appearance and design of business route (e.g. rights-of-way width; travel lane width and number; traffic calming; signalization; intersections; parking; and other visual interest elements.
- Linkages - visual and physical connections between key community elements and the business route.
- Signage / Wayfinding plan - type, scale and design of signage along the business route
- Land Uses / Activity Centers / Nodes - Location of and relationship between appropriate highway-oriented land uses and Downtown businesses.
- Cost Estimate
- Funding Opportunities
- Timeline for Development of a Corridor Plan

ACTION STEPS
- Coordinate with KDOT on preparation of a Corridor Design Plan. Utilize KDOT consultant or select design team to prepare corridor plan.
- Develop a community involvement process
- Identify rights-of-away acquisition program and schedule
- Develop timeline for Construction
- Identify Funding sources

SUSTAINABLE OPPORTUNITIES
- Utilize drought-tolerant/native landscaping
- Identify lighting options that utilize alternative energy sources and minimize light pollution
- Explore the feasibility of developing a recycled water system to irrigate the public open space
- Design landscaped areas to capture stormwater runoff
- Design pavement to reduce glare and reflective heat.

COST ESTIMATE
Corridor Plan $ 90,000
Funding Gap ($ 90,000)

POTENTIAL RESOURCES
- USDA - Rural Development
- KDOT - Enhancement Funds
COMMUNITY FACILITIES + INFRASTRUCTURE
The community facilities (e.g. government offices, parks, schools, health facilities) in Greensburg and Kiowa County form the backbone of the community and play a critical role in its community identity, quality of life, and long-term recovery. The tornado of May 4th destroyed or severely damaged key community facilities in Greensburg and Kiowa County. While the tornado had a devastating impact, it provides an opportunity to improve those facilities that are critical to Greensburg’s and Kiowa County’s quality of life and resiliency. The projects in this section look to build upon existing strengths and assets while striving to meet the current and future needs of the community.

There are seventeen (17) projects in this section of the Recovery Plan that range from Rebuild City-County Offices to Rebuild Schools to Prepare a Sustainable Comprehensive Plan. In all instances, the focus is to either make the particular facility better than it was prior to the tornado or to undertake an initiative that will facilitate community recovery while creating a more efficient delivery of community services.

Certain projects, such as rebuilding city and county buildings, rebuilding schools, and rebuilding the hospital and rural medical clinic, are not only critical to the City and County’s future, but provide an opportunity to share resources. Sharing resources at the City and County, the schools, and the health facilities create opportunities for providing more efficient services and potential economic savings. Greensburg and Kiowa County should work toward cooperation among the various entities to share resources whenever feasible. Altogether, the projects that focus on Community Facilities and Infrastructure address important elements for community recovery.

Some of the projects must be implemented for recovery to become reality. Other projects are important because they provide facilities or infrastructure that will affect existing and future residents, benefit existing and future businesses, or provide for a more sustainable future.

**RECOMMENDED PROJECTS**

- Rebuild City and County Buildings
  - Renovate the County Courthouse
  - Build a New Justice Center
  - Rebuild City Hall with a Community Meeting Center
  - Rebuild the Kiowa County Library and Historical Museum
  - Develop a Community Arts Center

- Develop a Big Well and Tourism Center
- Create a Downtown Park Square

- Explore Shared City/County Services
  - Explore Feasibility of Consolidated City/County Government
  - Consolidate City/County Public Works Facilities and Services
  - Restore the Kiowa County Recycling Program

- Prepare a Sustainable Comprehensive Plan
- Establish a Community Leadership Program
- Increase Capacity for Community Rebuilding

- Rebuild Schools and Expand Educational Opportunities
- Rebuild Medical and Emergency Service Facilities
- Build and Restore Parks and Recreation Facilities

- Expand Lake Recreation Area/Relocate County Fairgrounds
The Kiowa County Courthouse stands as one of the few buildings in the community that was not destroyed in the storm. Other government buildings, including City Hall and the Kiowa County Library were destroyed and the Sheriff's office and jail were significantly damaged. These facilities are essential for the delivery of public services and should be rebuilt in an efficient and effective manner.

An objective of the recovery plan is to concentrate civic activities on or close to Main Street to reinforce the downtown business district. This strategy renovates the existing County Courthouse and locates new or rebuilt public buildings around a “Park Square” that connects Downtown Main Street to the Big Well Tourism Center.

The following facilities are covered in this strategy:
• Renovate the County Courthouse
• Build a new Justice Center
• Rebuild City Hall with a Community Meeting Center
• Rebuild the Kiowa County Library and Historical Museum
• Develop a Community Arts Center

RENOVATE THE COUNTY COURTHOUSE

RECOVERY VALUE (High)
Renovating the Courthouse is a high recovery project due to its prominence and cultural value.

PROJECT DESCRIPTION
Prior to the disaster, County offices and services were all located inside the Courthouse. This project will restore and renovate the County Courthouse into expanded administrative offices for the County Appraiser, Treasurer, Driver’s License Bureau, Deed Registry, County Clerk, County Extension, and Health Department, along with expanded file rooms and vaults.

The existing court and support offices will relocate to a new building with the Sheriff’s Office and Jail.

The exterior renovation will include a new roof and installation of historically appropriate windows. It is recommended that the existing parking lot within the Courthouse Square be removed and replaced with on street parking on all four sides of the block.

ACTION STEPS
• Solicit community input.
• Develop scope of work for services.
• Advertise and select design professional.
• Develop space programming required for County administrative offices.
• Develop design and construction timelines;
• Prepare design and construction documents.
• Obtain permits / approvals.
• Begin construction.

SUSTAINABLE OPPORTUNITIES
• Remove the existing parking lot and convert to public open space.
• Install energy efficient building systems, including lighting, HVAC, and windows.
• Renovate building to highest LEED standard possible.
• Include low maintenance/native landscaping.
• Maximize water efficiency (e.g. through use of grey water system or a water catchment system).
• Use solar technology to the extent feasible.

BUILD A NEW JUSTICE CENTER

RECOVERY VALUE (Moderate)
A central facility for all justice related activities is of moderate recovery value to the community through the delivery of essential public services.

PROJECT DESCRIPTION
Due to overcrowding at the existing Courthouse, the County is considering the construction of a new facility. A new Justice Center would accommodate space for the Sheriff’s Office and Jail, the County Attorney’s office, one Court Room, one Jury Room, and offices for the Magistrate Judge, District Court Clerk and Deputy Clerk.

The recommended location for the new Justice Center is on Oak Street immediately west of the existing Courthouse. This location is convenient to the existing Courthouse as well as a new City Hall and rebuilt Main Street.

The area of the Courthouse grounds that was occupied by the Sheriff and Jail should be restored to public open space.

ACTION STEPS
• Solicit community input.
• Determine location, size and specifications of the Justice Center.
• Develop design and construction timelines.
• Identify funding opportunities.
• Prepare design and construction documents.
• Obtain permit and approvals.
• Begin construction.

COST ESTIMATE
Courthouse Renovation $5,588,000
Insurance Proceeds ($2,580,330)
Funding Gap ($3,007,670)

POTENTIAL RESOURCES
• Department of Interior, National Park Service, Historic Preservation Fund Grant-In-Aid
• National Trust Preservation Loan Fund
• Community Development Block Grant (CDBG)/States Program for disaster-related assistance.

The Kiowa County Courthouse stands as one of the few buildings in the community that was not destroyed in the storm. Other government buildings, including City Hall and the Kiowa County Library were destroyed and the Sheriff’s office and jail were significantly damaged. These facilities are essential for the delivery of public services and should be rebuilt in an efficient and effective manner.

An objective of the recovery plan is to concentrate civic activities on or close to Main Street to reinforce the downtown business district. This strategy renovates the existing County Courthouse and locates new or rebuilt public buildings around a “Park Square” that connects Downtown Main Street to the Big Well Tourism Center.

The following facilities are covered in this strategy:
• Renovate the County Courthouse
• Build a new Justice Center
• Rebuild City Hall with a Community Meeting Center
• Rebuild the Kiowa County Library and Historical Museum
• Develop a Community Arts Center

RENOVATE THE COUNTY COURTHOUSE

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Renovating the Courthouse is a high recovery project due to its prominence and cultural value.

PROJECT DESCRIPTION
Prior to the disaster, County offices and services were all located inside the Courthouse. This project will restore and renovate the County Courthouse into expanded administrative offices for the County Appraiser, Treasurer, Driver’s License Bureau, Deed Registry, County Clerk, County Extension, and Health Department, along with expanded file rooms and vaults.

The existing court and support offices will relocate to a new building with the Sheriff’s Office and Jail.

The exterior renovation will include a new roof and installation of historically appropriate windows. It is recommended that the existing parking lot within the Courthouse Square be removed and replaced with on street parking on all four sides of the block.

ACTION STEPS
• Solicit community input.
• Develop scope of work for services.
• Advertise and select design professional.
• Develop space programming required for County administrative offices.
• Develop design and construction timelines;
• Prepare design and construction documents.
• Obtain permits / approvals.
• Begin construction.

SUSTAINABLE OPPORTUNITIES
• Remove the existing parking lot and convert to public open space.
• Install energy efficient building systems, including lighting, HVAC, and windows.
• Renovate building to highest LEED standard possible.
• Include low maintenance/native landscaping.
• Maximize water efficiency (e.g. through use of grey water system or a water catchment system).
• Use solar technology to the extent feasible.

BUILD A NEW JUSTICE CENTER

RECOVERY VALUE (Moderate)
A central facility for all justice related activities is of moderate recovery value to the community through the delivery of essential public services.

PROJECT DESCRIPTION
Due to overcrowding at the existing Courthouse, the County is considering the construction of a new facility. A new Justice Center would accommodate space for the Sheriff’s Office and Jail, the County Attorney’s office, one Court Room, one Jury Room, and offices for the Magistrate Judge, District Court Clerk and Deputy Clerk.

The recommended location for the new Justice Center is on Oak Street immediately west of the existing Courthouse. This location is convenient to the existing Courthouse as well as a new City Hall and rebuilt Main Street.

The area of the Courthouse grounds that was occupied by the Sheriff and Jail should be restored to public open space.

ACTION STEPS
• Solicit community input.
• Determine location, size and specifications of the Justice Center.
• Develop design and construction timelines.
• Identify funding opportunities.
• Prepare design and construction documents.
• Obtain permit and approvals.
• Begin construction.

COST ESTIMATE
Courthouse Renovation $5,588,000
Insurance Proceeds ($2,580,330)
Funding Gap ($3,007,670)

POTENTIAL RESOURCES
• Department of Interior, National Park Service, Historic Preservation Fund Grant-In-Aid
• National Trust Preservation Loan Fund
• Community Development Block Grant (CDBG)/States Program for disaster-related assistance.
**COST ESTIMATE**
- Justice Center: $3,694,000
- Insurance Proceeds: $(404,040)
- Funding Gap: $(3,289,960)

**POTENTIAL RESOURCES**
- EDA
- USDA-Rural Development, Community Facilities
- County General Obligation Bonds
- County General Revenue

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**SUSTAINABLE OPPORTUNITIES**
- Removal of the existing parking lot and converting to public open space;
- Install energy efficient building systems, including lighting, HVAC, and windows;
- Design building to LEED Platinum standard
- Include low maintenance/native landscaping
- Maximize water efficiency (e.g. through use of grey water system or a water catchment system)
- Use solar technology to the extent feasible

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**REBUILD CITY HALL WITH A COMMUNITY MEETING CENTER**

**RECOVERY VALUE** (High) 🌟🌟🌟

Rebuilding the City Hall will ensure vital public services are available to the community rebuilds.

**PROJECT DESCRIPTION**

City Hall was located at the northwest corner of Main Street and Wisconsin Avenue. The recommended location for the new City Hall is adjacent to other public facilities in a “Civic Block” bounded by Wisconsin Avenue, Oak Street, Iowa Street, and Main Street. In addition to City Hall, other public offices located on this block could include a rebuilt Library and Historical Museum as well as new Community Arts Center. The Post Office would be an appropriate element on this block.

This arrangement provides an opportunity to design and build the three or four buildings, with shared common space, restrooms, and building systems; reducing construction costs and increasing the efficiency of land use in the block. Together, these facilities would serve as an anchor to Main Street businesses, provide a connection between the Big Well and the County Courthouse and offer a centralized location for facilities and services.

City Hall provides space for administrative offices, permitting services and conference rooms. In addition, an adjoining Community Meeting Center creates meeting space and a Public Meeting Chamber, which could accommodate all Public Boards, such as, City Council, County Commission, School Board and Hospital Board. The Public Meeting Chamber can be designed and constructed as funds become available.

**ACTION STEPS**
- Solicit community input.
- Determine location, size and specifications of City Hall and Community Meeting Center.
- Develop design and construction timelines.
- Identify funding opportunities.
- Prepare design and construction documents.
- Obtain permit / approvals.
- Begin construction.

**COST ESTIMATE**
- Rebuild City Hall: $473,000
- Community Meeting Room: $988,600
- **Total Cost**: $1,461,600
- Insurance Proceeds: $(155,100)
- FEMA Public Assistance: $(182,381)
- Funding Gap: $(1,124,119)

**POTENTIAL RESOURCES**
- EDA
- USDA-Rural Development, Community Facilities
- County General Obligation Bonds
- County General Revenue

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**SUSTAINABLE OPPORTUNITIES**
- Install energy efficient building systems, including lighting, HVAC, and windows.
- Design the building to LEED Platinum standard.
- Build to highest LEED standard possible.
- Use low maintenance/native landscaping.
- Maximize water efficiency.
- Use solar technology to the extent feasible.

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**COMMUNITY FACILITIES + INFRASTRUCTURE**
REBUILD THE KIOWA COUNTY LIBRARY AND HISTORICAL MUSEUM

RECOVERY VALUE (Moderate) ★★★

The Kiowa County and Historical Museum have moderate recovery values due to their educational value, prominence in the community and ability to generate activity downtown.

PROJECT DESCRIPTION

The original Library and Historical Museum were located on Main Street in the first block south of US-54. This project rebuilds the Library and Historical Museum adjacent to one another and adjacent to a rebuilt Greensburg City Hall in a new Civic Block. Placing the Library and Historical Museum along Main Street at the south end of downtown provides opportunities for additional business development on prime commercial property while keeping civic facilities clustered near one another. The Library could also contain meeting rooms that provide space for community meetings and seminars.

The project should include a cooperative marketing plan to promote county-wide tourist destinations and attractions, including the Big Well, the Mullinville Historic Museum, the Round Barn and Haviland’s Meteorite Farm.

The co-location of Library and Historical Museum will help establish a civic anchor for the downtown business district.

ACTION STEPS

• Solicit community input.
• Determine location, size and specifications of the Library and Historical Museum.
• Identify opportunities for the Library and Historical Museum to develop complementary design principles to maintain a consistent theme in the downtown area.
• Develop design and construction timelines;
• Identify funding opportunities.
• Prepare design and construction documents.
• Obtain permit and approvals.
• Begin construction.

SUSTAINABLE OPPORTUNITIES

• Design building to LEED Platinum standard
• Install energy efficient building systems, including lighting, HVAC, and windows;
• Use low maintenance/native landscaping
• Maximize water efficiency (e.g. through use of grey water system or a water catchment system)
• Use solar technology to the extent feasible

COST ESTIMATE

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<tr>
<th>Project</th>
<th>Cost</th>
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<td>Rebuild Library</td>
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<td>Rebuild Historical Museum</td>
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<td><strong>Total Cost</strong></td>
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<td>Insurance Proceeds</td>
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<td>FEMA Public Assistance</td>
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<td><strong>Funding Gap</strong></td>
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POTENTIAL RESOURCES

• Kansas Humanities Council
• Kansas Dept. of Commerce - Attraction Development Grant
• Kansas Department of Commerce - Tourism Attraction Signage
• National Endowment for the Humanities
• Institute of Museum and Library Services (IMLS) - Museums for America
DEVELOP A COMMUNITY ARTS CENTER

RECOVERY VALUE (Low)
The Arts Center has a low recovery value and is a complimentary cultural addition to the community facilities centered around the Park Square.

PROJECT DESCRIPTION
This project will develop a community arts center for south central Kansas that promotes the arts and makes them accessible to rural communities. The arts are very important to maintain and build community, identity, heritage, and culture. This project would ensure that the arts are made available to everyone by having a community center that provides programs for all ages and interests.

The Kiowa County Center for the Arts would be located on Main Street adjacent to the new Library and Historical Museum. It would be a state of the art facility with studio space and equipment for many types of visual art, including ceramics and pottery, sculpture and woodworking, metals, jewelry, glass, photography, drawing, and painting. There will also be a program that features “grassroots crafts” such as quilting, knitting, crochet, cross-stitch, and needlepoint. In addition, this arts center would have a gallery space for display and sales of work by local artists.

The Center would offer after school and summer classes for kids, classes for adults, weekend workshops, and visiting artist demonstrations.

ACTION STEPS
- Solicit additional community input
- Determine location, size and specifications of the Community Arts Center and its relation to the Library, Historical Museum, and City Hall.
- Identify opportunities for the Art Center to develop complementary design principles with other civic buildings.
- Develop design and construction timelines.
- Identify funding opportunities.
- Prepare design and construction documents.
- Obtain permit / approvals.
- Begin construction.

SUSTAINABLE OPPORTUNITIES
- Include sustainable arts as part of displays and programming.
- Construct building to LEED Platinum Standard.

COST ESTIMATE
Community Arts Center $450,000
Funding Gap ($450,000)

POTENTIAL RESOURCES
- Kansas Arts Council
- National Endowment for the Arts
- Kansas Department of Commerce - Attraction Development Grant
- HUD - Community Development Block Grant
- Institute of Museum and Library Services
Kiowa County and Greensburg are unique in their historic features, landmarks and location in “Tornado Alley.” These features create the opportunity to promote a unique tourism strategy. Prior to the tornado, the “Big Well” and Pallasite meteorite received international recognition. As the community rebuilds museum facilities and historical collections there is an opportunity to further develop tourism as an important component of the County economy.

**PROJECT DESCRIPTION**

This project will rebuild and expand the Big Well site to include a visitor center as an anchor project around the Park Square in downtown. These attractions will increase the visibility and accessibility of cultural and tourism attractions within the community. In addition, the Kiowa County Historical Society, Big Well (City of Greensburg) and other tourism interests in the county will establish a coordinated marketing program targeted to promote region-wide tourism.

**Project components include:**

**Big Well Site (Sycamore and Wisconsin)**
- Expand the existing Big Well site to include the entire block.
- Re-establish the Kansas Tourism Center.
- Rebuild the Big Well viewing station and gift shop.

**ACTION STEPS**

- Sell the pre-disaster Kiowa County Library and Kiowa County Historical Museum sites; use proceeds to assist in funding the new facilities.
- Develop project in conjunction with the downtown Master Planning process to ensure coordination with business and city reconstruction plans and infrastructure improvements.
- Seek community input.
- Develop a Business Plan and Strategy for the Big Well Tourism Center.
- Work jointly to develop project scope and a request for proposal to hire a consultant for developing designs and design documents related to each of these public buildings.
- Engage support for exhibit programming and interpretation.
- Prepare grants to solicit funding for the project.
- Establish a schedule for construction.

**SUSTAINABLE OPPORTUNITIES**

- Install energy efficient building systems, including lighting, HVAC, and windows.
- Design building to LEED Platinum standard.
- Rebuild to highest LEED standard possible.
- Use low maintenance/native landscaping
- Maximize water efficiency (e.g. through use of grey water system or a water catchment system).
- Use solar technology to the extent feasible.
COST ESTIMATE
Big Well/Tourist Center $6,047,000
Insurance Proceeds ($180,000)
FEMA Public Assistance ($61,500)
Funding Gap ($5,805,500)

POTENTIAL RESOURCES
• Economic Development Administration (EDA) - Economic Adjustment Grant
• USDA - Rural Development Grant
• USDA - Rural Development Community Facilities
• National Endowment for the Humanities
• Kansas Humanities Council
• Institute of Museum and Library Services
• National Endowment for the Humanities - Challenge Grant
• Institute of Museum and Library Services (IMLS) - Museums for America
• IMLS National Leadership Grants - Cultural District cooperative partner application
• Kansas Department of Commerce - Attraction Development Grant
• National Park Service - Historic Preservation Fund Grant-in-Aid
• Kansas Department of Commerce - Group Tour Marketing
• Kansas Department of Commerce - Star Bonds for facilities
CREATE A DOWNTOWN PARK SQUARE

RECOVERY VALUE (Moderate) ♦♦♦
A Park Square is an opportunity to provide a central meeting place for social, civic and ceremonial events. This space could provide a site for the community to come together and memorialize the disaster.

PROJECT DESCRIPTION
The vision for rebuilding downtown Greensburg includes a strong emphasis on concentrating businesses along Main Street. At the south end of downtown, a Park Square is proposed as a terminus to Main Street businesses and a linkage between civic and cultural facilities.

The Park Square would become the “crown jewel” of downtown - serving as the ceremonial and social gathering place for the community. The park would be located on the block bounded by Main St., Iowa Ave., Sycamore St., and Wisconsin Ave. Features in this block could include a clock tower, tornado memorial, art, sculpture, gardens, a small performance amphitheater and an interactive water feature. On-street parking could be provided around the perimeter of the Park Square.

This project establishes a civic anchor for the downtown business district and provides an appropriate amount of public open space for community gatherings without losing the intimacy and charm of a rural Kansas community.

The project should be developed in phases. The first phase should include land acquisition and initial construction. Future phases and park elements may be developed as funds become available.

ACTION STEPS
• Solicit additional community input.
• Develop a scope of services to select a design professional to prepare a Park Plan.
• Prepare master plan and phasing and timeline.
• Identify funding opportunities.
• Acquire property for development.
• Prepare design and construction documents.
• Obtain permit / approvals.
• Begin construction.

SUSTAINABLE OPPORTUNITIES
• Grey water irrigation
• Solar lighting
• Use of native and drought tolerant landscaping
• Site furniture using natural and/or recycled materials
• Bio-retention and stormwater drainage

COST ESTIMATE
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<td>Land Acquisition</td>
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<td>Phase 1 Construction</td>
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<tr>
<td><strong>Total Cost</strong></td>
<td><strong>$ 1,125,000</strong></td>
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</table>

Funding Gap ($ 1,125,000)

POTENTIAL RESOURCES
• Community Development Block Grant (CDBG)/States Program for disaster-related assistance.
Due to disaster-related, administrative, and financial burdens on local government agencies, the community has discussed the opportunity for Kiowa County and Greensburg to explore shared government activities or services. Consolidation of government activities may provide the opportunity to organize the recovery, including cultural, developmental and governmental issues so they can be addressed in a County-wide, efficient and holistic manner.

Shared services can take many forms. It can start with interlocal agreements and joint facilities use. These actions can pave the way for a more comprehensive approach to shared resources and delivery of services. The process to consider consolidation should be a community-based, ground-up action. The community must come together to discuss and evaluate the benefits and potential pitfalls of consolidation.

**EXPLORE FEASIBILITY OF CONSOLIDATED CITY/COUNTY GOVERNMENT**

**RECOVERY VALUE (Low)**
Consolidating City/County government could provide the community with a more efficient delivery of services.

**PROJECT DESCRIPTION**
This project would retain professional support to conduct a feasibility study for City/County consolidation. Many government consolidation efforts are focused solely on the cost efficiencies of a single governmental entity; however, reduced costs for overhead, personnel, insurance, and other activities are short-term benefits that should not be the only consideration.

Greensburg and Kiowa County have an opportunity to improve delivery of services through consolidation of some or all government activities.

**ACTION STEPS**
- Host a Joint City Council-County Commission to begin the discussion of this concept.
- Identify the legal requirements for consolidation.
- Identify local leadership to advise the political decision-makers and connect with the communication structure (the Public Square).
- Develop a scope of work and select a consultant to prepare a professional feasibility study.
- Explore and identify goals for improved public services.
- Explore the cost saving opportunities.
- Identify community-driven education strategy.
- Explore interim joint activities such as a Consolidated Public Works Facility (see below).
- Ratify concepts and decisions regarding consolidation.
- Develop education and marketing plan for referendum.

**EXPLORE SHARED CITY/COUNTY SERVICES**

**SUSTAINABLE OPPORTUNITIES**
- Shared equipment and capital resources.
- Create a demonstration facility with Public Works Department

**COST ESTIMATE**
- Consulting Services $ 50,000
- Funding Gap ($ 50,000)

**POTENTIAL RESOURCES**
- City/County General Revenue Funds
CONSOLIDATE CITY/COUNTY PUBLIC WORKS FACILITIES AND SERVICES

RECOVERY VALUE (Low)
Consolidating City-County public works facilities has a low recovery value. Most County public works facilities, largely related to road and highway maintenance, were destroyed and need to be replaced. Relocating and consolidating these facilities on a site adjacent to City of Greensburg public works would address a need that existed before the tornado. It would also take the County public works facilities out of a residential area and relocate to a more industrial part of town.

PROJECT DESCRIPTION
This project proposes sharing services, equipment and rebuilding damaged City and County facilities in a coordinated manner.

County and City public works facilities are located in different parts of town. Each governing agency maintains its own equipment for road/bridge maintenance and waste removal. Opportunities exist to increase the efficiency of these services by developing joint County/ City Facilities and Services and can benefit the entire community.

Co-locate Public Works Facilities
The Kiowa County Public Works facilities were located on South Grove Street (next to the Fairground on the south side of town). Most of these facilities were destroyed. The County is currently considering relocating these facilities to the landfill site north of town on County Road 183. The City of Greensburg public works buildings and facilities are located on 400 N. Main Street and 410 E. Ohio Avenue. This location is prime industrial development property that could be privately redeveloped. This combination of circumstances provides an opportunity for the County and City to work together to co-locate these facilities to reduce overall cost of reconstruction.

ACTION STEPS
- Establish coordination meetings with County and City department heads to identify the benefits and costs associated with collocating facilities.
- Draft Memoranda of Understanding (MOU) related to collocated facilities.
- Present memoranda to the County Commission and City Council for consideration and approval.
- Determine the scope of the new project.
- Determine the site location.
- Develop a request for proposal for developing the site.
- Explore additional opportunities for such as joint use of equipment.

SUSTAINABLE OPPORTUNITIES
- Locate facilities in an areas adjacent to similar uses.
- Design and construct the new facility to meet a minimum environmental and energy standard.
- Reduce equipment needs, costs and emissions.

COST ESTIMATE

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Locate facilities in an areas adjacent to similar uses.
Design and construct the new facility to meet a minimum environmental and energy standard.
Reduce equipment needs, costs and emissions.
RESTORE THE KIOWA COUNTY
RECYCLING PROGRAM

RECOVERY VALUE (Moderate) 
During the clean-up and rebuilding process in Greensburg and Kiowa County much waste will be generated. The opportunity exists to make efficient use of these material and for a possible financial benefit to the community from restoring the recycling program.

PROJECT DESCRIPTION
Kiowa County had a strong recycling program which was active and growing prior to the disaster. The drive-thru building used to collect recyclable materials was destroyed during the disaster. The recycling center previously collected:

- Cardboard
- Magazines/Newspapers
- Cans
- Glass
- Plastics
- Office paper
- Household hazardous waste
- Used oil
- Batteries – collected car and tractor batteries
- Household batteries

Greensburg ran a composting program but did not have a comprehensive recycling program. This project identifies the ways in which Kiowa County and Greensburg can rebuild and strengthen the recycling program, building on the success of the prior program. Recycling can save money on disposal, contributes to a more efficient economy, returns materials to the input cycle, is the most efficient way to reduce green house gas production, and saves energy. There may be some initial costs in the short term but saves money in the long term. The recycling program can be phased.

ACTION STEPS
- Identify models for a recycling program.
  - Hays – Curbside Recycling using blue bags for weekly collection.
    May include collection of aluminum cans and metal.
  - Kiowa County - Central collection
- Determine scope of recycling program.
- Solicit support of Kiowa County and Greensburg officials and residents.
- Issue a request for proposals.
- Evaluate recycling models for cost and applicability.
- Identify location and design for reconstruction of the recycling center.
- Identify a person to coordinate the program and service the centers.
- Determine ability to recycle or reuse construction waste.
- Rebuild the recycling center.
- Provide non-curbside users location to recycle.
  - Location for bulk material recycling and non household waste.
- Apply to the Kansas Department of Health and Environment, Solid Waste Program for funds to help implement the program.
- Educate the community about the services provided.
- Develop a promotional piece on the use and success of the program.

COST ESTIMATE
- Analysis of options $ 2,000
- Recycle Center $ 44,400
- Staff (part time) $ 10,000
- Public Containers $ 4,000

Total Cost $ 60,400
- Insurance ($37,000)
- FEMA Public Assistance ($5,500)
- Funding Gap ($ 17,900)

POTENTIAL RESOURCES
- Kansas Department of Health and Environment
- US Environmental Protection Agency
PREPARE A SUSTAINABLE COMPREHENSIVE PLAN

RECOVERY VALUE (High)
This project has a high recovery value because it provides the blueprint for all new development in Greensburg and Kiowa County which is to follow in both the short-term and long-term future. Without a Comprehensive Plan, the rebuilding will lack both direction and the specifics about how to go forward. The existing Comprehensive Plan is outdated and needs to be rewritten. A new Plan will provide a needed framework for the community as it makes decisions regarding how and where it should grow.

PROJECT DESCRIPTION
A comprehensive plan is the document that establishes well developed goals and a vision for a community for the next 10 to 20 years. It is an essential document that ensures consistency among developments and a common understanding about what the community wants to see. It sets zoning, open-space plans, development patterns, transportation initiatives, infrastructure priorities, and a wide variety of other critical planning issues. A sustainable plan evaluates the criteria in relation to overall community sustainability which can be overlooked in a conventional plan. The sustainable plan understands that each of these elements are part of an integrated whole. By considering the implications of decisions on the larger community, better solutions can be found.

The existing Comprehensive Plan was prepared in 1982 and intended for use through 2000. This project will build upon the Long-Term Community Recovery Plan to thoroughly map out both the immediate projects and long-term solutions. Capitalizing on existing momentum and research will allow the comprehensive plan to avoid redundancy and to build from the work that has already been completed.

The outcome of a sustainable comprehensive plan will be prioritized, actionable projects and programs. Typically a successful plan stimulates development by setting clear guidelines and also identifies possible funding sources for some projects. It acts as a road map for City/County officials and governments, and is a clear indicator of the types of projects that will be encouraged. The Council and Commission can also use the comprehensive plan to evaluate whether a proposed development meets the needs of the community.

Finally, a comprehensive plan based on the principles of sustainability will highlight strategies to develop a model “green” community. The ongoing interest both locally and around the country in helping create a green Greensburg is an opportunity that the sustainable comprehensive plan will capitalize on and nurture.

ACTION STEPS
- Create a steering committee to determine available funds and to create a Request for Proposals.
- Select consultant and establish the project timeline.
- Define a clear vision and project goals. Ensure that the planning process is crafted around the accomplishment of the established project goals.
- Establish regular meetings between the consultant and the steering committee.
- Gather public input through the Public Square Process.
- Adopt the plan.
- Implement the recommendations of the plan.
- Following adoption, produce new Building and Zoning Code reflecting elements of the new Comprehensive Plan.

COST ESTIMATE
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<tr>
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POTENTIAL RESOURCES
- Kansas Department of Commerce & Housing
A Community Leadership Program is focused on fostering leadership and has a moderate recovery value. Its main focus is to nurture cooperation within the community while continually developing leaders.

**PROJECT DESCRIPTION**

When faced with the challenges of disaster recovery, elected and civic officials recognize the critical importance of working together to restore services to residents and recognize that there are opportunities to work cooperatively in the rebuilding process so that the community can be stronger and more sustainable. In addition, leaders must develop new skills and competencies related to navigating through the complex procedures involved in recovery. The Kiowa County Leadership Program - Leadership Kiowa County - is an important part of the Recovery Plan that focuses on developing community leaders dedicated to building their skills for effective service in the community.

Leadership Kiowa County identifies and nominates future community leaders for local, regional and statewide leadership training opportunities. This project will ensure that community members have the opportunity to develop into effective leaders and become knowledgeable about a broad spectrum of community issues. Leadership Kiowa County can be designed as annual “classes” with regular (e.g. monthly) leadership training activities on a variety of topics, including business, education, agriculture, public policy, societal health, development, economics and government. This program would provide a framework for community leaders to develop visionary, collaborative leadership skills for rebuilding Greensburg and Kiowa County for the next generation. Participants would also network with leaders in other communities. Over time, graduates of the program can be actively integrated into both public and private community leadership roles.

It is recommended that the Leadership Kiowa County program begin with 10-12 persons per class. In addition to local training, the program could involve participation with the Leadership Kansas program. Local efforts should strive to ensure that one member of each Kiowa County leadership class attends the Leadership Kansas program each year.

**ACTION STEPS**

- Establish a work committee within the Chamber of Commerce and identify a coordinator to establish the Leadership Kiowa County project.
- Discuss Leadership program concept with other communities to identify opportunities and challenges associated with initiating a program.
- Visit other communities with similar programs.
- Discuss Facilitation / Speakers.
- Solicit participants for the first Leadership Class.
- Identify local funding sources to operate the program and cover the costs of nominees each year.

**COST ESTIMATE**

- Program Start-up: $3,000
- Facilitation / Speakers: $5,000
- Leadership Kansas (annual): $2,500
- **Total Cost**: $10,500

**Funding Gap**: ($10,500)

**POTENTIAL FUNDING RESOURCES**

- Chamber of Commerce
- South Central Community Foundation
- Participant Fees
INCREASE CAPACITY FOR COMMUNITY REBUILDING

RECOVERY VALUE (Moderate)

This project is designed to provide increased capacity for community rebuilding within the County and City offices and has a moderate recovery value. With properly trained City and County planning and permitting staff, rebuilding of homes and businesses will proceed with a more efficient permit review and approval process.

PROJECT DESCRIPTION

Following the tornado, City and County staff are now burdened with processing hundreds of building and development permit applications related to community rebuilding. Currently, two City employees are trained and certified for permit review and inspections. These positions are overwhelmed by the work load at a time when expedient permit review and timely inspections are needed to keep the rebuilding process moving forward.

This project increases personnel for processing permit applications in Kiowa County and Greensburg. In addition, the project seeks ongoing regional and State support to provide technical assistance, training and mentoring services for permit and inspection staff.

ACTION STEPS

- Request State and regional support to establish an accelerated training program to enable City and County staff to acquire knowledge of applying community development regulations.
- Request State and regional support to develop technical assistance, training and mentoring program for permit and inspection staff, including life-safety, residential and commercial permitting and inspections.
- Evaluate the need and hire adequate staff (City and County) to review, approve and inspect permit applications in a timely and effective manner. Consideration should be given to quickly ramping up the number temporary full-time permit review and inspection staff. At the stage where the number of permit applications begin to diminish, permit staff should be reduced accordingly.
- Coordinate with regional higher education institutions to establish a Building Inspector training. Develop the program that could allow local residents the opportunity to become certified as plan reviewers and/or building inspectors.

SUSTAINABLE OPPORTUNITIES

- Train permitting staff to understand the LEED certification process.
- Use Energy Raters to test homes and businesses for energy efficiency.
- Incorporate elements of Greensburg Green Certification program.

COST ESTIMATE

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</table>

Funding Gap ($100,000)

POTENTIAL RESOURCES

- US Department of Labor/Kansas Department of Commerce
- USDA Rural Development Program – Planning Grant Funds
- Permit Application Fees
- Kansas Department of Administration
REBUILD SCHOOLS AND EXPAND EDUCATIONAL OPPORTUNITIES

RECOVERY VALUE (High)

Education is an essential component of any community and a key element when determining a place to live. Rebuilding quality schools with cutting edge technology and a strong curriculum will be a catalyst in community recovery.

The schools in Greensburg were important landmarks to the community. Prior to the storm, Greensburg had a K-8, and 9-12 school; both were destroyed by the tornado. In addition to rebuilding schools, there are opportunities to share resources in a community-wide manner, including recreational/sports facilities, multi-use facilities for school and community functions, and additional educational offerings for all ages.

PROJECT DESCRIPTION

Greensburg's schools were situated in the southern part of town, serving as anchors to both the Main Street businesses and the community’s housing. This project proposes rebuilding the schools and associated facilities at the southern end of Main Street. The site, approximately three blocks southeast of the previous Delmer Day Elementary School property, is currently in agricultural use. In conjunction with the schools, the facilities and open space provided with Davis Park would be relocated to the former Delmer Day school site.

The new school campus in conjunction with a new community park will strengthen the school’s importance as a community-gathering place and allow convenient opportunities for shared uses and events. The new and shared facilities benefit the community by providing better facilities and services which will result in lower capital building and maintenance costs, lower utility/operational costs, and will promote the general health of the community.

As rebuilding takes place, the school should work with the community to identify opportunities to provide additional educational offerings and ways to incorporate shared uses within the educational facilities to provide a community benefit during non-peak hours. One effective way to accomplish this is to form strategic county-wide partnerships that will allow for expanded school programming to benefit the entire community. These expanded programs could include:
- Additional course electives for school students.
- Adult education opportunities.
- Mobile art classes that are shared among several communities.
- Expanded distance learning options.
- Community-use technology labs.

ACTION STEPS

- Hire consultant to design the school.
- Confirm the site location.
- Acquire land for new school site.
- Develop a strategic planning program.
- Establish a timeline for design and construction configuration.
- Develop phasing plan so that the most critical facilities are built first.
- Form a student committee to participate in design process.
- Incorporate Davis Park facilities into design of school recreational facilities.
- Identify and provide additional educational offerings and form strategic partnerships county-wide.
- Establish clear connections to key community facilities and other community anchors, and ensure that connections are walkable and bikeable.
SUSTAINABLE OPPORTUNITIES

- Design educational facilities to LEED Platinum standards.
- Include native/drought tolerant plants in the landscaping.
- Promote walkability/bikeability by including paths that connect to residential areas.
- Maximize water efficiency (e.g. through use of grey water system or a water catchment systems).
- Minimize use of building materials that off-gas toxins (e.g. volatile organic compounds, chlorine, formaldehyde).
- Orient the building(s) to take advantage of wind, sun, trees for energy efficiency.
- Control lighting and HVAC through direct & indirect means (sensors, sun shades, orientation).
- Specify materials that perform well acoustically, are highly durable, and not maintenance intensive.

COST ESTIMATE

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<tr>
<th>Option</th>
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<tr>
<td></td>
<td>School Campus</td>
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</table>

POTENTIAL RESOURCES

- FEMA 404 Hazard Mitigation Grant Program.
- USDA - Rural Development, Community Facilities Guaranteed Loan & Grant Program.
- US Environmental Protection Agency - Region Priority; Innovative Energy Systems Program.
- South Central Community Foundation
- BASF Corporate Donation Program for Sustainable Development
- Enterprise Foundation Green Grants
- Kresge Foundation - Green Building Initiative
COMMUNITY FACILITIES + INFRASTRUCTURE

REBUILD MEDICAL AND EMERGENCY SERVICE FACILITIES

RECOVERY VALUE (High)
Rebuilding the Kiowa County Hospital and Medical Clinic has a high recovery value. The availability of medical and other emergency services are essential to the everyday life of all Greensburg residents.

The Kiowa County Memorial Hospital, the Greensburg Fire Station, and the Rural Medical Clinic were all destroyed by the tornado. The hospital and clinic were the primary providers of health care to residents of Greensburg and Kiowa County. The hospital was also the largest employer in Greensburg. Reconstructing these emergency and medical facilities is very important to Greensburg’s recovery.

PROJECT DESCRIPTION
This project includes rebuilding the hospital, rural health clinic, fire station, and emergency services facilities and grouping them in a manner so that they function as one facility for better efficiency.

Kiowa County Memorial Hospital
The new hospital will have services consistent with the pre-disaster facility and will be designed in a manner that will allow the building to expand as the community grows.

Rural Medical Clinic
The County-operated Rural Medical Clinic will be developed as a part of the hospital campus and include family medical services for Kiowa County residents.

Fire Station
The Fire Station was previously located near the City offices on Main Street. A volunteer department with one fire truck serves Greensburg. This facility will be rebuilt as a part of the hospital campus and space for the Fire Station and Emergency Services operations.

Five separate sites have been considered as potential locations for these facilities, including the former hospital site and the current temporary site. A permanent location has not been established.

ACTION STEPS
• Determine the location and select the site.
• Purchase land for the medical and emergency services complex.
• Prepare a Master Plan that addresses:
  • Site circulation
  • Traffic controls to allow emergency vehicles quick access
  • Adequate number of hospital beds
  • Phasing / Expansion
  • Architectural and Site design issues

SUSTAINABLE OPPORTUNITIES
• Design schools to LEED Platinum standards.
• Include native/drought tolerant plants in the landscaping.
• Promote walkability/bikeability by including paths that connect to residential areas.

Aerial view looking southeast of possible Hospital location and layout along US-54 at the former BTI site.

COST ESTIMATE
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POTENTIAL RESOURCES
• FEMA 404 Hazard Mitigation Grant Program.
• Housing and Urban Development (HUD), CDBG
• USDA - Rural Development, Community Facilities Guaranteed Loan & Grant Program.
• South Central Community Foundation

Boulder Foothills Community Hospital
**RECOVERY VALUE** (Moderate)  
Rebuilding and restoring parks has a moderate recovery value to the community by providing recreation and gathering places enhancing quality of life. A master plan provides the road map for rebuilding and ensures the community is working in a coordinator manner.

Prior to the tornado there were three parks serving Greensburg residents: Sunset Park, Davis Park, and a small pocket park on north Main St. The tornado damaged Sunset Park and the construction of US-54 will require the re-location of Davis Park. Recreational amenities and facilities at these parks included a pool, picnic grounds, playgrounds, partially shaded lawn areas and athletic fields.

**PROJECT DESCRIPTION**
This project includes developing a Parks & Recreation Master Plan for Kiowa County. The Master Plan would provide a new location and configuration for Davis Park and a concept for streetscape and greenway linkages throughout the community. The Parks & Recreation Master Plan will provide a holistic approach to park development as the community recovers and grows. The Master Plan will include an inventory of existing park and recreation facilities/programs, the results of a community-wide survey of recreation needs, and an implementation program for park and recreation facilities that will serve all residents of the county.

The plans to re-locate US-54 directly impact Davis Park. The recreational amenities at the existing park could be rebuilt at a new community park adjoining the new school campus. The new park would include a community recreation center with indoor recreational programs, community wellness programs and community meeting space.

Streetscapes and Greenways promote a healthy community and serve as assets to attract residents and businesses to the community. They provide pedestrian and bicycle connections throughout the community. These connections and linkages would be accomplished through streetscape improvements and along existing floodplain corridors in the community.

**ACTION STEPS**
- Establish a steering committee.
- Develop request for qualifications and select a Park Master Plan consultant.
- Develop stakeholder interviews.
- Collect data.
- Prepare preliminary system analysis.
- Hold community forums for input.
- Develop a draft plan and list of projects, programs and facilities, including Davis Park relocation.
- Coordinate with KDOT regarding the acquisition and relocation of Davis Park.
- Develop a coordinated land acquisition program for parks, open space and greenways with other public agencies.

**SUSTAINABLE OPPORTUNITIES**
- Include native/drought tolerant plants in the landscaping.
- Promote walkability/bikeability by including paths that connect to residential areas.

**COST ESTIMATE**
- Master Plan $150,000
- Davis Park Relocation $1,700,000
- Recreation Center $940,000
- Streetscapes $1,500,000
- Greenways $500,000
- Multi-Purpose Trail $75,000
- **Total Cost** $4,865,000
- FEMA Public Assistance ($2,994)
- KDOT (estimate) ($1,700,000)
- **Funding Gap** ($3,162,006)

**POTENTIAL RESOURCES**
- KDOT - State Transportation Funds (STP); Transportation Enhancement Funds
- Land and Water Conservation Fund
- KaBOOM - community playgrounds
EXPAND LAKE RECREATION AREA / RELOCATE COUNTY FAIRGROUNDS

RECOVERY VALUE (Moderate)

Relocation of the County Fairgrounds and the development of outdoor recreation facilities nearby at the State Fishing Lake has a moderate recovery value, and is a direct response to the County Fair facilities having been destroyed at their former location.

The County Fairgrounds is an important community-gathering place providing space for the annual County Fair and 4-H Club activities. The fairgrounds are located at the south end of town, next to the County highway equipment storage yard. The buildings related to the fair were destroyed. The County, Fair Board and Rodeo club have discussed the opportunity to relocate the Fairgrounds to the northwest side of town near the Rodeo and Kiowa County State Fishing Lake.

PROJECT DESCRIPTION

The Kiowa County Fairgrounds would be reconstructed adjacent to the Rodeo property and near the Kiowa County State Fishing Lake. This will create a linkage between these recovery projects that will maximize the use of shared facilities and help stimulate community recovery. This project includes the development of the new County Fairgrounds, rebuilding the Rodeo grounds, and a variety of recreational facilities at the Fishing Lake, including trails, wildlife habitat, interpretive stations, picnic facilities, camping facilities, and disc golf course.

This project creates a regional park facility that provides support for community economic development efforts by providing a “destination” for tourists and visitors.

ACTION STEPS

- Create outdoor recreation venue at the State Lake/County Fairgrounds/Rodeo.
- Prepare a plan to reconstruct the fair buildings, rodeo, and parking in a coordinated manner.
- Transfer ownership of parcel from the Rodeo to Kiowa County for the Fairgrounds.
- Develop a walking trail system throughout the Fairgrounds and linked to the Lake.
- Prepare a plan to develop the Kiowa State Lake as a regional park.
- Set project goals, objectives, scope and project budget.
- Coordinate with the Kansas Department of Parks and Recreation for improvements to the State Property.
- Acquire additional property at Lake and consider feasibility of developing a campground (public or private lease); Disc Golf Course; and Picnic facilities.

SUSTAINABLE OPPORTUNITIES

- Include native/drought tolerant plants in the landscaping.
- Promote walkability/bikeability by including paths that connect to residential areas.

COST ESTIMATE

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POTENTIAL RESOURCES

- Urban Park and Recreation Recovery Program
- Land and Water Conservation Fund Program
- Federal Recreation Trails Program (RTP)