

LONG-TERM COMMUNITY RECOVERY PLAN

GREENSBURG + KIOWA COUNTY, KANSAS
AUGUST 2007





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GREENSBURG + KIOWA COUNTY, KANSAS
AUGUST 2007



KANSAS
OFFICE OF THE GOVERNOR

U.S. Department of Homeland Security
Washington D.C. 20472



FEMA

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TABLE OF CONTENTS

	PAGE NO.		PAGE NO.
INTRODUCTION		Rebuild Downtown Greensburg	45
Letters of Support	5	• Prepare a Downtown Master Plan	45
RECOVERY PLAN OVERVIEW	9	• Establish a Main Street Program	47
SUSTAINABLE (GREEN) DEVELOPMENT		• Rebuild the Twilight Theatre	48
Establish a Sustainable Development Resource Office	16	Establish a Business Development Assistance Program	48
Develop Sustainable Building Programs	17	Create a Business Incubator	50
• Design Public Facilities to Highest Certified Standard	17	Develop a Community-Wide Wireless Network	51
• Develop a “Greensburg Green” Certification Program	19	Develop a US-54 Corridor Design Plan	52
Identify and Utilize Energy Alternatives	20	COMMUNITY FACILITIES + INFRASTRUCTURE	
• Identify City-Wide Energy Generation Options	21	Rebuild City and County Buildings	58
• Create Community Renewable Resource Opportunities	21	• Renovate the County Courthouse	58
• Encourage Individualized Energy Alternatives	22	• Build a New Justice Center	58
HOUSING		• Rebuild City Hall with a Community Meeting Center	59
Establish a Housing Resource Office	28	• Rebuild the Kiowa County Library and Historical Museum	60
Build and Repair Housing for Homeowners	30	• Develop a Community Arts Center	61
• Conduct a Housing Market Study	30	Develop a Big Well Tourism Center	62
• Identify and Utilize Grants and Loan Programs	30	Create a Downtown Park Square	64
• Provide Direct Assistance to Homeowners	31	Explore Shared City/County Services	65
• Offer Developer Incentives	32	• Explore Feasibility of Consolidated City/County Government	65
Build and Repair Housing for Renters	33	• Consolidate City/County Public Works Facilities and Services	66
• Encourage Developers and Builders	33	• Restore the Kiowa County Recycling Program	67
• Provide Direct Assistance to Renters	34	Prepare a Sustainable Comprehensive Plan	68
Utilize Affordable Housing Concepts	35	Establish a Community Leadership Program	69
• Provide Accessory Housing Options	35	Increase Capacity for Community Rebuilding	70
• Develop Mixed-Use Downtown Housing Options	35	Rebuild Schools and Expand Educational Opportunities	71
• Develop Transitional Housing Units	36	Rebuild Medical and Emergency Service Facilities	73
• Establish a Land Bank	36	Build and Restore Parks and Recreation Facilities	74
• Use Alternative Housing Systems	37	Expand Lake Recreation Area / Relocate County Fairgrounds	75
• Develop Self-Help Housing	37		
Housing Project Opportunities	38		
ECONOMY + BUSINESS			
Prepare an Economic Development Strategy	42		
• Economic Development Plan	42		
• Workforce Development Plan	43		
• Revitalize the Chamber of Commerce	44		

INTRODUCTION





GREENSBURG + KIOWA COUNTY

*Blessed with a unique opportunity to
create a strong community
devoted to family,
fostering businesses,
working together for future growth*

***The above Vision Statement reflects the over-
all perspective of the community, as developed
by the Public Square Steering Committee at a
Vision Retreat held August 1, 2007.***

On May 4, 2007, an EF-5 tornado estimated to be 1.7 miles wide with 205 mph winds struck the City of Greensburg and Kiowa County, Kansas. Damage to Greensburg was significant, with more than 90% of the structures in the community severely damaged or destroyed. The Federal Emergency Management Agency (FEMA) activated the Long-Term Community Recovery (LTCR) program, which integrated assistance from the State of Kansas and federal agencies focused on the community's long-term recovery goals. The program provides coordination of resources and planning services in support of the area's recovery effort.

This Long-Term Community Recovery Plan expresses the Greensburg and Kiowa County community vision for recovery in the aftermath of the tornado. This Recovery Plan is the result of an intensive 12-week process involving many meetings and discussions among the citizens, civic groups, business owners, local, state, and federal officials, and the long-term recovery planning team. Hundreds of your neighbors turned out for the community meetings to share their ideas on how to rebuild Greensburg and Kiowa County. Community participation provided an invaluable source of input and feedback that was used to refine and prioritize the projects contained in this Recovery Plan.

A community spirit and resolve to build back better, safer, and in a more sustainable manner will serve you well as you move forward with implementation of the Recovery Plan. At the heart of the Recovery Plan is a simple guiding principle - keep the things that have made Greensburg and Kiowa County a good place to live, work, and own a business, and then suggest ways to build upon strengths of the community to make it prosperous, appealing, livable, and sustainable.

Unlike a traditional planning document that presents general guidance to a community, the Long-Term Community Recovery Plan is an action-oriented menu of key projects intended to be used for making critical funding and resource allocation decisions. The City and County have been given a Technical Appendix CD that contains an electronic version of the Recovery Plan, a list of contacts, and other useful reference materials.

COMMUNITY INVOLVEMENT

The Greensburg + Kiowa County Long-Term Community Recovery Plan is a community-driven document that reflects both the priorities expressed by the community and the experience of the LTCR planning team. The projects outlined in this plan are based on input received from the Public Square process, community meetings, the community Design Workshop, the Rebuilding Fair, and group interviews, e-mails, and comment notes.

PUBLIC SQUARE PROCESS

In addition to the Long-Term Community Planning effort, Kansas Governor Kathleen Sebelius asked Kansas Communities LLC to utilize its “Public Square” process to guide the long-term rebuilding and sustainability of Greensburg and Kiowa County. Together, Long-Term Community Recovery and the Public Square developed a strategy and shared resources to communicate and facilitate the community involvement portion of the Recovery Plan.

The “Public Square” process is a comprehensive development approach that focuses on asset-based conversation, citizen engagement and partnerships among leaders in Business, Education, Health + Community Services and Government. These four sectors comprise the Public Square.

The Public Square typically moves through four phases in two years; however, due to the disaster the process was expedited. The process includes:

1) One-on-one interviews to identify community assets.

2) A Community Conversation with citizens generating long-term development ideas.

3) A Vision Retreat with citizen-nominated leaders producing community goals.

4) Citizen-driven Action Teams implementing community goals, coordinated by a Public Square steering committee.

Greensburg and Kiowa County residents formed the Public Square sectors and met weekly with an average attendance of 25 people. The first several meetings focused on identification of Community Issues, Opportunities, and Vision Statements for the key areas addressed in the plan. The focus of these initial meetings was to clarify what the community felt were the key recovery issues and vision statements. Participants spent many hours with the long-term community recovery planning team discussing their ideas and formulating their community recovery vision.

The Public Square process and the Long-Term Community Recovery planning process have worked together over the past three months.

PUBLIC SQUARE

GOVERNMENT	EDUCATION
BUSINESS	HEALTH + COMMUNITY SERVICES

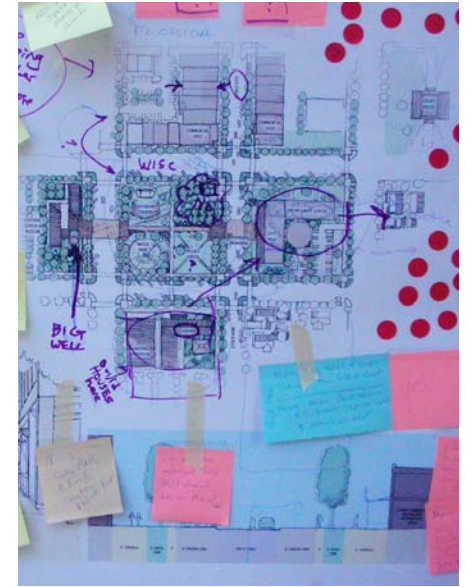
The Long-Term Community Recovery Plan is complete. The Public Square process will take the recommendations and projects set forth in the LTCR Plan and work with the community over the next few years to engage the community, establish partnerships and develop community leaders.

Community Meetings

A total of four (4) community meetings were held to gain input and feedback on plan ideas and concepts. Attendance at these meetings averaged 400 people. The Draft Recovery Plan was presented to the community at a public meeting on August 2, 2007. About 350 people attended the meeting and were able to review the draft, discuss issues, and provide input through discussion and posting notes on the plan boards.

Projects receiving the most comments and highest priority from the attendees and Public Square stakeholders included:

- Rebuild City and County Buildings
- Rebuild Schools and Expand Educational Opportunities in Kiowa County
- Develop Affordable and Diverse Housing Opportunities
- Rebuild Medical and Emergency Service Facilities
- Create a Business Incubator
- Expand Lake Recreation Area / Relocate County Fairgrounds
- Develop a Kiowa County Museum & Tourism Center
- Rebuild Downtown Greensburg
- Establish a Community Leadership Program



The planning team reviewed hundreds of public comments. These community priorities and general discussions with residents, elected officials, business owners and community leaders provided guidance to the planning team and helped refine the projects in the Plan.

COMMUNITY INTERVIEWS

As part of the Public Square process, interviews were conducted with 43 individuals to gain insight into all aspects of the community with particular focus on the four sectors of the Square - Business, Education, Government, and Health/Community Services. Residents responded to questions about issues, assets, needs, leadership, and a vision of the community. These responses provided the basis for a Community Meeting where volunteer facilitators from across Kansas listened as residents were asked, "What's Possible" regarding 28 preliminary Recovery Projects.

DESIGN WORKSHOP

A Design Workshop was held on July 17-18, 2007 to address general design and location concepts for the hospital, schools, City and County facilities, and the alignment of US Highway 54. Additional projects that came out of the discussion were:

- A concept for developing recreational uses near the State Fishing Lake,
- A downtown redevelopment concept including new park space, and
- A plan for relocating Davis Park.

Several organizations, agencies and private firms provided leadership and design services for this workshop, including the following:

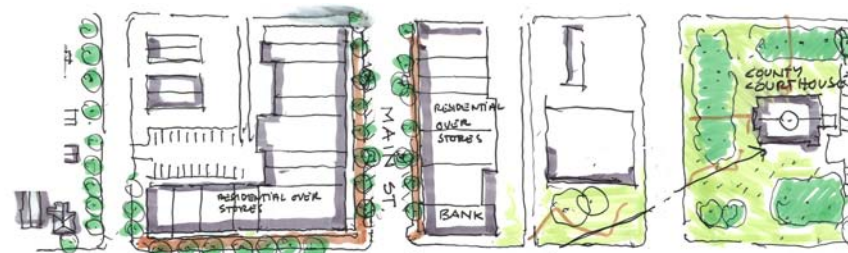
- Environmental Protection Agency
- USDA-Rural Development
- Kansas Department of Transportation
- Kansas Small Business Development Center
- American Institute for Architects - Kansas Chapter
- BNIM Architects
- HNTB
- McCuggage Van Sickle & Perry, and
- McLaughlin Design Associates.

Attendance at the design workshop included approximately 45-60 individuals from the community who provided ideas, input and opinions about the various design concepts.

REBUILDING FAIR

A community Rebuilding Fair was held July 19-21, 2007 to provide information to the public on rebuilding Greensburg and Kiowa County in a healthy, energy efficient, and affordable manner. The Fair was directed at homeowners, businesses, builders, contractors and other trade professionals. Public and private sector experts in sustainability provided seminars, one-on-one consultations and literature on a variety of sustainable design and construction topics. Participants in the Fair included:

- Department of Energy, National Renewable Energy Laboratory
- Environmental Protection Agency
- Federal Emergency Management Agency
- Small Business Administration
- USDA, Rural Development
- Kansas Energy Office
- Kansas Housing Resource Corporation
- Kansas Small Business Development Center
- American Institute for Architects - Kansas Chapter
- Building and Trade Associations, and
- Several nonprofit organizations.



COMMUNITY RECOVERY VISION

Based on extensive community input, an overall community recovery vision was identified as part of the Public Square process. Feedback from the community on these specific sector vision statements has helped to formulate an overall community recovery vision.



Greensburg + Kiowa County is...

- A community where city and county government provide strong, visionary leadership and where citizens enjoy a well-maintained infrastructure, efficient government services, city-county cooperation, and healthy community growth guided by a comprehensive plan and plan process that meets high standards.
- A progressive community that offers urban services within the unassuming feel of a rural, Midwest community.
- A community where progressive, integrated services provide outstanding medical, mental, spiritual, social, and civic health and where doctors, therapists, ministers, social agencies and service clubs collaborate in designing and delivering services that provide a high quality of life.
- A community where partnerships among key institutions combine with citizen volunteers to provide a community center, parks, library, arts & culture, childcare, youth services and an effective communication system to keep citizens well-informed.
- A community that opens its doors to new residents and visitors without affecting the values and lifestyles of its current residents.
- A community that provides opportunities for its young people in the way of jobs, education and recreation as reasons to stay in Greensburg/Kiowa County and where

residents are attracted to a school system that provides excellent elementary and secondary education, uses state-of-the-art technology, and provides adult learning opportunities.

- A community where entrepreneurial spirit, customer service, and a sustainable economy permeate the business sector and where residents, travelers, and tourists enjoy a full line of locally owned businesses that provide jobs and services to an exceptional example of small-town America.
- A community that recognizes the importance of the natural environment and balances the need for growth and economic development with the maintenance and improvement of the environment.
- An up-to-date, affordable rural community where housing plans and strategies incorporate energy-efficient design and materials and serve as a regional and national model for integrating residents of all ages and needs with services of all kinds.

NEXT STEP

Now that the Long-Term Community Recovery Plan has been completed, the challenge is to find leadership and funding for the key projects. This Recovery Plan does not come with a dedicated funding source. The community must rely on its partners at the state and federal levels to help with implementation, communication and coordination activities.

It is important to remember that the projects contained in this Recovery Plan are not of equal importance and they do not need to be implemented simultaneously. Recovery from a disaster, especially one that essentially destroyed nearly every building, is a process, not an event, and will continue for several years. Signs of progress are already evident in the community and will become more visible as funding is committed to the initial high-priority projects.

One of the first things discussed by the community was how disasters create opportunities. With the Recovery Plan in place, Greensburg and Kiowa County are well positioned to take full advantage of the chance to rebuild a more vibrant community. Unity is vital to your success. You cannot expect to be unanimous in all your decisions, nor should you necessarily agree with everything that is proposed, but you should stay united as a community and do your best to maintain a common vision for the future of Greensburg and Kiowa County.

LETTERS OF SUPPORT

The following pages contain letters of support from Federal, State and Local officials. These letters recognize the tireless participation, community spirit and steadfast dedication of Greensburg and Kiowa County residents to create a long-term community recovery plan that provides the framework to rebuild a stronger, safer community.

Congress of the United States

Washington, DC 20515

August 9, 2007

Dear Friends of Kiowa County,

We want to express our support for the Long-Term Recovery Planning process for Greensburg and Kiowa County. We appreciate the leadership of the Federal Emergency Management Agency and the expertise of their facilitators in guiding this process. We applaud the local stakeholders who have shown their resolve to rebuild and have shared their vision for a revitalized and strengthened community for the future.

We want to express our gratitude to each member of the community and especially the youth who have contributed to this planning process. Your creative ideas and emphasis on staking a path for future development and growth make this planning unique. This community spirit will help achieve visionary goals.

In addition, we congratulate all of the community leaders for their involvement in creating a dynamic environment in which the citizens could come together to share ideas and shape the way forward. Your leadership in responding to this tragedy and developing an action oriented response for the future is certainly an inspiration to everyone.

This process highlights an outstanding collaborative effort of local, state, and federal partners who share the hopes and dreams for the future of Greensburg and Kiowa County. We will continue to assist you in moving the recovery and rebuilding process forward and look for opportunities to spur the long term recovery efforts of this great community.

Sincerely,



Sam Brownback
US Senator



Pat Roberts
US Senator



Jerry Moran
US Congressman



U.S. Department of Homeland Security
FEMA-1699-DR-KS
FEMA Region VII
9221 Ward Parkway, Suite 300
Kansas City, MO 64114

FEMA

August 14, 2007

Dear Citizens and Officials of Greensburg and Kiowa County:

The tornado of May 4, 2007 may have changed the landscape of your community, but it has also given the world an opportunity to see your spirit in working together to develop a strategy for your future. As dawn broke on a devastated landscape, the enormous challenges this community faced became profoundly clear.

With great destruction comes opportunity; you are seizing this opportunity to create a Greensburg that will shine in the future. This Recovery Plan will serve as a guide as the citizens carry their vision forward. The community will make this plan its own, selecting and further developing the projects that most closely fit your vision for Greensburg and Kiowa County. The partnerships fostered over the last three months through the Long Term Community Recovery and Public Square process with state and federal agencies, local stakeholders and the private sector form the firm foundation for this new vision and a stronger, more resilient community in the future.

Extraordinary circumstances have demanded extraordinary resolve. Faced with the daunting tasks of rebuilding home and hearth, many of you have also devoted energy, thought and creativity to envisioning the 'new Greensburg.' I am pleased that FEMA has been able to assist you by providing technical expertise and a staff devoted solely to the development of this plan over the last three months.

I commend you on the progress you have made thus far toward your recovery and your vision for the future of the community. It is with great pleasure that I pledge my support for this plan and look forward to a full recovery of Greensburg and Kiowa County.

Sincerely,

Richard Hainje
Regional Administrator



Kathleen Sebelius, Governor

www.governor.ks.gov

August 13, 2007

Dear Local Officials and Citizens of Greensburg and Kiowa County:

It has been nearly three months since a devastating tornado struck the city of Greensburg and Kiowa County, severely disrupting the lives of the people who live and work there. At that time, the State of Kansas' emergency response agencies moved swiftly to assist in rescue, debris removal, security, and restoration of essential services. Now the emergency clean-up effort is complete, but there still remains the long process of rebuilding and repairing businesses, homes and public property. I want to assure you that the State will continue to offer assistance as you work to recover and rebuild.

This rebuilding effort, while painful and difficult, does present some opportunities for the City of Greensburg and Kiowa County. Local officials are already considering the best way to approach a long-term recovery plan. To succeed, that plan must involve all levels of government, as well as local businesses, private organizations and, most importantly, the citizens of Greensburg and Kiowa County. Together, you have a great opportunity to develop a vision of your community's future, and to create a comprehensive plan to make that vision a reality.

To help Greensburg and Kiowa County develop the *Greensburg and Kiowa County Long Term Recovery Plan*, a Kansas Long-Term Recovery Team – representing the Kansas Emergency Management Agency, Kansas Department of Commerce, Kansas Department of Transportation, Kansas Wildlife and Parks, Kansas Department of Health and Environment, Kansas Development Finance Authority, Kansas Housing Resources Corp. and other agencies – is working closely with the Federal Emergency Management Agency.

I strongly endorse this effort. I have directed the participating agencies to identify potential sources of funding to implement and complete projects proposed in the plan. I commend you and the citizens of Greensburg and Kiowa County for the dedication and willingness you have demonstrated by working together through this difficult time, and I look forward to working with you as the long-term recovery effort gets under way.

Sincerely,

Kathleen Sebelius
Governor

STATE OF KANSAS
HOUSE OF REPRESENTATIVES

DENNIS MCKINNEY
REPRESENTATIVE 110TH DISTRICT
1220 SOUTH MAIN
GREENSBURG, KS 67054
(620) 723-2129



STATE CAPITOL, ROOM 327-S
TOPEKA, KS 66612
(785) 296-7658

TOPEKA

MINORITY LEADER'S OFFICE

August 2, 2007

Mayor John Janssen
City of Greensburg
City Hall
Greensburg, KS 67054

Commissioner Don Richards
Chairman, Kiowa County Commission
Courthouse
Greensburg, KS 67054

Dear John & Don:

Because of the tenacity shown by the people of Kiowa County since the tornadoes of May 4, I can say that I have never been more proud to be the state representative for our area. From our citizens I have heard relatively little complaining. From May 5 on I have heard our people counting our blessings and making plans to rebuild. I am so glad that our citizens understand the opportunities before us as we rebuild a new community.

I appreciate the support offered by state and federal agencies and I hope we will continue to use this assistance to build and implement a sound long term recovery plan. Please continue to call on me if I can help remove road blocks or facilitate solutions.

Thank you to you and all of the local leaders from business and government who have devoted so much time to the recovery planning process. While this work seems often mundane, it will pay off in huge dividends for years to come.

Surely the residents of Kiowa County have a true understanding of what our ancestors meant when they adopted the motto "Ad Astra per Aspera."

Please keep up the good work as we move to the stars through difficulties.

Sincerely,

Dennis McKinney

KANSAS SENATE

RUTH TEICHMAN
Senator, 33rd District
State Capitol, Room 241-E
Topeka, KS 66612
(785) 296-7394



STATE OF KANSAS

COMMITTEE ASSIGNMENTS:
Committee Chairman:
Financial Institutions & Insurance

Committee Member:
Commerce
Education
Legislative Educational Planning (Jt)
Organization, Calendar & Rules
Pensions, Investments & Benefits (Jt)
Ways and Means

August 2, 2007

To My Friends and Neighbors in Kiowa County,

Let me begin by saying how very proud I am of the people of Greensburg and Kiowa County, Kansas, for their incredible resilience in the face of the devastation left in the wake of the May 4th tornado. It is an honor to represent them in the Kansas Senate. Virtually every time I have been to the Kiowa Co. area since the storm, I have witnessed unbelievable acts of selflessness, kindness, determination and adaptability among those who have lost so much, and those who have come to provide aid and assistance.

I'm particularly proud that so many individuals and businesses have resolved to stay in the county and rebuild Greensburg. It has been extremely gratifying to see city, county, state and federal officials working closely together and with the Federal Emergency Management Administration (FEMA) representatives. I appreciate everyone's efforts – town hall meetings, stakeholder meetings and individual interviews – to craft a recovery plan that supports the long term viability of the town of Greensburg and those who live in and around it.

In the weeks and months to come, I look forward to staying involved with the citizens of Kiowa County, the various levels of government, and private and public aid organizations including FEMA, to ensure that this plan moves forward effectively and efficiently. We will need all our patience, cooperation, creativity and vision to rebuild the future together.

Sincerely,

Senator Ruth Teichman
33rd District

City of Greensburg

239 SOUTH MAIN
GREENSBURG, KANSAS 67054-1799

Phone: 620-723-2751
Fax: 620-723-2644

Fellow Citizens of Greensburg and Kiowa County:

The evening of May 4, 2007 brought unprecedented change to Greensburg and a large surrounding area.

- Ten of our fellow citizens lost their lives. Numerous others were seriously injured.
- Millions of dollars in property was destroyed.
- Personal property accumulated over decades was whisked away in minutes.
- Greensburg as we knew it was erased from the record book.

In the weeks following May 4, 2007 individuals, schools, businesses, churches, health care and government have been managing the task of clean up. Each person and entity has been deciding how, what, where and if to rebuild in Greensburg and the surrounding area.

Some of these choices were obvious:

- The city had to have sewer and water to prevent further damage and health hazards.
- Individuals whose homes could be salvaged started that process.
- Business with a regional client base had to restore service to all customers.

Some of these choices were not as obvious:

- The city needed to restore some electric power for key recovery services.
- The city wanted to bury electrical service to avoid interruption in the future.
- The final location of the US 54 bypass could impact future business location.
- The city wanted to preserve the downtown area.
- KDOT agreed in record time to move the bypass to the Illinois/Ohio corridor.

The majority of Greensburg's citizens have been disbursed over a fifty mile radius:


- In order to locate semi- permanent residences.
- In order to locate semi- permanent employment.
- In order to obtain some normalcy in their lives.

Despite personal inconvenience, distance and seemingly daunting task at hand, a small group of dedicated residents have worked tirelessly with a core group of FEMA personnel to develop a Long Term Recovery Plan for the Greensburg community. You have seen the fruit of their labor at various town hall meetings in the past three months. You have had opportunity to make comments and offer suggestions along the way. The Long Term Recovery Plan is offered to the community as a guide to reach Greensburg's fullest potential in the next century.

The Long Term Recovery Plan represents an opportunity for a devastated community to rebuild itself in a stronger, greener and friendlier place to live, work and play.

The Long Term Recovery Plan can only reach fruition if the community strives together for common goals and is willing to put aside personal gratification. There is no "me" in team. There is much to gain in working together to rebuild a New Greensburg that is a blessing to everyone.

With God's help and guidance we will survive and prosper.


John Janssen, Mayor
City of Greensburg

KIOWA COUNTY

GREENSBURG, KANSAS 67054



Co. Commissioners
723-3366

Co. Clerk
723-3366

Co. Treas.
723-2681

Co. Sheriff
723-2182

Road & Bridge
723-2531

Reg. of Deeds
723-2441

Co. Attorney
723-2721

Appraiser
723-3301

Co. Health Dept.
723-2136

Noxious Weed Dept.
723-2304

Dear Citizens of Kiowa County:

I'm writing to thank you for all your work on the Long Term Recovery Plan for Kiowa County and Greensburg. You've produced a plan for the recovery of the community that will be a great help as we rebuild. The plan gives us guidance for a great many needed community projects. Not only are the projects described, but it includes suggestions for making them happen, with estimated costs and possible sources of funds. This plan is as realistic as it can be. Yes, there will be many challenges and difficulties, but this plan and your continued involvement will see us through.

I am proud to support this plan and look forward to working with you as Greensburg and Kiowa County are rebuilt.

Sincerely,



Don Richards,
Presiding Commissioner

RECOVERY PLAN OVERVIEW



OVERVIEW OF THE LONG-TERM COMMUNITY RECOVERY PLAN

This LTCR Plan is a guide for Greensburg and Kiowa County to use in their recovery efforts following the May 4, 2007 tornado. The plan focuses on projects that are critical to community recovery and contains four sections that address key areas of the community. These four sections are:

- Sustainable (Green) Development
- Housing
- Economy + Business
- Community Facilities + Infrastructure

WHAT IS A RECOVERY PROJECT?

Within this Recovery Plan, you will find more than 40 projects that form the foundation of a revitalized Greensburg and Kiowa County. These projects are divided into three categories based on their “recovery value” - High, Moderate, and Low. Recovery Value is the designation assigned to a project that indicates its ability to help jump-start a community’s recovery from a natural disaster or incident of national significance. Projects that positively contribute to recovery typically address a broad range of issues that promote a functioning and healthy economy, support infrastructure optimization, and encourage provision of a full range of housing opportunities. Following is an explanation of the three recovery value designations.

HIGH RECOVERY VALUE PROJECT



Those projects assigned a High Recovery Value are catalyst projects that serve as important building blocks for recovery. Typically, a High Recovery Value project will:

- Fill a post-disaster community need
- Provide leveraging and create linkages for other projects and funding
- Be related to the physical damage from the disaster
- Encourage private investment
- Have strong community support
- Have access to the resources needed to carry out the project
- Be realistic in its outcome - it is achievable
- Use resources wisely

MODERATE RECOVERY VALUE PROJECT



These projects can be expected to have clear and positive impact on recovery, but by their nature are limited in scope, span, impact or benefits and have less than community-wide significance and/or support. A Moderate Recovery Value project also will typically be related to the physical damage from the disaster.

LOW RECOVERY VALUE PROJECT



Low Recovery Value projects may not have a direct link to the disaster and its damages, less public support, and/or provide few, if any, identifiable benefits to the community related to disaster recovery. These projects still play a role in the recovery process.

PROJECT WRITE-UP

Each project contains a Project Description that provides an understanding of the overall project and the strategies recommended to carry out the project. As mentioned earlier in this section, there are more than 40 projects; however, within the write-up for each section there may be several action steps or projects that need to be undertaken to implement that strategy. For example, in the section on ECONOMY there is an overall project titled, Prepare an Economic Development Strategy, and there are three projects that make up that strategy - Prepare an Economic Development Plan, Workforce Development Program, and Revitalize the Chamber of Commerce. Each of these projects contains a number of Action Steps to be undertaken to address the strategy.

A project’s recovery value is indicated, and a cost estimate is provided that may need to be adjusted as implementation of the project is undertaken. The cost estimate can serve as a guide for initial budgeting purposes. A general discussion of potential funding sources is included with a more detailed listing contained in the Technical Appendix included in the CD-ROM.

HOW TO USE THIS PLAN

The Greensburg + Kiowa County Long-Term Community Recovery Plan serves as a guide to decisions related to community recovery. The governing bodies of Greensburg and Kiowa County should coordinate the Recovery Plan implementation and identify implementation priorities.

The projects recommended in this plan have recovery values identified. These recovery values should be considered when determining priorities. Project implementation priorities should be based on two general principles:

- Focus on projects that will have the most impact on recovery when completed. Obviously, the High Recovery Value projects should have priority. These should be the major focus of the governing bodies.
- Move forward on projects that can be completed quickly, have significant public support, or have available funding. Completion of these types of projects creates significant visibility for the Recovery Plan and helps solidify community and political support for continued emphasis on Recovery Plan implementation. In some

cases, these projects may not have a high recovery value, but their completion will help hold the community's interest in the program.

The Recovery Plan should be viewed as a guide, not specific instructions. Specifics of the projects in the plan may change and evolve as designs are undertaken or as more details become known. It is important to be flexible and assess changes based on the community recovery vision and the overall principles of the Recovery Plan. Evaluation and feedback are key components of the LTCR planning process. In addition to helping to improve the overall effort, progress that is evaluated and tracked can be used to communicate success to stakeholders and the general public.

Greensburg and Kiowa County should consider identifying someone as the Implementation Coordinator - someone to manage and lead implementation of the Recovery Plan. It is important to have someone charged with plan implementation in order for the projects to move forward.

In addition to an overall leader and Implementation Coordinator, each of the projects will require someone who will take the project and move it forward - a project champion. In some cases that may be the Implementation Coordinator, but in most instances it would be beneficial to have someone who is familiar with the project and able to work with appropriate entities to accomplish the project. A project champion can be an individual or an agency, although one person should be the designated contact if it is an agency or organization.

While Greensburg and Kiowa County will be the primary users of this Recovery Plan, state and federal partners in the long-term recovery effort can also use this document to assist in community recovery. Various state and federal agencies may be key to acquiring needed funding for project implementation, and the project write-ups can be instrumental in determining the appropriate agency and funding eligibility.

The Greensburg+ Kiowa County Long-Term Community Recovery Plan is a guide for recovery from the May 4th tornado that may have

destroyed a majority of the physical features of Greensburg, but did not destroy the spirit and sense of community of the residents and officials. This Recovery Plan, along with strong community support, can provide the road map to community recovery. Not all projects can be implemented immediately; some may be implemented within the next 12 months while others may take several years. Community recovery will take time, but the end result will be a stronger, more resilient community.



SUSTAINABLE (GREEN) DEVELOPMENT





INTRODUCTION

The way a community chooses to rebuild following a disaster impacts not only those who construct and repair in the months and years after the event, but those who will live in the community for generations to come. Decisions made today and in the near future can influence rebuilding in a way that takes advantage of technology and traditional design to reduce the cost of living and makes the most of the assets of the community.

Greensburg and Kiowa County have the unique opportunity to rebuild in a way that will not only replace the parts of the community that were destroyed but will look at the real impact of that rebuilding on the community and the environment. Sustainable or “green” development creates livable, inspirational, and enduring places where the quality of life and the long-term quality of the community will be enhanced rather than depleted. When developing and redeveloping Greensburg and Kiowa County in a sustainable manner, it is important to look at the environmental, social and economic aspects of the community from a holistic perspective.

The Sustainable Development section of the plan includes three key projects:

- Establish a Sustainable Development Resource Office
- Develop Sustainable Building Programs; and
- Identify and Utilize Energy Alternatives.

SUSTAINABLE OPPORTUNITIES

Throughout this plan sustainable options will be presented in each project where appropriate to enhance the rebuilding of Greensburg and Kiowa County.

The following section focuses on specific projects that will make the community a more sustainable place to live. When looking at sustainable redevelopment, the most important elements for Greensburg and Kiowa County include:

- A commitment to maintaining the overall quality of life that Greensburg and Kiowa County enjoyed before the storm and;
- A commitment to find the most cost effective combination of sustainable development concepts to meet the needs of the community.

Greensburg has the unique opportunity to rebuild in a way that can serve as a model for how a community can use technology and traditional design in a small town to reduce long-term cost and increase energy efficiency.

RECOMMENDED PROJECTS

	PAGE NO.
Establish A Sustainable Development Resource Office	16
Develop Sustainable Building Programs	17
• Design Public Facilities to Highest Certified Standard	17
• Develop a “Greensburg Green” Certification Program	19
Identify and Utilize Energy Alternatives	20
• Identify City-Wide Energy Generation Options	21
• Create Community Renewable Resource Opportunities	21
• Encourage Individualized Energy Alternatives	22

SUSTAINABILITY IS MEETING THE NEEDS OF THE PRESENT WITHOUT COMPRISING THE ABILITY OF FUTURE GENERATIONS TO MEET THEIR OWN NEEDS.

ESTABLISH A SUSTAINABLE DEVELOPMENT RESOURCE OFFICE

RECOVERY VALUE (High)



The Sustainable Development Resource Office project is a catalyst for safer, more efficient rebuilding efforts which provides a high value to recovery. A “one-stop shop” for sustainable information and resources supports the community goal to achieve the highest standards in energy efficiency and sustainability.

PROJECT DESCRIPTION

The Greensburg Sustainable Development Resource Office (SDRO) would serve as an integrated focal point for short-term and long-term sustainability activities in Greensburg and Kiowa County and provide a public relations interface for outside groups interested in Greensburg’s sustainable development activities. The SDRO would be operated by either a public/private partnership or a local not-for-profit, whose mission would be to educate, promote and support the sustainable redevelopment of Greensburg, including developing partnerships and applying for grants to support the reconstruction efforts.

The SDRO’s initial focus would provide local government, builders, home owners and businesses with education and technical assistance as Greensburg and Kiowa County rebuild in a sustainable manner. The SDRO would be housed in a building that is built to meet green building standards or is retrofitted with green building components. The SDRO could also develop and operate a web site. Consideration should be given to co-locate a Sustainable Development Resource Office with the proposed Housing and/or Business

Resource Offices.

The SDRO would coordinate education events, workshops and training on the “Greensburg Green” Building Certification program (see page 19) and provide both hardcopy information, such as fact sheets, manuals, DVDs, exhibits and examples, along with web based information on such topics as:

- Design and construction of green homes and buildings
- Solar and wind energy
- Recycled materials
- High efficiency HVAC systems
- Lighting
- Healthy homes
- Appliances
- Landscaping
- Green mortgages
- Tax credits and qualifications

Additional tasks for the SDRO may include:

- Develop and provide a list of local “green” builders. These builders would have built an ENERGY STAR qualified or LEED® certified new home or building within the previous 12 months.
- Arrange for display of Kansas State University’s Solar Decathlon Home which utilizes only passive and active solar energy. It could be displayed to demonstrate new building techniques.
- Document the sustainable features to assist

with economic development marketing for the community and to provide a showcase community for Kansas Departments of Commerce and Kansas Housing Resources Corporation.

- Identify green utilities and other regional energy efficiency program sponsors and provide information to residents and businesses. These utilities and programs are ones that play a key role in promoting the construction and sales of ENERGY STAR qualified or LEED® certified new homes, including providing technical assistance, marketing support, home energy performance verification, and financial incentives.
- Partner with the local economic development agency to use the SDRO as a business incubator for attracting and marketing green businesses. The SDRO could also establish relationship with local school districts and public building managers and act as a teaching resource on sustainability issues.

ACTION STEPS

- Establish a public/private partnership or solicit interest from a local not-for-profit to provide resources to staff the Sustainable Development Resource Office.
- Develop applications for assistance from foundations and governmental agencies to support the initiatives of the SDRO.
- Develop an Operating Budget.
- Hire Resource Office staff to ensure accurate information is provided to residents, developers and other interested parties. A part-time Director is encouraged. Local building energy raters could be housed at the office along with space for exhibits and

lectures on appropriate topics.

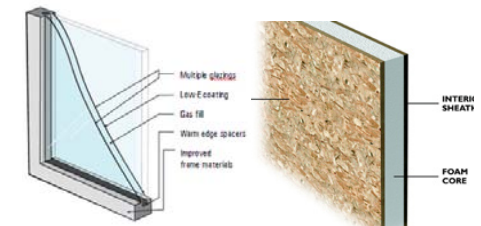
- Prioritize programs and initiatives to develop 1-year, 5-year and 10-year action plans.

COST ESTIMATE

Staff	\$16,000
Resource Office Space	\$100,000
Materials, Supplies	\$10,000
Total Cost	\$126,000
Funding Gap	(\$126,000)

POTENTIAL RESOURCES

- US Department of Energy NREL/IBACOS
- Greensburg City Planning Department
- US Department of Labor - National Emergency Grant
- US Environmental Protection Agency
- Corporate and Foundation Funding



DEVELOP SUSTAINABLE BUILDING PROGRAMS

Greensburg and Kiowa County have a unique opportunity to become the national leader in the design and construction of highly efficient and environmentally sound facilities. These projects focus on the methods that can be employed community-wide to become the model community for environmental and energy efficient design and construction. The first project identifies a way for the City, County and other public entities to become leaders of the community and the nation in environmental and sustainable building through a community-wide approach to sustainable development; establishing standards; and integrating philosophies. The second project consists of opportunities for home and business owners to use sustainable build strategies through a targeted certification program. Together these programs can reduce operating costs and environmental impacts and position Kiowa County and Greensburg to serve as a model community.



DESIGN PUBLIC FACILITIES TO HIGHEST CERTIFIED STANDARD

RECOVERY VALUE (Moderate)



To serve as a model community for cities throughout the country, the City and County must demonstrate their willingness to rebuilding public buildings in a sustainable manner. Committing to designing public buildings to achieve the highest certified standard shows the governments willingness to be a national leader in sustainable development.

PROJECT DESCRIPTION

The City and County should become the leaders in developing a sustainable community. Designing and constructing public facilities to meet the most stringent environmental and energy efficient standards will increase the sustainability and add unique elements to Greensburg and Kiowa County. Few public buildings in the country have been designed and built to meet the US Green Building Council's LEED® Platinum standard. Information on LEED® standards and rating system are included in the Technical Appendix. If Greensburg

and Kiowa County are committed to serving as a leader in sustainable communities, designing to LEED® platinum standards would demonstrate this commitment. This program would provide the community and the country with a model for sustainable building. In addition, a concentration of LEED® Platinum buildings in one community could provide a tourist attraction, especially for those interested in learning from the rebuilding process.

ACTION STEPS

- Develop and adopt a joint resolution between the City, County, hospital and schools to design all public buildings to the US Green Building Council LEED® Platinum standard.
- Prepare an ordinance that requires all publicly owned buildings be designed to meet LEED® Platinum standards.
- Ensure each public entity adopts the resolution.
- Identify the publicly owned buildings to which LEED® certification standards would apply.
- Provide LEED® training to appropriate municipal employees such as building inspectors or code administrators.
- Identify incentives and funding for the

incremental cost increase to achieve LEED® Platinum certification.

- Provide LEED® training opportunities for builders and developers.
- Register projects with US Green Building Council.
- Identify LEED® Accredited Professionals to assist in a 3rd party certification process.
- Develop a promotional document to show similar communities how to use LEED® standards to improve their quality of life (and advertise Greensburg)

COST ESTIMATE (PER BUILDING)

Inspector Training	\$1,000
USGBC Registration	\$600
LEED® Construction Premium	2% - 7%

(Increase in total building cost)

Total Cost **Undetermined**

POTENTIAL RESOURCES

- FEMA Public Assistance Funds
- FEMA 404 Hazard Mitigation Funds
- US Department of Energy NREL/IBACOS
- US Department of Energy - Innovative Energy Systems Program
- Smart Communities Network
- US Environmental Protection Agency - Energy Efficient Commercial Buildings Tax Deduction

WHAT IS THE USGBC?

The US Green Building Council is the nation's foremost coalition of leaders from across the building industry working to promote buildings that are environmentally responsible, profitable and healthy places to live and work.

Members of the US Green Building Council representing all segments of the building industry developed the LEED® Green Building Rating System and continue to contribute to its evolution.

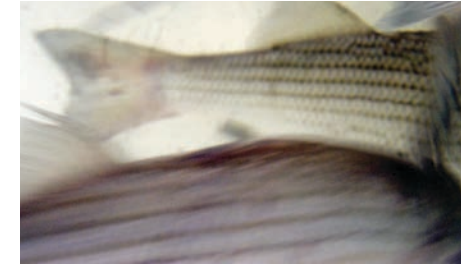
WHAT IS LEED®?

The US Green Building Council's Leadership in Energy and Environmental Design (LEED®) Green Building Rating System™ is the nationally accepted benchmark for the design, construction, and operation of high performance green buildings. LEED® gives building owners and operators the tools they need to have an immediate and measurable impact on their building's performance. LEED® provides a road map for measuring and documenting the success for every building type and phase of a building life cycle. The LEED® rating system was created to transform the built environment to sustainability by providing the building industry with consistent, credible standards for what constitutes a green building. The rating system is continuously refined via an open, consensus based process.

LEED® CERTIFICATION

The US Green Building Council certifies buildings of all types as LEED® Certified, Silver, Gold, or Platinum depending on the level of sustainable design and building construction strategies used.

Additional information may be found in the Technical Appendix.



BENEFITS OF GREEN BUILDING

Green buildings help to reduce fossil fuel consumption through energy-efficiency and the use of clean energy technologies. They minimize the use of water both inside and outside the building, thus reducing the stress on the local water infrastructure and keep aquatic ecosystems intact.

Green buildings help to protect forest ecosystems by reducing the use of wood for construction and using sustainable forest products.

Green building practices seek to reduce consumption of material resources during construction and occupation by promoting the use of recycled materials, reduction or reuse of wastes and recovery of unused materials.

Paint, adhesives, carpets, and wood, among other building materials, often contain a wide array of chemical pollutants. These toxic substances continue to be released into the indoor and outdoor environment long after construction has been completed. They can contaminate the air and water and some substances remain in the environment for many years. Because green buildings contain non-emitting materials, they pose less of a risk to the buildings occupants and the natural environment.

DEVELOP A "GREENSBURG GREEN" CERTIFICATION PROGRAM

RECOVERY VALUE (Moderate)



This project addresses the "green" aspect of rebuilding homes and businesses in Greensburg and has a moderate recovery value. Most homes and businesses in Greensburg will need to be rebuilt. Making them energy efficient will have both short term and long term benefits for the owners and the community.

PROJECT DESCRIPTION

The Greensburg Green Certification Program would be a voluntary green building initiative for owners/builders/developers that are building homes, commercial businesses, churches and other privately owned buildings in Greensburg. The Certification Program is similar to and complementary to a regular building permit program, except that participants will also submit a "Commitment Form" indicating the level of Green they will attempt to achieve. The program may provide incentives to the owners/builders, and allow the City of Greensburg to inspect and certify homes that meet sustainable and energy efficiency standards. This project will result in increased understanding of sustainable building and the construction of high quality, affordable buildings. These buildings also provide significant reductions in maintenance and operating costs and minimize the cost of supplying energy needs during the initial reconstruction of Greensburg.

ACTION STEPS

- Work with EPA and DOE to develop criteria for the Certification Program based in part on the LEED® residential pilot program.

- Develop incentive packages for individuals attempting to achieve Certification.
- Develop a checklist and guidance materials for homeowners and builders about the Greensburg Green Building Program. (See Technical Appendix for suggested sample)
- Partner with area builders, building owners, participating agencies and stakeholders to promote green building throughout the City of Greensburg to increase awareness of program and potential for community support and participation.
- Offer education events for homeowners and workshops for builders on the Certification Program.
- Work with the City to identify methods for prioritizing permit applications for program participants.
- Train appropriate City staff on application of Certification Program.
- Enlist architects and home energy raters to help train officials on the Certification Program and provide education to residents.
- Market Certification Program to home builders, home owners and building owners.

COST ESTIMATE

Marketing	\$ 5,000
Printing	\$ 10,000
Workshop	\$ 5,000
Training	\$ 10,000
Total Cost	\$ 30,000
Funding Gap	(\$30,000)

POTENTIAL RESOURCES

- US Environmental Protection Agency
- USDA - Rural Development
- Private Foundations



Heating & Cooling



Human Safety



Construction



Life Style



Daylighting



Water



Materials



Energy

IDENTIFY AND UTILIZE ENERGY ALTERNATIVES

Greensburg is located in the High Plains of central-western Kansas where both wind and solar energy stand out as potentially viable sources of renewable energy. The surrounding area is also an oil and gas-producing region, making Greensburg and Kiowa County relatively rich in both actual and potential energy resources. Given the limited quantity of oil and mineral resources for energy, and that most of Greensburg's energy supply infrastructure has been destroyed, now is an opportune time to build an infrastructure that accommodates use of renewable electricity and fuels. Kiowa County could potentially become a net exporter of renewable energy during the coming years, and create a new economy in the area based on the export of energy. Greensburg has a rare opportunity to develop an energy plan that meets the needs of the community and utilizes abundant renewable resources. These free resources include wind, solar, methane or natural gas from the landfill, and production of biofuels. There are multiple ways to utilize these resources community-wide, in public locations or as individuals. Greensburg can rebuild with an eye toward the future.

An affordable, safe, and environmentally responsible energy supply is vital for Greensburg's recovery. Not only is energy an ingredient of any process or product produced in the town,

but a sound energy policy would attract even more industries, businesses and jobs to the city by offering a diversified portfolio of energy supplies. Greensburg can recover from this disaster and take the opportunity to position itself at the forefront of energy production.

The use of renewable energy contributes to several goals of Greensburg's Vision Statement for rebuilding including:

- **Sustainable Development.** In conjunction with energy efficiency, renewable energy is a key consideration in sustainable community design. Renewable energy generation should be considered in community planning. For instance, district heating and cooling powered by renewable sources, such as biomass, can work very well if buildings are located closely together.
- **Environmental Quality.** Solar, wind, and geothermal heat pump systems generate power and provide heat without any impact on local air and water quality. Biomass is much more environmentally benign than other fuel options.
- **Economic Development.** Renewable energy employs local professionals and trades to manage, install, operate and maintain the renewable energy systems. This money remains in the community producing more jobs rather than being exported from the town to import energy.
- **Safety and Security.** Renewable energy systems are often installed as a redundant source of power.
- **Risk Management.** Renewable energy, as part of a balanced energy portfolio, mitigates the risk of energy supply interruptions and the impacts of energy price spikes on the local economy.



IDENTIFY CITY-WIDE ENERGY GENERATION OPTIONS

RECOVERY VALUE (High)



A program to evaluate energy generation options focusing on renewable energy alternatives is important for the community during recovery. This project demonstrates Greensburg's willingness and desire to become a national leader in sustainability.

PROJECT DESCRIPTION

In order to make the best decision regarding the selection of energy options at the lowest cost to residents, all options should be examined and a plan for utilizing resources in the most efficient manner developed.

ACTION STEPS

- Work with Department of Energy, National Renewable Energy Laboratory (NREL) to develop energy option plan.
- Use technical assistance from NREL to evaluate proposals for energy options.
- Evaluate renewable energy technology solutions for Greensburg, including distributed and centralized solutions, considering solar intensity, wind speeds, biomass resources, utility rates, regulatory and environmental policy, financial incentives, technology characteristics and current costs, to identify renewable energy technologies that are best suited to Greensburg.
- Review performance of renewable energy systems already installed in surrounding communities to determine which technologies are performing as expected and to increase familiarity with these new technologies.

- Prepare feasibility assessment of each candidate technology, and consider packages of bundled measures to improve cost-effectiveness. Prepare procurement specifications; issue Requests for Proposals; evaluate; and select.
- After installation, perform long-term measurement and verification to ensure performance of renewable energy systems installed on city buildings.
- Target educational efforts in the community on the opportunities for renewable energy utilization and provide information to evaluate options. The Sustainable Resource Office can be the vehicle for education once established.

COST ESTIMATE

Technical Assistance (NREL)	\$ 0
Total Cost	\$ 0

POTENTIAL RESOURCES

(Possible sources for energy generation systems Funding)

- Clean Renewable Energy Bonds (CREBS)
- Renewable Energy Production Incentive (REPI)

CREATE COMMUNITY OPPORTUNITIES FOR RENEWABLE RESOURCES



RECOVERY VALUE (Moderate)

Opportunities for incorporating renewable resources into community-wide uses are of moderate importance for recovery since they will have a long-term impact on the way the city and community rebuilds. These opportunities can reduce the operating costs for Greensburg and Kiowa County.

PROJECT DESCRIPTION

There are many ways the community can work together to reduce energy costs when rebuilding. Elements of public areas such as street lights or watering systems for community property can be designed to use renewable resource and reduce maintenance costs. The following project identifies ways the community can identify and use renewable energy and sustainable design for the overall benefit of the community.

Some renewable energy measures may be implemented on individual buildings or applications such as:

- Solar preheating of ventilation air entering a building.
- Solar water heating for domestic, commercial, or swimming pool uses.
- Rooftop solar panels for electricity
- Solar lighting for parks, signs, parking lots, etc.

Other measures may be implemented in centralized installations that could distribute power and heat to multiple buildings:

- Wind Farms. Kansas is the third-best state in the US for wind energy, and has several existing wind farms and many proposed.
- Biomass (agricultural wastes, landfill methane)

for heat, electricity, and fuels (bioethanol and biodiesel). Kiowa County has ~60,000 tons of crop residues/year, and a landfill nearby.

- Arrays of solar panels for electricity.

ACTION STEPS

- Revise city policies to promote renewable technologies for distributed (business and residential) solutions.
- Provide requirements in building codes and permit applications to evaluate and encourage renewable energy applications on individual buildings.
- Prepare a solar access ordinance for new neighborhood platting. Exempt the cost of on-site renewable energy projects from sales and property taxes.
- If possible, adopt net-metering and other policies to encourage on-site renewable energy use by building owners.

COST ESTIMATE

Consulting Services	\$50,000
Total Cost	\$50,000
Funding Gap	(\$ 50,000)

POTENTIAL RESOURCES

- Department of Energy, National Renewable Energy Laboratory - Technical Assistance

ENCOURAGE INDIVIDUAL ENERGY ALTERNATIVES

RECOVERY VALUE (Moderate)

The creation of voluntary programs, perhaps coupled with various financial incentives, for the use of different alternative energy sources, such as solar or wind power, offer long-range benefits to individual residents and businesses during the rebuilding of Greensburg. The rebuilding of Greensburg is also being singled out in national media as a “green” city; a program for the use of alternative energies is an integral part of being “green.”

PROJECT DESCRIPTION

Individuals and private businesses should take advantage of the natural resources for energy generation to offset their utility bills. This element would be part of the Greensburg Green Certification program, but may be of interest to those looking to reduce utility costs. This project looks at the most cost-effective use of sustainable technology.

The community should coordinate with sustainable resource partners - Environmental Protection Agency, Department of Energy, National Renewable Energy Laboratory, The Building America Program through IBACOS - to identify the most effective building design and energy options. Specific projects include:

- Use of energy efficient building materials
- Building orientation

- Solar water pumps (ideal for Greensburg with abundant sunshine and well water). Solar water pumps can be portable, an advantage over traditional stationary windmills (they can be moved to where there is water).

Descriptions of additional renewable or “green” energy technology available to home and business owners can be found in the Technical Appendix.

ACTION STEPS

- Implement Greensburg Green Building Program.
- Identify the most effective building design and energy options for community implementation.
- Educate the community through the Housing and Sustainable Development Resource Centers.
- Identify other technical experts to partner with the community as they rebuild.
- Identify options for reduced cost bulk purchasing of energy efficient appliances and sustainable materials.



COST ESTIMATES

The average household requires 2-3 kilowatts of energy. The following information estimates the cost range to purchase and install equipment for residential use:

Utility-scale photovoltaics (solar):
\$ 10,000-21,000

Residential-sized grid-connected photovoltaics (solar with back-up to regular grid):
\$ 14,000-27,000

Stand-alone residential with batteries that store energy not used:
\$ 24,000-45,000

Residential wind power (1.5MW turbines):
\$ 4,500-10,000+

Biomass heat (e.g. pellet stove):
\$ 2,500-7,000

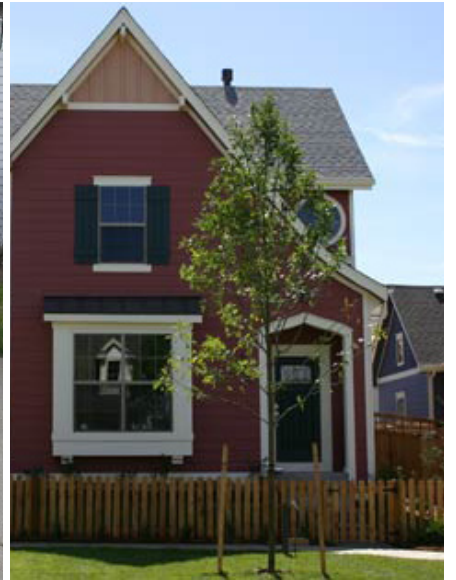
Plus pellets: **(\$300-700/year)**
Solar Ventilation Preheating: **~ \$ 20,000**
Solar Water Heating: **\$ 1,000-1,300**
w/ annual operations **~ \$ 125-150**
Geothermal Heating: **\$ 5,000-12,000**
Above the cost of conventional systems

POTENTIAL RESOURCES

- Residential Solar & Fuel Cell - Federal Tax Credit
- Residential Energy Efficiency Tax Credit
- Energy efficient mortgages - HUD, USDA
- US Department of Energy - Materials for Energy Efficient Industrial Processing
- USDA Renewable Energy Systems and Energy Efficiency Improvements Program (agriculture)
- USDA Renewable Energy Systems and Energy Efficiency Improvements Program (agriculture guaranteed loan program)
- Energy Efficient Home Credit (IRS Form 8908)

HOUSING





INTRODUCTION

One of the greatest needs identified by Greensburg and Kiowa County residents was finding a way to return home. With approximately 900 homes damaged or destroyed in Kiowa County, there are few options for those looking to return to the community to rebuild or for those coming to the community to offer assistance. In Greensburg alone approximately 90% of the housing units were destroyed or made uninhabitable.

As the households and families in the County and City struggle to rebuild or find replacement homes, housing recovery is receiving the highest attention from community groups, the State of Kansas and other government agencies. The state and other disaster recovery partners have made rebuilding housing one of the highest priorities in Greensburg.

The Long-Term Community Recovery team has worked with the citizens of Kiowa County and Greensburg to develop strategies that focus on leveraging one-time funding sources to provide replacement housing. The strategies in this section deal primarily with addressing new construction. Strategies were developed from community input at community and individual meetings. These projects include: Establish a Housing Resource Office, Rebuild and Repair Housing for Homeowners and Renters, Utilize Affordable Housing Concepts, and Housing Project Opportunities.

Recovery partners are key elements to producing affordably priced homeownership and rental housing. Some of the key partners active in providing technical assistance and housing program services to Greensburg and Kiowa County include, US Department of Agriculture, Rural Development; US Department of Energy, Building America Program and National Renewal Energy Laboratory; US Environmental Protection Agency; US Department of Housing and Urban Development; US Department of Labor; US Small Business Administration; Kansas Department of Commerce and Kansas Housing Resources Corporation; and many others.

RECOMMENDED PROJECTS

	PAGE NO.
Establish a Housing Resource Office	28
Build and Repair Housing for Homeowners	30
Conduct a Housing Marketing Study	30
Identify and Utilize Grant and Loan Programs	30
Provide Direct Assistance to Homeowners	31
Offer Developer Incentives	32
Build and Repair Housing for Renters	33
Encourage Developers and Builders	33
Provide Direct Assistance to Renters	34
Utilize Affordable Housing Concepts	35
Provide Accessory Housing Options	35
Develop Mixed-Use Downtown Housing Options	35
Develop Transitional Housing Units	36
Establish a Land Bank	36
Use Alternative Housing Systems	37
Develop Self-Help Housing	37
Housing Project Opportunities	38

HOUSING NEED

Each housing project in this Recovery Plan targets a specific need identified in the community. This section of the Recovery Plan documents the data collection and analyzes the data to determine the post disaster housing need. This information will need to be updated and refined regularly as the community recovers. Data and community input were used to develop strategies to target housing issues. These strategies were then developed into recovery projects that meet the community's housing need efficiently and affordably.

Long-Term Community Recovery staff conducted a house by house survey to determine the extent of damage and destruction and the current status of the land. The assessment included the following information:

- Condition of the structure,
- Condition of the lot,
- Rebuilding status, and
- Foundation condition.

Due to limitations of time, a similar analysis was not conducted in Mullinville, Haviland or the remainder of Kiowa County. Detailed data was not available on an area-wide basis so the majority of the information in this section is based on two field surveys of Greensburg and analysis of 2000 Census data to determine the housing need. The data collected has been used for analysis and planning purposes only. These numbers should not be viewed as confirmation of number of damages or destruction.

The majority of the housing units in Greensburg sustained major damages or complete destruction and nearly all households were affected on some level. **Ninety percent (90%) of the housing stock in Greensburg was severely impacted by the disaster.** The majority of houses in Greensburg were single family homes

with a few apartment developments. Seventy percent (70%) of Greensburg households owned their own homes and nearly half no longer had mortgage payments. Approximately 75% of homeowners had insurance however the vast majority were underinsured. The average home was valued at \$46,500 due to the age of the housing stock; however it appears the insured value may have been slightly higher than the average home value. For the purposes of this document, an average insurance estimate of \$50,000 per destroyed house will be used for analysis. One of the biggest challenges for homeowners is the gap between this estimate (\$50,000), and the \$120,000 estimated replacement cost of a 1300 sq. ft., 3BR/2BA.

Renters will face similar challenges in returning to the community. The challenge for builders is to replace destroyed rental units with new construction in a market where the average rent was \$335 per month.

It is assumed not all residents will return after a disaster of this scale. This does not mean Greensburg and Kiowa County will experience a population decline in the long-term. New residents may be attracted based on the way the community chooses to rebuild, the resurgence of business and the opportunity to live in a community with new, state of the art services and schools.

For the purposes of this document, it is assumed that the overall County population will decline only slightly. It's projected the City of Greensburg will experience a steady increase in population with a reasonable expectation of reaching the pre-disaster population within 5 years.

As development and reconstruction continues, programs and strategies can be adjusted and developed to meet the needs of new and returning residents. The strategies identified in the Recovery Plan will identify ways to bridge this gap to make housing safe, secure and affordable for all Greensburg and Kiowa County residents.

Many of the strategies contained in the Recovery Plan are applicable to residents of both Greensburg and Kiowa County; however, some assistance and programs relate directly to Greensburg due to the level of destruction.

GREENSBURG PROJECTED HOUSING NEED				
	Occupied Units (Pre Disaster)	18 Month November 2008	3 Year May 2010	5 Year May 2012
SINGLE FAMILY HOMES FOR OWNERS	515	255	320	530
RENTAL PROPERTY	215	110	160	215

Source: FEMA Long-Term Community Recovery team.
This chart summarizes the projected housing demand and timeframe. The number of occupied housing units required to house a steadily increasing population are identified. These projections do not account for replacement of pre-disaster vacant properties. The projected return rate of the Greensburg population is based on the level of damage and, community response and of fifty percent in the next 18 months, seventy five percent in three years and 100% in five years.



Greensburg Before and After the May 4, 2007 tornado

KIOWA COUNTY HOUSING BREAKDOWN

	Pre-Disaster		Post Disaster		
	Housing Stock	Occupied Housing Units	Destroyed	Impacted	Total Damage
OWNER (72%)	580	457	36	54	90
Very Low Income		114	9	14	23
Low Income		101	9	12	21
Moderate +		242	18	28	46
RENTER (28%)	226	178	14	21	35
Very Low Income		45	4	5	9
Low Income		39	3	5	8
Moderate +		94	7	11	18
COUNTY TOTAL	806	635	50	75	125

GREENSBURG HOUSING BREAKDOWN

	Pre- Disaster		Post Disaster		
	Housing Stock	Occupied Housing Units	Destroyed	Impacted	Total Damage
OWNER(70% of the population)	621	515	462	72	534
Very Low Income(25% of the population)	155	129	116	18	134
Low Income(22% of the population)	137	113	101	16	117
Moderate + (53% of the population)	329	273	245	38	283
RENTER(30%)	266	215	198	31	229
Very Low Income	67	54	50	8	58
Low Income	59	47	43	7	50
Moderate+	140	114	105	16	121
City Total	887	730	660	103	763
CITY + COUNTY TOTAL	1693	1365	710	178	885

HOMEOWNERS

More than 500 households will need assistance to repair or reconstruct homes in the City and County.

Some residents will have the ability to return to the community relatively quickly with their own resources. As stated earlier, the majority of homeowners had insurance on their homes; however, not enough to cover the gap between the value of the house and the actual cost of a new home. It is estimated 20% of homeowners will have sufficient funds available to rebuild with limited or no financial assistance. These residents may still benefit from technical assistance and streamlining of permitting and inspections but may not require additional

financial assistance to rebuild. Approximately 500 owner-occupied housing units will require financial assistance to rebuild. Nearly half of those in need of assistance are low and very low income households.

The estimated \$120,000 replacement cost of a house will be a burden for many in a County where the median household income is \$31,567.

Projects and strategies for homeowners focus on providing technical assistance for residents as they work through the purchase, permitting and process of buying a new home, and obtaining financial assistance in the form of grants and loans.

RENTERS

Approximately 200 rental units will need assistance to repair or replace units in the City and County.

The rental housing in the area sustained considerable damage and destruction in the disaster; however, in the months since the disaster there have been a number of repairs started on existing rental housing developments. In addition, a number of tax credit projects for rental housing have been proposed and appear viable to assist in increasing the number of available units. Despite the increasing availability of rental housing, the costs of new and refurbished rentals remain a barrier to many. Nearly half of all renters (more than 100 households) are low or very low income households and will need considerable assistance. Incentives and first cost reductions for developers and direct subsidies to renters are needed to address rental needs.

LOCATION OF HOUSING NEED

Much of southern central and western Kansas was impacted by the strong storms and tornados of early May, however; the most severe impact was in the City of Greensburg. The EF-5 tornado approached from the south and cut more than a mile and a half path of destruction through the majority of the City. Some of the homes and businesses along the outer edges of Greensburg were spared the brunt of the impact and complete destruction. In the southwestern and north eastern corners of the city owners have been able to repair their structures and occupy housing units as services were restored. Housing damage also occurred outside the City of Greensburg and is eligible for many of the programs identified in this plan. However, due to the level of destruction within Greensburg city limits certain projects and programs are applicable only to those areas.

BUILDING SAFER AND STRONGER

When reconstructing the homes and buildings in the community, citizens should use the Best Practices to rebuild buildings more resistant to severe wind events. Technical manuals are available from FEMA to provide assistance to homeowners, architects and building officials for guidance on stronger building techniques. These Best Practices strategies include, but are not limited to, safe rooms, hurricane clips and storm shutters.

Other partners that provide helpful information include the National Storm Shelter Associations, the International Code Council and the Wind Science and Engineering Research Center.



Residential Parcels before the Tornado

ESTABLISH A HOUSING RESOURCE OFFICE

RECOVERY VALUE (High)



This project focuses on providing assistance to homeowners during the rebuilding process and has a high recovery value. Housing can return faster if homeowners have access to a “one-stop-shop” location to assist them with information on permitting, inspection, financing and rebuilding options.

PROJECT DESCRIPTION

Understanding the large number of housing options, programs, assistance and requirements can be overwhelming, especially following a disaster. The technical aspects of many housing programs are considerable. The creation of a Housing Resource Office would meet the needs of all Greensburg and Kiowa County residents who must rebuild or find a home after the disaster.

A Housing Resource Office can provide City and County homeowners, renters, builders, and developers with information on financial assistance and housing options. The Housing Office can provide information and assistance in a targeted user-friendly environment to support informed decisions, including:

- Affordable Housing Design
- Sustainable Building Concepts
- Consumer Protection and Insurance Advocacy
- Housing financing and funding opportunities for home buyers, builders, developers, government and non-profit entities
- Information/Assistance with permitting and inspection processes
- Financial counseling
- Home-buying seminars

The Housing Resource Office would require initial funding for the cost of office space and staff. After start-up funding, it would be the function of the staff to work toward becoming self-sustaining by pursuing federal, state, corporate and foundation funding for continued operation. The Technical Appendix provides potential housing funding from federal, state, corporate and foundation sources.

The Office could be housed with City/County building or zoning offices to encourage the development of systems to expedite the permitting and inspection process, reduce the time to build and occupy housing, and encourage cost-effective sustainable housing construction. This location could streamline the process for users and minimize the burden and complexity of the rebuilding process. Another option for locating the Housing Resource Office could be to collaborate with the Sustainability Resource Development Office and the Business Development Assistant Program office on a location and facility.





ACTION STEPS

- Establish a 501(c)(3) nonprofit Housing Resource Office to serve the City and County.
- Identify a facility to house the Resource Office.
- Evaluate options for a housing Resource Office with City of Greensburg Building and Codes, and Kiowa County building functions or within the larger Resource Center, with the Sustainable Development Resource Office and Business Development Assistance office.
- Obtain Center Funding - Seek sufficient funding to establish facility.
- Hire and train qualified staff (estimated to be one full-time and one part-time).
- Create a Kansas Fellowship Program, a two year Fellowship Program with state universities to pursue long-term approaches and methods for the design and construction of affordable and sustainable housing.

SUSTAINABLE OPPORTUNITIES

- Construct a facility to showcase sustainable and model "green" concepts.
- Provide information and resources on types of building and sustainable design
- Promote "Green Mortgages".

COST ESTIMATE

Staff (1 Full-Time; 1 P/T)	\$ 60,000
Fellowship Program	\$ 50,000
Resource Office Space	\$ 100,000
Total Cost	\$ 210,000
Funding Gap	(\$ 210,000)

POTENTIAL RESOURCES

- Kansas Housing Resources Corporation
- US Department of Energy, NREL, Building America Program
- US Department of Agriculture, Rural Development
- US Department of Labor
- US Department of Housing & Urban Development
- Enterprise Foundation - Green Communities Grants & Loans
- Home Depot Foundation - Affordable Housing Built Responsibly



GREEN BUILDING RESOURCE CENTER

A partnership between **Global Green USA** and the **City of Santa Monica**, the Green Building Resource Center is stocked with samples of the most popular environmentally friendly building materials and provides free design advice and information about green building strategies.

GLOBAL GREEN USA

UPCOMING EVENTS

Monthly Green Building Panel Discussion:

Topic: TBA

Date: Tuesday, Sept 18, 2007

Time: 6:30PM – 8:30PM

Location: Santa Monica Main Library

Join us for a panel discussion on how to use salvage/reclaimed

City of Santa Monica

BUILD & REPAIR HOUSING FOR HOMEOWNERS

The following projects focus on addressing the needs of homeowners to rebuild and repair housing. The goal of the project is to rebuild 530 homes in Greensburg and Kiowa County in the next 5 years. The focus is to assist all citizens, but particularly those of low and very low income, an estimated 300 households. A variety of methods may be used in combination to make homeownership and the rebuilding of previous homes possible including direct assistance and developer incentives.

It is estimated that a modest new housing unit will have an average cost of \$120,000 while the cost of repair will vary greatly according to the impact sustained during the disaster. One of the biggest challenges for homeowners is the gap between the previous median home value of \$46,500 before the tornado, and the \$120,000 base price estimated for replacement of a 1300 sq. ft., 3BR/2BA. Residents have also expressed concern that homes will be appraised lower than the actual cost of construction.



NEW HOUSE COSTS:

Average New Home Cost: \$120,000
 Site Work/Clean Up: \$10,000
 Basement/Additional Site Work: \$10,000
Total Projected Cost: \$140,000

ANTICIPATED ASSISTANCE:

KHRC Down Payment Assistance \$25,000
 Insurance: \$ 25,000*
Total Anticipated Assistance: \$ 50,000

GAP:

AVERAGE RANGE: \$70,000 - \$100,000
NUMBER OF HOUSEHOLDS: 530
MEDIAN INCOME: \$31,575

**TOTAL COST TO REBUILD HOUSING
 NEED \$37,100,000 - \$53,000,000**

** Assumes 50% equity established in house*

CONDUCT A HOUSING MARKET STUDY

RECOVERY VALUE (Moderate)



The market study is a moderate recovery value because it can provide a document to support the investment of developers in the community. This investment allows residents to return quickly and ensures a mix of housing types to meet all residents' needs.

PROJECT DESCRIPTION

In order to ensure a mix of housing options and opportunities a market study should be undertaken. The market study will also assist in demonstrating the projected need and market to attract developers to the area.

ACTION STEPS

- Work with KHRC and USDA Rural Development to develop requirements for a market study scope of work.
- Release a Request for Proposal to complete the market study.
- Identify and secure funding for the study.

COST ESTIMATE

Consultant Services: \$ 25,000
Funding Gap: (\$25,000)

POTENTIAL RESOURCES

- CFED (national non-profit) I'm Home Program

IDENTIFY AND UTILIZE GRANTS AND LOAN PROGRAMS

RECOVERY VALUE (Moderate)



The gap in the cost of housing for residents is substantial. It is important for the recovery of the community that all financial assistance currently available is identified and used to increase the affordability of housing or residents will be unable to return.

PROJECT DESCRIPTION

Funding has been made available through a variety of federal, state, local and nongovernmental entities. The goal of this project is to identify and secure direct financial assistance for homeowners. This may include special financing options to reduce monthly mortgage payments or direct financial assistance from non-profits and for-profit developers, banks and lenders, and the secondary market. It is important to make as many housing funding resources available for the recovery effort as possible. In addition to existing programs, consideration should be given to the creation of a revolving loan fund to buy-down the initial cost of housing. Details on each of these programs can be found at www.greensburgks.org and in the Technical Appendix.

ACTION STEPS

Utilize Kansas Housing Resources Corporations (KHRC) programs and funding to reduce the initial home cost including:

- Down Payment Assistance Program
- The First Time Home Buyer Program has waived the first time restriction. This allows all Greensburg residents to apply for up to \$25,000 in down payment and closing cost assistance.
- KHRC New Home Construction Program

Work with USDA Rural

Development to utilize existing housing assistance programs including:

- 504 Home Repair Loans and Grants
- 502 Guaranteed Program

Continue to identify grants and no/low interest home loans to reduce the housing cost to City and County homeowners.

COST ESTIMATE

Housing Specialist: \$ 40,000

Funding Gap: (\$ 40,000)

POTENTIAL RESOURCES

- US Department of Labor Emergency Grant/Kansas Department of Commerce
- CFED (national non-profit) I'm Home Program - catalyst grant
- Koch Corporate Giving Program
- John Deere Foundation

PROVIDE DIRECT ASSISTANCE

RECOVERY VALUE (High)



One of the most important elements of rebuilding is the construction of housing for returning residents. The financial burden for most homeowners will be significant. Direct assistance will be critical to bringing back Greensburg residents who comprise the community. It is of vital importance that homeowners rebuild in order for the community thrive and prosper.

PROJECT DESCRIPTION

For many homeowners, the simplest and most efficient way to provide assistance is through direct assistance. Direct Assistance allows residents to access existing and new resources within the community as they rebuild.

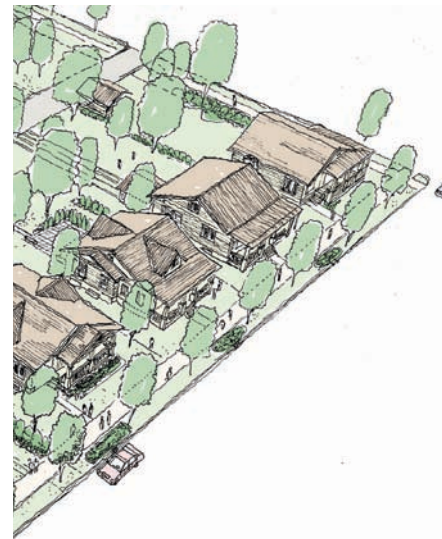
ACTION STEPS

- Work with volunteer and nonprofit housing entities and associations to provide direct assistance to individuals and households in the rebuilding process.
- Provide Credit Counseling seminars and other financial management/training for those who may need assistance to qualify for various housing programs.
- Hold Homeownership Workshops with assistance from the USDA Rural Development and KHRC to educate residents on homeownership and home buying process.
- Streamline building codes and development requirements to identify and resolve any impediments so they do not delay construction progress or add to the cost of building.
- Establish clear title, and address any environmental, zoning or other issues that would stop or delay housing rebuilding.
- Develop a Revolving Loan Program:

To meet the gap funding a revolving loan fund could be established. Individuals and households could apply for minimal or no interest loans, repayable over an extended period of time to be combined with other funding sources to keep payments affordable. The interest rate and repayment time could be based on income.

Develop a Survey / Inspection Services Assistance Program

- All residents in the City are required to have a survey prior to receiving a building permit. The survey cost, as well as the structural inspections for basements remaining after the disaster, could be reduced through a direct assistance program.



COST ESTIMATE

Revolving Loan Fund	\$ 200,000
Seed funding	
Survey/Permitting Assistance	\$ 400,000
Estimated 500 homes @ \$800 per home	
Total Cost	\$ 600,000
Funding Gap	(\$ 600,000)

POTENTIAL RESOURCES

- KHRC - New Home Construction Program
- KHRC First Time Home Buyer Program - Down Payment Assistance Program
- National Renewable Energy Laboratory (NREL) - Build America
- Housing and Credit Counseling, Inc. (HUD Approved Agencies throughout Kansas)
- USDA- Rural Development; KHRC Home Buyer Classes
- USDA Rural Development - 502 Home Ownership Program guaranteed and direct loan program
- USDA Rural Development - 504 Home Repair Financing Program (case by case determinations) 1% fixed rate loan and/or grant program for home repair
- Federal Home Loan Bank - Housing and Community Development Emergency Loan Program (HELP)- low-interest short-term and conventional-term loans
- KHRC - Kansas Energy Efficient Program (KEEP) low-interest loan
- United Way of the Plains - Green For Greensburg Fund

OFFER DEVELOPER INCENTIVES

RECOVERY VALUE (Moderate)



Developers and builders are needed to construct homes for the residents returning to Greensburg. Providing incentives will assist in expediting the construction of housing units which are critical for community recovery.

PROJECT DESCRIPTION

Developers may need incentives due to the distance of Kiowa County from a major metropolitan area where there are abundant supplies and labor. The following action steps identify ways to entice developers to the area to expedite the housing recovery efforts primarily through financial incentives.

ACTION STEPS

Educate developers about special Federal Home Loan Bank financing for post-disaster development program.

- Provide additional points to the application if the applicant can demonstrate the housing will meet an objective of the Greensburg + Kiowa County Recovery Plan.

Identify and support funding programs to recruit developers.

Create Greensburg/Kiowa County incentive program to meet developer needs which may include:

- Use of City/County owned land as a staging ground for materials and to house construction workers.
- Expedited permitting process.
- Provide subsidy to developers willing to construct a minimum number of in-fill housing units.

Identify financial incentives for builder/developers to create homeownership opportunities, particularly for low and moderate income families and individuals.

Advocate for the creation of an affordable RV park to provide adequate spaces for temporary housing for the surge of construction workers needed in the community over the next few years. This will ensure that housing costs for workers do not radically increase labor costs for rebuilding.

Streamline building codes and development requirements.

COST ESTIMATE

(Part time) Staff	\$ 10,000
Funding Gap	(\$10,000)

POTENTIAL RESOURCES

- KHRC - Housing Tax Credit Program
- KHRC - Home Investment Partnership Program
- Federal Home Loan Bank - Housing and Community Development Emergency Loan Program (HELP)
- Enterprise Foundation - Early pre-development low interest loans
- US Treasury/Enterprise Foundation - New Market Tax Credits
- Kansas Department of Commerce - Tax Increment Financing Districts for industrial, commercial, residential real estate projects

SUSTAINABLE OPPORTUNITIES

Use funding to pay for the incremental cost increase to build sustainable housing. The criteria could be developed through the Sustainable Development Resource Office in collaboration with the Housing Resource Office.

- Reduce the lifetime housing cost of residents by building to the Greensburg Green Certification Program as it is developed.
- Request/require developments receiving any city or county resources build to an established standard, use the Energy Rates.
- Greensburg and Kiowa County residents have the opportunity to rebuild with healthy, affordable, and durable materials, equipment, and appliances.



BUILD AND REPAIR HOUSING FOR RENTERS

As many as 200 rental housing units including, duplexes, triplexes, and single family homes were destroyed as a result of the disaster. The median rent in the City/County according to the 2000 Census was \$335. The challenge for renters may be that costs could rise as high as \$750 per month for new units based on new construction costs.

These projects will identify the ways to achieve the goal of constructing 200 rental units within 5 years through incentives, grants and subsidies. Multiple strategies will be required to produce the volume, type, and price of units needed, particularly for low and very low income residents. Rental strategies must remain flexible to meet the need of residents and developers as needs continue to develop.

Unless the housing funding gap is adequately addressed, the additional cost of rental housing could lower the standard of living since families and individuals will spend much more of their income on housing costs, leaving a greatly reduced discretionary income to buy goods and services which also adversely affects local retailers.

SUSTAINABLE OPPORTUNITIES

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

ENCOURAGE DEVELOPERS AND BUILDERS

RECOVERY VALUE (High)

Incentives to develop rental housing are a high recovery value as it is important that these units be rebuilt as quickly as possible in order for Greensburg to retain the community's population.

PROJECT DESCRIPTION

The cost of rental housing can be reduced by lowering the initial expense of developing housing and passing that savings on to the renter. The following describes some of the ways to lower the cost of rental housing.

ACTION STEPS

Identify rental opportunities to support reconstruction efforts, including:

- Investigate prospects to address the current limitation on available housing for workers.
- Develop land for RV rentals.
- Provide opportunity for developer to construct a temporary facility close to work and services.

Support the development of planned and existing rental housing projects through the Housing Resource Office, including:

- Rebuild 24 unit Komotara Senior Public Housing Project.
- Assistance for the 32 unit Prairie Point Senior Housing project.
- Coordinate with the Iroquois Center to identify locations for proposed 16 rental units.

Work with developers to offer incentives for development of rental housing:

- Identify financial incentives for builder/developers to create homeownership opportunities, particularly for low and moderate income families and individuals.
- Identify and market possible building sites and parcels for development.
- Encourage the use of Housing Tax Credits to offset housing project costs, and build knowledge and capacity of housing partners on US Treasury New Markets Tax Credits.
- Streamline the development process to identify any impediments before they delay building or add to the cost.
- Develop a cooperative of all housing related leaders in the community.
- Bring together non-profit and for-profit housing developers, banks, lenders, and the secondary market to make as many housing funding resources available for the recovery of the rental housing needed in the City/County.
- Build capacity within the regional banking and community development sectors to effectively pursue tax credits, program related investments, and structured financing.
- Create financing strategies and structure funding proposals to leverage disaster funding awards to produce sufficient rental units. Coordinate creative financing alternatives between lenders, non-profit and for-profit developers.

COST ESTIMATE

Housing Resource Staff \$ 10,000
Funding Gap (\$ 10,000)

POTENTIAL RESOURCES

- USDA Rural Development - 515 Direct Loan Program for funding new construction or rehabilitation of rental housing - 1% loan program
- USDA Rural Development - 538 Guaranteed Loan Program for funding new construction or rehabilitation of rental housing USDA interest rate buy-down
- KHRC Home Investment Partnership funds - Tenant Based Rental Assistance Program (competitive grant program) up to \$300,000
- KHRC - Rental Property Development Program - loan up to 102% of total development costs
- KHRC - Home Rental Development & Community Housing Development Organization (Home Rental and CHDO) 15% of annual HOME allocation set aside for rental development
- Federal Home Loan Bank (FHLB) Topeka - Affordable Housing Program
- USDA Rural Development Site Loan Program to buy/develop lot for low-income family housing - competitive interest rates



PROVIDE DIRECT ASSISTANCE TO RENTERS

RECOVERY VALUE (Moderate)



Greensburg will need to maintain a wide variety of housing options and opportunities to provide all residents with a home to return to. Providing direct assistance to renters will ensure returning residents can afford to come back to the community.

PROJECT DESCRIPTION

The increase in housing costs could have an adverse effect on the ability of households to return to Greensburg. These strategies do not directly increase the number of housing units built; however, they illustrate the need for additional subsidies and assistance. This project identifies ways to provide direct assistance to renters to encourage their return to the community.

ACTION STEPS

- Create a direct assistance subsidy program to offset the increased cost of rental housing.
- Identify funding to support assistance program.
- Conduct Financial Literacy and Consumer Credit counseling through the Housing Resource Center.
- Seek Federal Section 8 certificates and other rental subsidies to create opportunities for long term affordable and sustainable housing.
- Provide renters a resource list of housing counseling agencies to work with renters on

any impediments to becoming home buyers, i.e. Credit.

- Support the development of the Housing Resource Center to implement housing strategies.

SUSTAINABLE OPPORTUNITIES

- Greensburg/Kiowa County residents have the opportunity to rebuild with healthy, affordable, and durable materials, equipment, and appliances.
- Encourage developers make sustainable decisions when designing and constructing new rental units. This will translate into lowered utility bills for renters.
- Developers have the opportunity to make sustainable design, material, and equipment decisions which will lower maintenance costs.

COST ESTIMATE

Housing Resource Staff - No additional cost

POTENTIAL RESOURCES

- USDA Rural Development - 515 Direct Loan Program - funding construction or rehabilitation of rental housing
- USDA Rural Development - 538 Guaranteed Loan Program for funding new construction or rehabilitation of rental housing
- KHRC Home Investment Partnership funds - Tenant Based Rental Assistance Program (competitive grant program)
- KHRC - Rental Property Development Program
- Federal Home Loan Bank (FHLB) Topeka - Affordable Housing Program
- USDA Rural Development Site Loan Program to buy/develop lot for low-income family housing



UTILIZE AFFORDABLE HOUSING CONCEPTS

The community has expressed a desire for housing options to inspire local youth to remain, to recruit new individuals and families to relocate, and meet the needs of seniors and families downsizing. There are many options for reducing the cost of housing for both renters and owners including the way the housing is designed, built and financed. The projects include Accessory Housing Options, Develop Multi-Use Downtown Housing Options, Develop Transitional Housing, Establishing a Land Bank, Alternative Housing Systems and Develop Self-Help Housing. The variety of the housing options, designs and construction quality that offer function, location, and amenities will appeal to the local community, to new and growing companies, and inspire new residents to move to Greensburg.

ACCESSORY HOUSING OPTIONS

RECOVERY VALUE (Low)



Accessory housing may provide some assistance in housing recovery as it increases the housing stock; however, the overall impact is limited to a few housing units and it is a low recovery value.

PROJECT DESCRIPTION

Accessory housing units are traditionally located directly behind or next to the primary residence. In certain areas they are known as "coach houses" or "in-law" units. Accessory housing units make use of often underutilized space which can easily be converted or designed to function as additional housing within the property.

The advantage of this type of housing is the potential to have separate space for family members or friends. The space can be rented or used as needed.

ACTION STEPS

- Review Building and Zoning Ordinances to determine feasibility of Accessory Housing units.
- Develop standard plans which can be used by any builder if the homeowner desires certain features and adaptability to meet specialized housing needs.

COST ESTIMATE

- Housing Resource Staff - No additional cost

POTENTIAL RESOURCES

- National Renewable Energy Laboratory (NREL) - Building America
- Textron Charitable Contributions - Affordable Housing and Community Revitalization
- Cessna Aircraft Company Community Affairs
- Lowes Charitable Trust (competitive grants)
- Home Depot Foundation - Affordable Housing Built Responsibly Program
- Home Depot Foundation - Healthy Community Trees Program (non-profit applicant) - supports trees for neighborhood developments

DEVELOP MIXED-USE DOWNTOWN HOUSING OPTIONS

RECOVERY VALUE (Low)



The recovery value of mixed-use housing is low due to the limited ability to impact other sectors of the recovery efforts.

Creating living space above retail or service establishments in a centralized area can help create a vibrant and active downtown. Developing housing downtown in conjunction with other services provides a variety of options for the building owner. The residential space can be used by the owner to maintain a close proximity to their business, or the unit can be rented to generate income and reduce the mortgage expenses for the building owner.

ACTION STEPS

- Review regulations to address any barriers to developing residential housing over retail or service facilities in the downtown area.
- Use Housing Resource Office to educate downtown business owners about the opportunity for developing live/work housing.
- Provide incentives for builders to develop live/work housing.
- Create a pilot program to fund initial developments of live/work housing.

COST ESTIMATE

Architectural & Design Costs	\$50,000
Multi-Use Prototype	\$1,500,000
Total Cost	\$1,550,000
Funding Gap	(\$ 1,550,000)

Costs were based on 100' frontage x 130' with four 25'x130'. 2BR/2BA upstairs housing units with elevator and parking.

POTENTIAL RESOURCES

- NREL - Building America
- Textron Charitable Contributions - Affordable Housing and Community Revitalization typical leadership gifts \$20,000-\$100,000
- Cessna Aircraft Company Community Affairs
- Lowes Charitable Trust
- Home Depot Foundation - Affordable Housing Built Responsibly Program

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.

- Undertake local zoning and permitting review.
- Release request for proposal.



COST ESTIMATE

Construction of 16 houses
\$800,000

**Funding Gap
(\$800,000)**

POTENTIAL RESOURCES

- 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

SUSTAINABLE OPPORTUNITIES

- Recycle or reuse debris.
- Encourage energy efficiency and use of natural/renewable materials as part of design consultation.

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

Staff	\$10,000
Initial Acquisition Fund	\$100,000
Total Cost	\$110,000
Funding Gap	(\$110,000)

POTENTIAL RESOURCES

- US Department of Housing & Urban Development (HUD) - Community Development, Disaster Recovery Assistance

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 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.

HOUSING PROJECT OPPORTUNITIES

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



ECONOMY+
BUSINESS





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

	PAGE NO.
Prepare an Economic Development Strategy	42
Economic Development Plan	42
Workforce Development Plan	43
Revitalize the Chamber of Commerce	44
Rebuild Downtown Greensburg	45
Prepare a Downtown Master Plan	45
Establish a Main Street Program	47
Rebuild the Twilight Theater	48
Establish a Business Development Assistance Program	48
Create a Business Incubator	50
Develop a Community-Wide Wireless Network	51
Develop a US-54 Corridor Design Plan	52

PREPARE AN ECONOMIC DEVELOPMENT STRATEGY

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

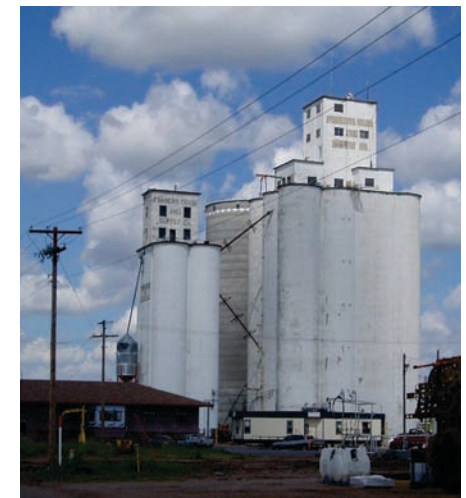
- Promote Businesses that incorporate sustainable practices.
- Target business attraction efforts toward sustainable "green" businesses and industries or those that utilize sustainable practices.
- Use a Marketing plan to highlight sustainable construction in Kiowa County.
- Promote eco-tourism opportunities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

COST ESTIMATE

ED Plan	\$ 97,000
Funding Gap	(\$ 97,000)

POTENTIAL RESOURCES

- 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 work force.

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

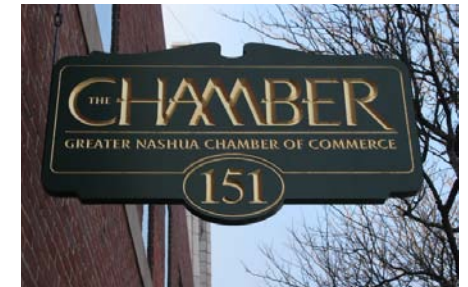
Develop Sustainable training and seminars for Businesses.

COST ESTIMATE

Director (Part-Time)	\$ 30,000
Funding Gap	(\$ 30,000)

POTENTIAL RESOURCES

- Membership fees
- Kansas Chamber of Commerce
- City of Greensburg
- Kiowa County



REBUILD DOWNTOWN GREENSBURG

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 54) 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

Downtown Master Plan	\$ 50,000
Funding Gap	(\$ 50,000)

POTENTIAL RESOURCES

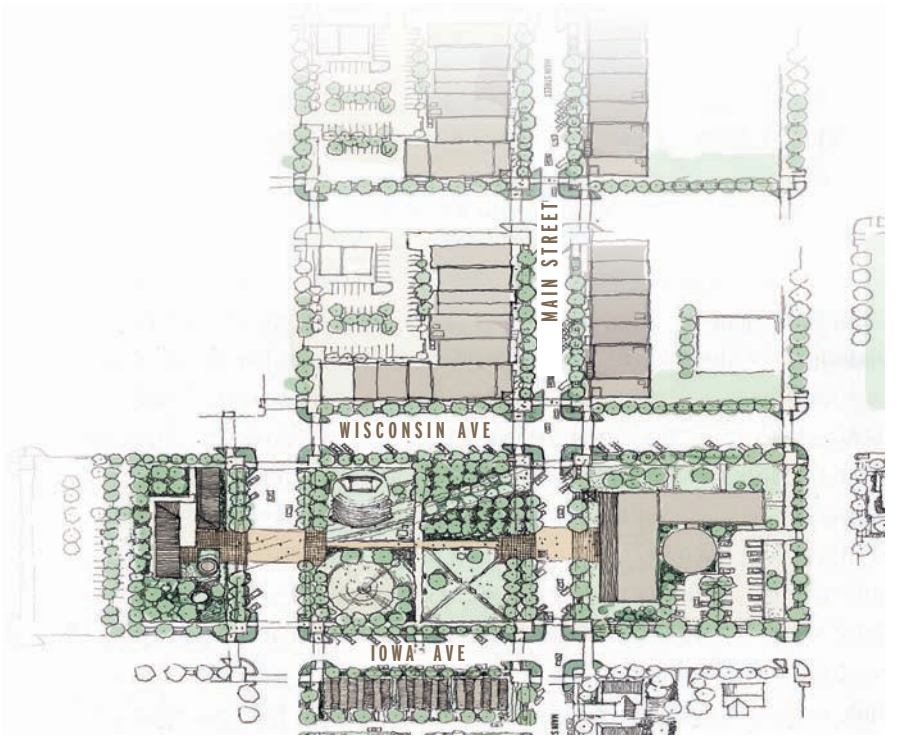
- USDA- Rural Development
- HUD CDBG
- EDA - Economic Adjustment Program

DOWNTOWN DESIGN SCENARIOS

“PARK SQUARE” SCENARIO:

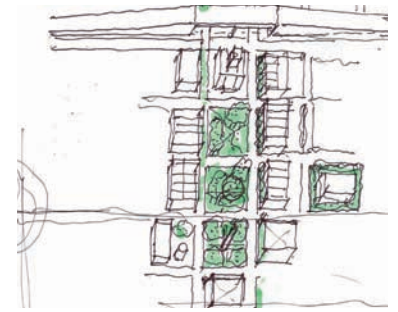
This concept was the preferred concept by citizens and stakeholders based upon the comments received at the Design Workshop (July 17-18) and Community Meeting (Aug 2).

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.



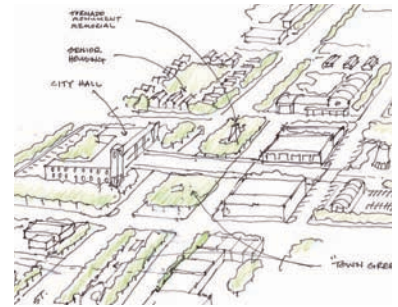
“PARK BLOCK” SCENARIO:

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.



Conceptual section of Main Street in the “Park Square” Scenario

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.

SUSTAINABLE OPPORTUNITIES

Encourage energy efficiency and use of natural/renewable materials as part of design consultation.

COST ESTIMATE

Option 1 (Full Time)

Program Coordinator	\$ 50,000
Office space, supplies	\$ 20,000
Total Cost	\$ 70,000
Funding Gap	(\$ 70,000)

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

Program Coordinator	\$ 20,000
Office space, supplies	\$ 20,000
Total Cost	\$ 40,000
Funding Gap	(\$ 40,000)

POTENTIAL RESOURCES

- Kansas Main Street Program
- US Department of Labor



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 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 Greensburg'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

Twilight Theatre \$1,500,000
Funding Gap (\$1,500,000)

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 (KSBD). 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 KSBD when needed. Pertinent seminars, etc. could be sponsored by this office and KSBD.

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

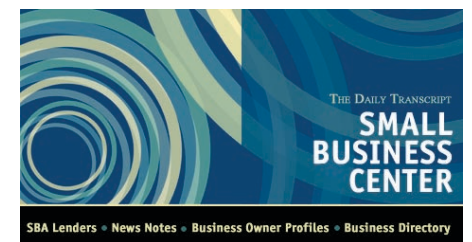
- Encourage shared resources among businesses.
- Encourage businesses to use sustainable practices.

COST ESTIMATE

Office Space / Lease	\$ 200,000
Initial Loan Funds	\$ 500,000
Total Cost	(\$ 700,000)
Funding Gap	(\$ 700,000)

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 recovery 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



Agriculture & Food Technology Park Incubator Building Geneva, NY

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 a 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)

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.



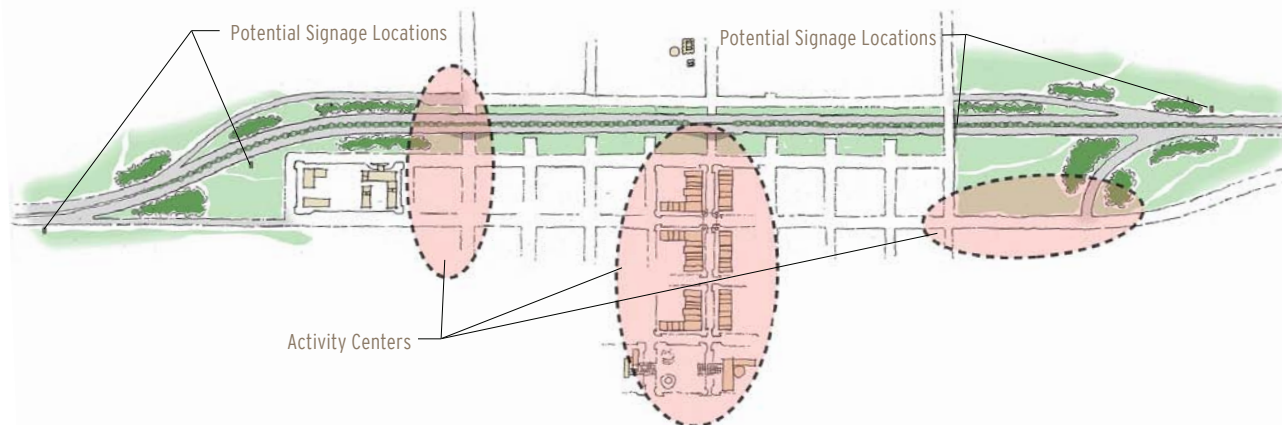
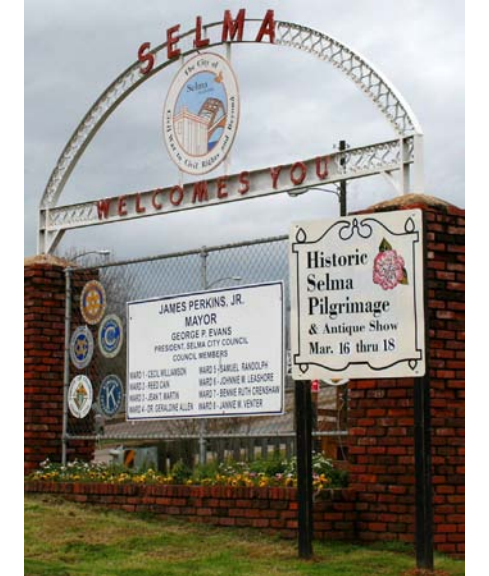
In collaboration with city officials and community leaders, two new US-54 freeway concepts were created and reviewed by community residents at a Community Meeting on June 7, 2007. The community preferred Concept A - an alignment parallel to the current US-54, midway between Ohio and Illinois streets.

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





INTRODUCTION

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

	PAGE NO.
Rebuild City and County Buildings	58
Renovate the County Courthouse	58
Build a New Justice Center	58
Rebuild City Hall with a Community Meeting Center	59
Rebuild the Kiowa County Library and Historical Museum	60
Develop a Community Arts Center	61
Develop a Big Well and Tourism Center	62
Create a Downtown Park Square	64
Explore Shared City/County Services	65
Explore Feasibility of Consolidated City/County Governmer	65
Consolidate City/County Public Works Facilities and Services	66
Restore the Kiowa County Recycling Program	67
Prepare a Sustainable Comprehensive Plan	68
Establish a Community Leadership Program	69
Increase Capacity for Community Rebuilding	70
Rebuild Schools and Expand Educational Opportunities	71
Rebuild Medical and Emergency Service Facilities	73
Build and Restore Parks and Recreation Facilities	74
Expand Lake Recreation Area/Relocate County Fairgrounds	75

REBUILD CITY - COUNTY OFFICES

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.

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.

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

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

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

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.

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.

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
- City General Revenue



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

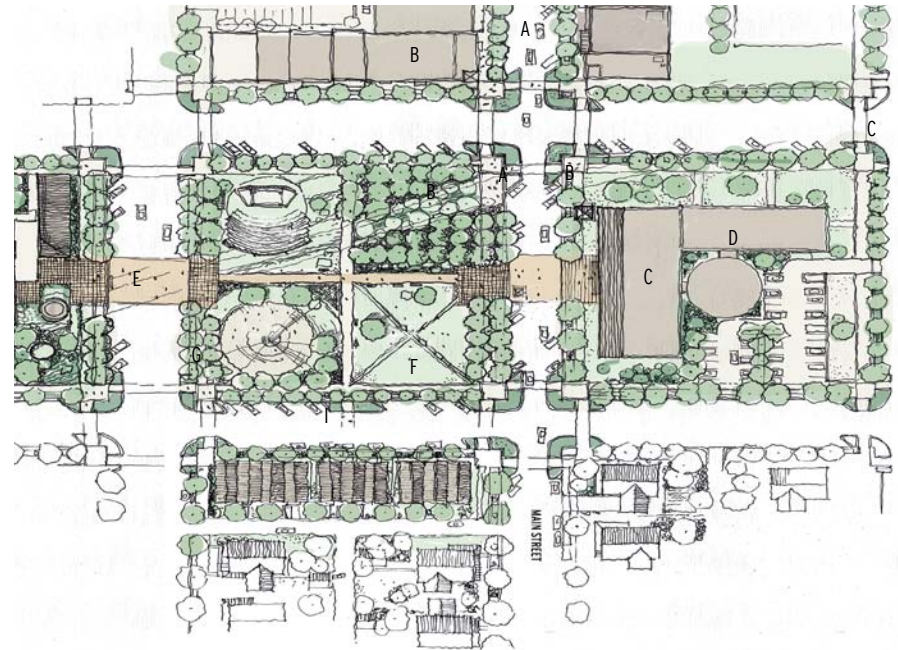
- Design building to LEED Platinum standard
- Install energy efficient building systems, including lighting, HVAC, and windows;
- Use low maintenance/native landscaping
- Maximize water efficiency (e.g. through use of grey water system or a water catchment system)
- Use solar technology to the extent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

COST ESTIMATE

Rebuild Library	\$ 492,200
Rebuild Historical Museum	\$ 5,364,000
Total Cost	\$ 5,856,200
Insurance Proceeds	(\$ 174,190)
FEMA Public Assistance	(\$1,064,642)
Funding Gap	(\$ 4,617,368)

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



A. Main Street Business District
B. Commercial Uses w/ Residential Above
C. Library / Historical Museum / Arts Center

D. City Hall / Meeting Center
E. Big Well & Tourism Center
F. Park Square



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

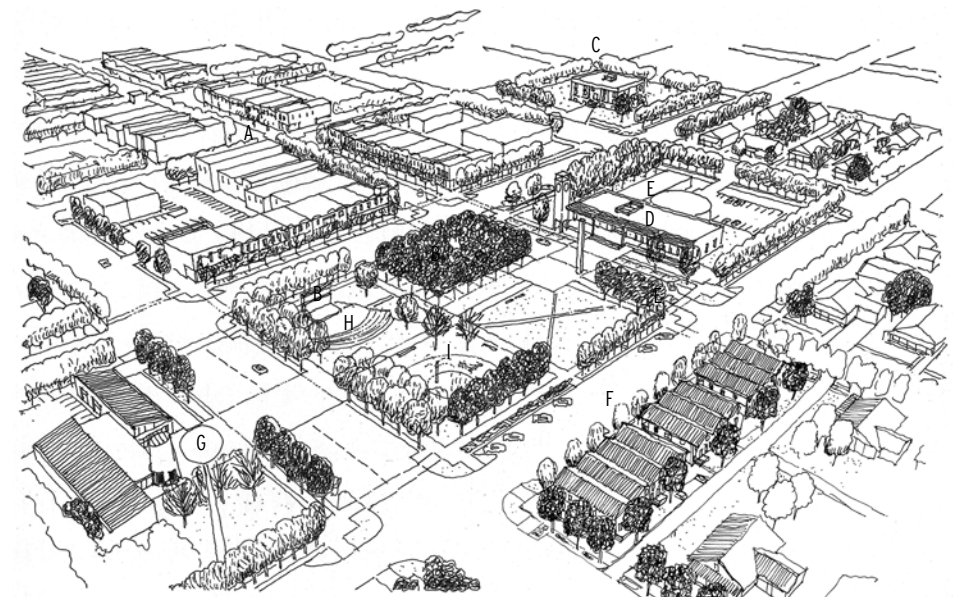
- Include sustainable arts as part of displays and programming.
- Construct building to LEED Platinum Standard.

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



- A. Main Street Business District
- B. Commercial Uses w/ Residential Above
- C. Kiowa County Courthouse
- D. Library / Historical Museum
- E. City Hall / Meeting Center
- F. Rowhouses facing Park
- G. Big Well & Tourism Center
- H. Outdoor Amphitheater
- I. Water Feature

Aerial view looking northeast of Park Square, City Hall, and downtown; Big Well & Tourism Center in the lower left.

DEVELOP A BIG WELL TOURISM CENTER

RECOVERY VALUE (High)



The Big Well Tourism Center project has a high recovery value. The centerpiece of this project is the Big Well which attracts more than 40,000 visitors a year to Greensburg. This high priority project, which enjoys widespread local support, will create a tourism center that will serve as a significant economic catalyst for the downtown area close by.

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.

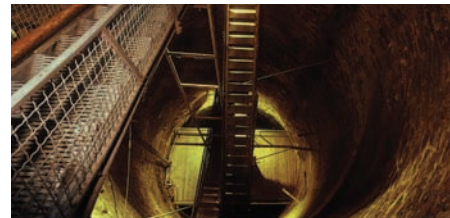
- Re-establish the Celestial Exhibit and link to the Haviland Meteorite Museum and farm currently being developed.
- Consider adding a Tornado Museum to increase tourism opportunities.
- Ensure that visitor flow goes through the gift shop and out toward the Public Square.

Tourism Development & Marketing.

- Develop a business plan for the Big Well, Museum and Tourism Center.
- Identify county-wide assets.
- Develop and implement a cooperative county-wide marketing campaign for with all attractions.
- Market the Big Well Tourism Center to the state and region.

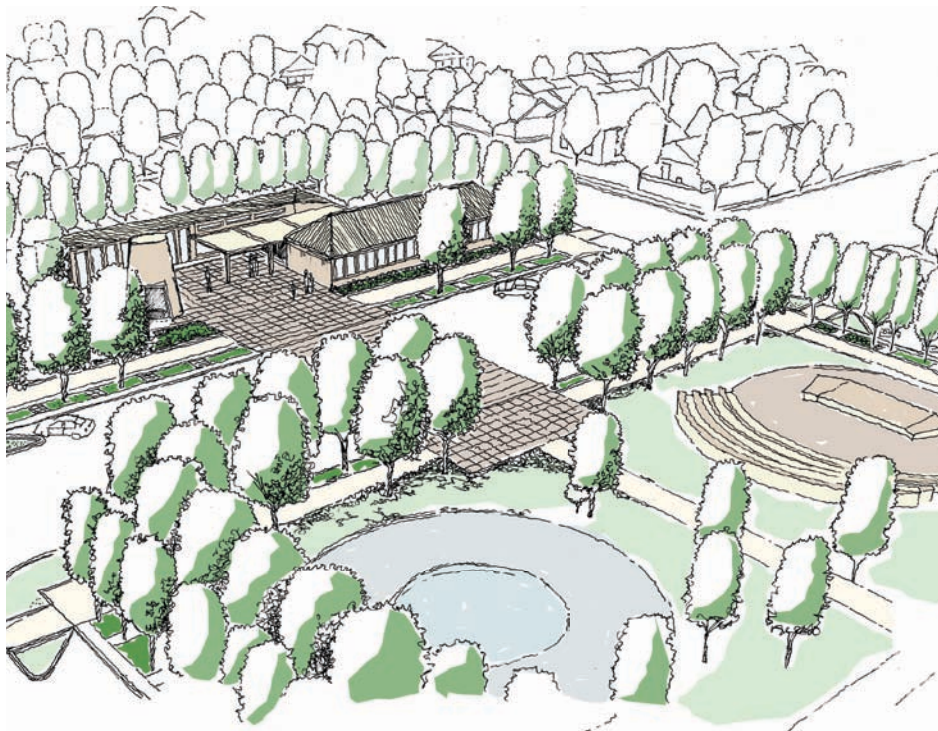
ACTION STEPS

- 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.



View looking northwest from Park Square of Big Well Tourism Center

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

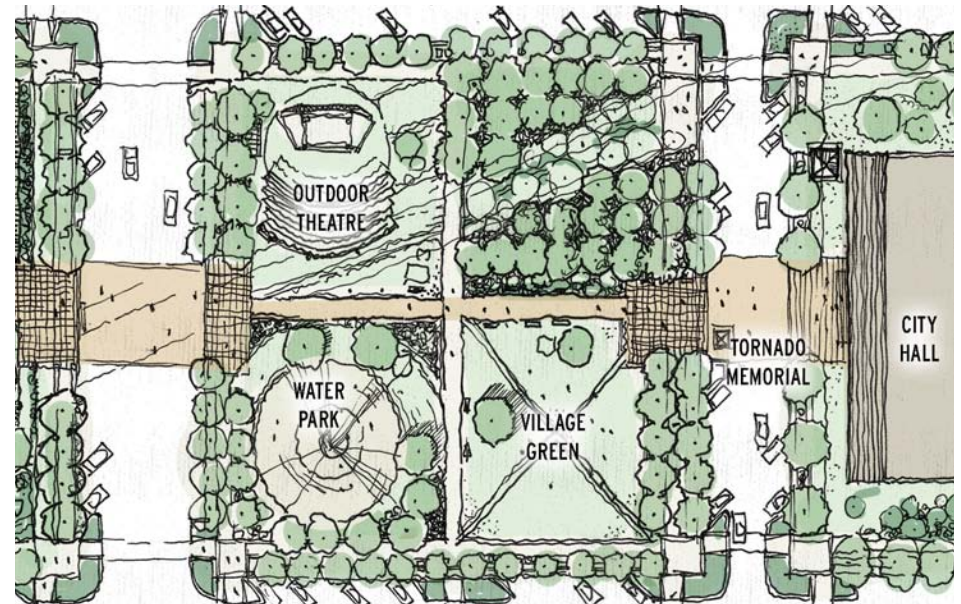


COST ESTIMATE

Land Acquisition	\$ 75,000
Streetscape	\$ 300,000
Phase 1 Construction	\$ 750,000
Total Cost	\$ 1,125,000
Funding Gap	(\$ 1,125,000)

POTENTIAL RESOURCES

- Community Development Block Grant (CDBG)/States Program for disaster-related assistance.



EXPLORE SHARED CITY/COUNTY SERVICES

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.

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 colocated 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

Kiowa County Facilities	\$ 336,150
Greensburg Facilities	\$ 112,058
Total Cost	\$ 448,208
Insurance	(\$448,208)
FEMA PA	(\$132,039)
Funding Gap	(\$ 44,013)

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

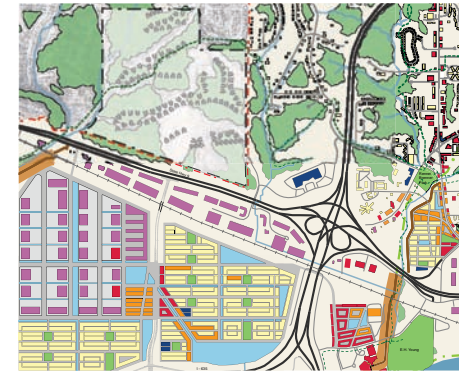
- Create a steering committee to determine available funds and to create a Request for Proposals.
- Select consultant and establish the project timeline.
- Define a clear vision and project goals. Ensure that the planning process is crafted around the accomplishment of the established project goals.
- 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

Sustainable Comprehensive Plan	\$ 100,000
Zoning Ordinance	\$ 100,000
Total Cost	\$ 200,000
Funding Gap	(\$ 200,000)

POTENTIAL RESOURCES

- Kansas Department of Commerce & Housing



ESTABLISH A COMMUNITY LEADERSHIP PROGRAM

RECOVERY VALUE (Moderate)



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

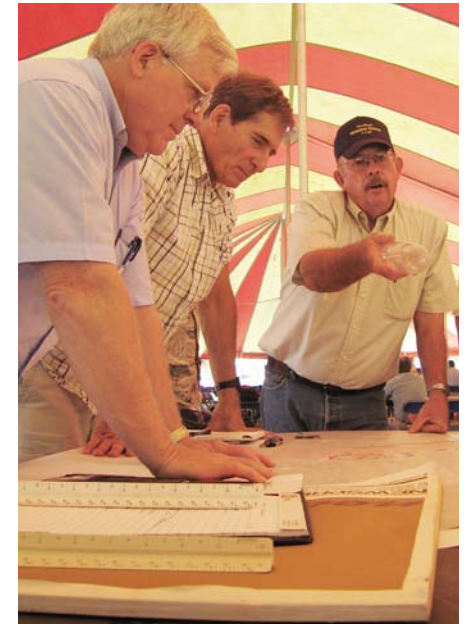
- Establish a work committee within the Chamber of Commerce and identify a coordinator to establish the Leadership Kiowa County project.
- Discuss Leadership program concept with other communities to identify opportunities and challenges associated with initiating a program.
- Visit other communities with similar programs.
- Develop training program.
- 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 , 0 0 0
Facilitation / Speakers	\$ 5 , 0 0 0
Leadership Kansas (annual)	\$ 2 , 5 0 0
Total Cost	\$ 10 , 5 0 0
Funding Gap	(\$ 10 , 5 0 0)

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

Staff (3 positions)	\$90,000
Training	\$10,000
Total	\$100,000
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.

While the proposed school site is further south and east of Main Street, the location still reinforces the importance of Main Street as a essential corridor, strengthens the school's integration with the community and provides an easy walk to school for many students.

The school design should:

- Create a visual anchor and a southern gateway to the community.
- Consist of a unified academic campus.
- Incorporate biking/walking paths that help solidify the connection between the schools and downtown, parks, and recreational areas.
- Provide common areas for students to gather.
- Include recreational facilities to be used by both the students and the larger community.
- Incorporate technology to enhance learning and facilitate school administration.
- Serve as a model of "best practices" for sustainability.
- Include a hardened room to provide safety for both students and the community during storms.

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:

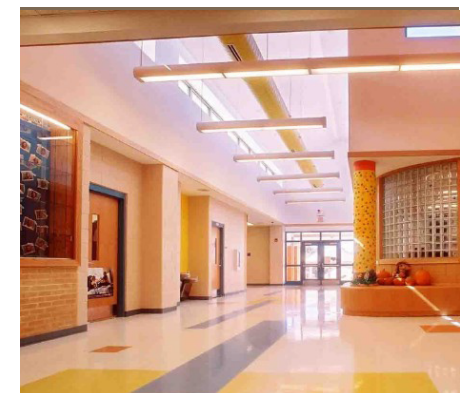
- Additional course electives for school students.
- Adult education opportunities.
- Mobile art classes that are shared among several communities.
- Expanded distance learning options.
- Community-use technology labs.

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.



Fossil Ridge High School in Fort Collins Colorado was built to Poudre School District's Sustainable Guidelines



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.

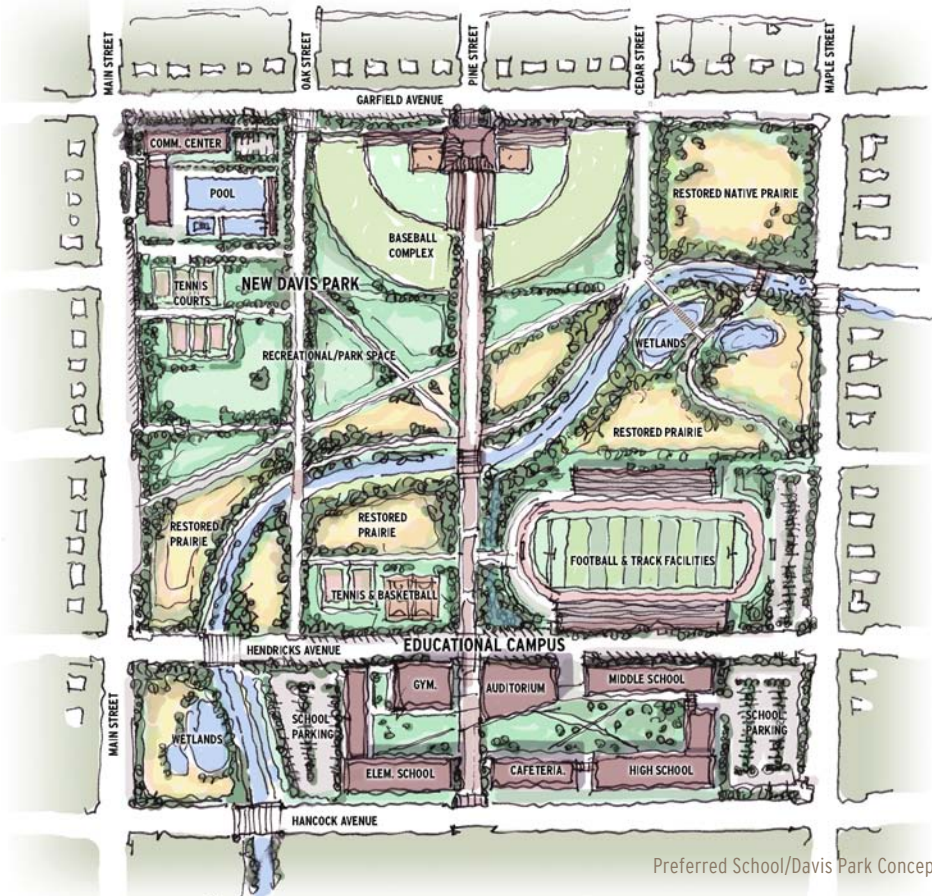
COST ESTIMATE

Option A	
2-Story School Campus	\$ 24,000,000
Insurance Proceeds	(\$16,075,000)
FEMA Public Assistance	(\$3,275,000)
Funding Gap	(\$4,650,000)

Option B	
1-Story School Campus	\$ 23,000,000
Insurance Proceeds	(\$16,075,000)
FEMA Public Assistance	(\$3,275,000)
Funding Gap	(\$3,650,000)

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



Preferred School/Davis Park Concept



- A. Baseball Complex
- B. Tennis Courts
- C. Gymnasium
- D. Pool Complex
- E. Football/Track Facilities
- F. Parking
- G. Elementary School Complex
- H. High School Complex
- I. Community Center & Auditorium
- J. Middle School Complex
- K. Arts Building
- L. Parking

Educational + Recreational Campus: school campus integrated with relocated Davis Park

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



Boulder Foothills Community Hospital

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.

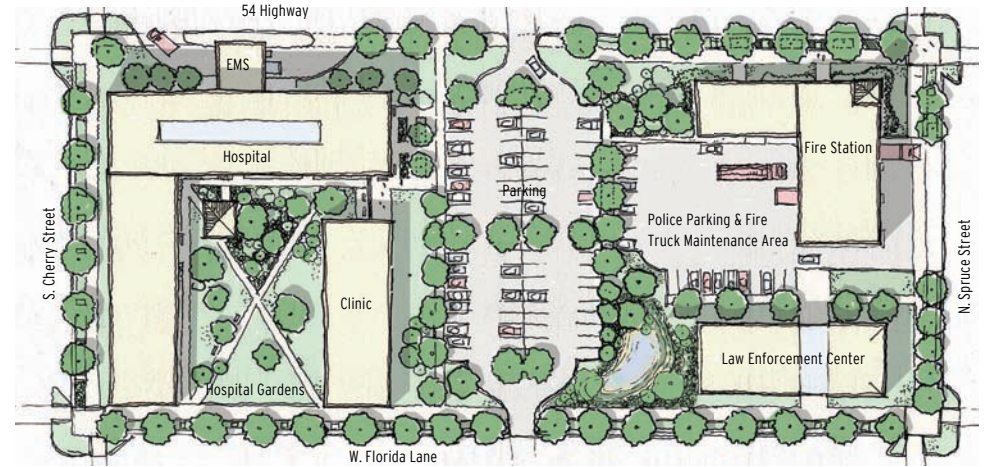
Five separate sites have been considered as potential locations for these facilities, including the former hospital site and the current temporary site. A permanent location has not been established.

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.



Hospital, Police, fire joint campus

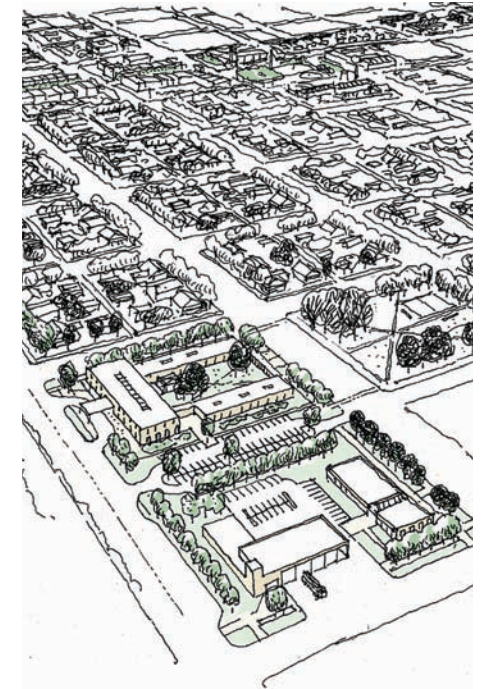
COST ESTIMATE

2-Story Hospital Complex	\$ 8,117,000
Fire / EMS	\$ 963,000
Insurance Proceeds	(\$4,500,592)
FEMA Public Assistance	(\$1,354,552)
Funding Gap	(\$ 3,224,856)

1-Story Hospital Complex	\$ 7,629,000
Fire / EMS	\$ 963,000
Insurance Proceeds	(\$ 4,500,592)
FEMA Public Assistance	(\$1,354,552)
Funding Gap	(\$ 2,736,856)

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



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

REBUILD AND RESTORE PARKS AND RECREATION FACILITIES

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 relocation 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. These 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



View of State Fishing Lake Looking West

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.



Site plan of State Fishing Lake, Interpretive Center, Disc Golf Course, RV park, Fairgrounds, and Rodeo Grounds.

COST ESTIMATE

Rebuild Fairgrounds	\$ 500,000
Multi-Purpose Trail	\$ 75,000
Camping / Amenities	\$ 500,000
Total Cost	\$ 1,075,000
Insurance Proceeds	(\$211,052)
FEMA Public Assistance	(\$79,340)
Funding Gap	(\$784,608)

POTENTIAL RESOURCES

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

