Kansas City, MO
American Rescue Plan Act
Recovery Plan

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Department of Treasury
1500 Pennsylvania Avenue, NW
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Submitted By:
Finance Department
City of Kansas City, Mo.
414 E. 12th Street, 3rd Floor
Kansas City, MO 64106

Point of Contact:
Theresa Danielsen
Theresa.danielsen@kcmo.org

Kansas City, MO

2021 Recovery Plan

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General Overview

Executive Summary

Through the American Rescue Plan Act (ARPA), Kansas City, MO (KCMO) was granted $194 million to combat the negative effects of the COVID-19 pandemic and to build the City back in a more resilient manner. An in-depth analysis on the impacts of the pandemic was conducted to identify the key areas of need. With these results, ARPA funds were allocated across departments and organizations to pave the way for a successful recovery. The greatest goal KCMO has for the ARPA funds is to set the City up to be in a better position than it was pre-pandemic. This includes ensuring all residents have access to public health services to keep themselves and their families safe. To this end, KCMO has dedicated a large portion of its available ARPA funds to housing support services for qualified census tracts. Various housing projects have been undertaken to ensure that all KCMO community members have a reliable place of shelter and access to necessities, such as food and electricity. These projects specifically target Qualified Census Tracts (QCTs), defined by the Secretary of Housing and Urban Development, with the most need throughout the metropolitan area.

Some of the efforts undertaken by local organizations were originally funded with the CARES Act and have proven impactful to the community. Efforts thus far have included supporting the homeless community with shelter and social services. In addition, efforts were made to help the people of KCMO obtain COVID-19 related benefits. With the additional ARPA funding, these projects can continue to build on their foundation and grow their impact within the community.

The ARPA funds present several opportunities as well as challenges for KCMO. These funds are an opportunity to make KCMO an inclusive, successful metropolitan area with thriving businesses and sheltered and employed residents. The funding will keep the people of the City safe far beyond the public health crisis. Those who will be given shelter can re-start their lives and find employment in the local KCMO job market. By re-investing in our City and community, KCMO will become a much more resilient metropolitan area.

Uses of Funds

The $194,776,376.00 in funding that was allocated to Kansas City, Missouri from ARPA was thoughtfully and strategically disbursed across several KCMO governmental departments, non-profits, and local organizations. The City received half of this funding ($97,388,188) in May 2021 and will receive the second half of equal amount in May 2022. These funding awards are diverse in nature to ensure that every KCMO entity and community impacted by the COVID-19 pandemic has a clear path towards recovery. These funding allocations include projects for public health, marginalized communities, small businesses, governmental services and other projects listed in the ARP guidelines.

The Kansas City Councilmembers met extensively to discuss in detail their goals for recovery and how the funding would be best allocated. Through an interactive budget allocation tool, the Councilmembers were able to move around funding to see what awards would best serve the people of KCMO. Immediately following the budget decisions, KCMO paved a path forward to ensure that the funding awards would maximize impact and prioritize urgent matters. Each award pinpoints one issue that was brought on by the spread of COVID-19. Due to the specific nature of these projects, each award also has a specific set of goals and targets that will contribute to the overall recovery of the city.

To maximize impact, ARPA funds will be used to cover COVID-19 expenditures (operational costs) as well as cover programmatic efforts to address the negative economic impacts of COVID-19 (relief programming). The Kansas City Health Department expects to maintain current levels of COVID-19 operations to vaccinate residents and ensure new COVID-19 cases are thoroughly investigated in Fiscal Year (FY) 2022. By proactively monitoring the on-going public health crisis and investing funds in prevention and mitigation, the other ARPA projects dealing with economic recovery and equity should continue uninterrupted.

A key use of funds that Kansas City has prioritized is Revenue Replacement. Using a base year general revenue (FY ended April 30, 2019), the City performed a calculation to determine the estimated revenue loss due to the COVID-19 public health emergency as of December 31, 2020 ($96,960,738). Accordingly, Kansas City has decided to allocate $72,327,188 of ARPA funding towards revenue replacement this year. These funds will be used for government services such as Parks and Recreation and Fire as well as employee furlough reimbursement and restore certain City services and improve the City's overall financial condition. The City will cover eligible, previously budgeted government services equal to the amount of revenue loss experienced to make originally budgeted funds available to restore city services detailed in this plan, to perform mid-year reappropriations for necessary costs, or to roll funds to fund balance at the end of the fiscal year.

In addition to public health funding, funds will also be provided to reimburse City of Kansas City, Missouri employees who were furloughed in 2020, provide emergency pay to City paramedics and recruit a grants coordinator position to assist with COVID-19 fund tracking and oversight. Lastly, funds will be utilized to address the negative economic impacts that COVID-19 had on the Kansas City Zoo, the Liberty Memorial and Starlight Theater by restoring in the FY22 budget a portion of the passthroughs to these entities. These programs will all include some aspects of

community outreach to reach the greatest audience possible and maximize the impacts of these funding programs.

ARPA funds can be used to fund programs and services to address the negative economic impacts of COVID-19 including housing assistance and support services for persons experiencing homelessness. The City has been using, and will continue to use, ARPA funds to provide temporary housing to the homeless due to the increased need that is a result of the pandemic. The City will also deploy immediate funding to the Housing Trust Fund for eligible uses to support housing stability through the production of affordable housing citywide. In addition, the City will provide legal services to those in need to help combat housing issues, such as eviction, fair housing laws, and housing placement. Volunteer legal staff will be deployed to communities of need to focus on the homeless.

ARPA funds can be used to fund programs and services addressing access to broadband for households in need. The plan includes an appropriation to establish programming and support services for residents without financial access to sufficient broadband services. The City has granted funding to aSteam Village (ASV), one of Kansas City's most prominent educational organizations to head the broadband efforts of KCMO. They will engage the citizens of the 3rd Council District to undertake a project generating increased broadband capacity to supplement other resources available to the City's 3rd Council District and beyond. ASV will take action to implement the Master Plan in three phases. First, ASV will conduct a needs assessment to determine which students need connectivity and devices and where they live, to establish a process for procuring devices and connectivity and to establish broadband service through existing network infrastructure. In phase two, ASV will establish partnerships for new broadband infrastructure and service through the award of public-private partnership agreements. This phase will consist of the implementation of the partnerships and construction of new, necessary broadband infrastructure. Phase three will be the use of public infrastructure to bring new service options in line with the City's principles. To help the partnerships succeed and ensure that all residents benefit from connectivity, ASV will consider targeted expansion of digital inclusion programs, evaluate subsidy models for the lowest income City residents, and promote job training and business opportunities related to broadband deployment. The benefits of increasing open access infrastructure will build over time as more consumers benefit from lower costs thus enabling ASV to serve wider areas.

When granting awards, KCMO highlighted organizations that have already done outstanding work in the metropolitan area working with marginalized communities and specific neighborhoods. These organizations have in-depth knowledge of which specific communities require the most help and what approaches work best for each community. This approach will allow the award dollars to be as impactful as possible.

Between the funding of public health-related costs and the awards provided to local organizations to address the negative economic and social impacts, Kansas City has a clear path forward towards recovery. With an emphasis on metric-tracking and community outreach, the ARPA funds will have a positive impact on the metropolitan area that will continue to be seen in the years to come.

Promoting Equitable Outcomes

While the onset of the COVID-19 pandemic prompted many negative outcomes throughout the entire population of KCMO, specific marginalized communities were impacted on a much greater scale. Many struggled to pay their rent or utilities and a record number of people were experiencing unemployment. In March 2020, when the CARES Act was passed, funding was allocated to KCMO through Clay, Jackson, and Platte counties. With that funding, these impacted communities began to receive some help. Although the CARES Act had a significant impact on these populations, there is a lot more that is still needed to be done to address the damage experienced from the pandemic. Therefore, new projects that specifically target marginalized communities throughout the metropolitan area will be supported.

One of the primary goals of the KCMO ARPA award is to use the funding as an opportunity to provide housing, whether temporary or long-term to residents of Kansas City, who have struggled to find shelter. The City will use $3,000,000 of these funds to provide temporary housing to the homeless due to the increased need that was a result of the pandemic. In addition, projects have been funded that will enable those who do not know how to seek shelter or social services obtain the assistance they require. The City will deploy $12,500,000 to the new Housing Trust Fund to support housing stability to produce affordable housing that meets the eligibility uses for the ARPA Program. On top of that, a portion of the funding will be set aside to provide broadband access to these disadvantaged communities to ensure that they have the right resources and information to succeed within the KCMO community.

All the programs targeting marginalized communities will be publicized throughout the City through a variety of partnerships. Ongoing partnerships with Legal Aid of Western Missouri, Homesteading Authority, Land Bank, and other Northeast Kansas City neighborhoods will enable the programs to reach a large audience and to achieve the greatest physical and economic impact. Many of these programs will focus on the Historic Northeast portion of the City, which has many neighborhoods that would benefit from housing and broadband assistance.

The Neighborhood Legal Support of Kansas City (NLS) has a deep-rooted relationship with the homeless population in KCMO. They will utilize their previously formed relationships to reach even more people in need throughout the community. The KCMO ARPA funds are supporting two community development projects led by NLS that will perform outreach and social services to specific marginalized communities in the area. Using the social network of the neighborhood homeless community, NLS is now able to effectively screen members of the community to determine who is in greatest need and who is most likely to benefit from services. This means that resources can be used much more effectively, which will have a much greater impact on the communities in need. The NLS is now moving forward with Phase II of their project, in which they will use information they obtain from members of the first homeless camp to get in contact with people in the homeless community in the Lykins Neighborhood who are in the greatest need of assistance and who are most likely to benefit from assistance. At the conclusion of the proposed projects, the NLS will have generated many measurable qualitative and quantitative outcomes they would like to achieve. For starters, it is imperative that the funded programs are easily accessible and publicized to the intended audience. They aim to reach communities that typically would not normally have access to these resources. In addition, they would position

these communities in a better situation than they were in before the pandemic, both financially and emotionally.

In June of last year, as part of its work with the Lykins Neighborhood Association, NLS started an innovative project to provide housing for a group of people living in a homeless camp in the neighborhood. The initial results of the project have been promising. NLS has secured long-term housing for five of the six original participants in the project and full-time employment for three of the participants. The project social worker has been successful in obtaining many benefits for project participants including:

- COVID relief checks of $1,200 or more;
- Identification paperwork (without a drivers' license or other ID, it is very difficult to get work and to access other available resources);
- Access to healthcare; work; and housing.

The project involves a small homeless camp on a vacant lot at 9th & Indiana in Lykins. There was initial pressure from nearby homeowners to evict the campers from the lot, which is private property. NLS realized that eviction would only result in the campers moving to another lot or to a vacant house. So, instead, NLS staff met with and got to know the people living at the camp. After initial discussions, NLS created an agreement with the campers under which they agreed to a few ground rules. The campers, for the most part, have complied with the agreement and over time, they have developed a relationship of trust with them. NLS encouraged campers to attend neighborhood clean-up events at which they were paired with neighborhood rehabbers. The rehabbers saw their good work ethic and hired them for short-term rehab assignments. One of the rehabbers got to know and trust the campers enough that, by December, he was willing to invite four of the campers to live in a house he is rehabbing for three months, free of charge. Having a house occupied greatly reduces the risk that it will be vandalized. So, there is value for rehabbers in having houses that they are working on occupied. Before the February cold snap, they were able to move a fifth camper into the house. The sixth camper had moved away from the campsite before then.

Moving forward, the Lykins Community Development project will host twenty (20) meetings during their new contract with residents to implement resilient neighborhood stabilization. They will also provide interpreters due to the diversity of the community, so all community members can be heard. They will continue the work they have already begun, but with a greater audience in mind and a foundation of lessons learned.

Another project that has been undertaken in the interest of promoting equitable outcomes is the aSTEAM Village (ASV) 3rd District Broadband Initiative. This project is centered around engaging the citizens of the 3rd District to generate increased broadband capacity and supplement connectivity resources in underprivileged areas. This ASV project includes community improvement activities in the form of broadband investment that meets the LMI national objective as: an area benefit in which the service area for the investment is primarily residential and the population of the service area is at least 51 percent LMI; and as a jobs benefit in which at least 51 percent of the jobs created or retained by the investment are held by or made available to LMI persons. The biggest challenge to achieving success with this project is economic inequality within Kansas City and more specifically the 3rd District that ASV serves. Just as the health of downtown Kansas City and the region are linked, so is the health of the downtown core and its surrounding neighborhoods. Diverse challenges face downtown

neighborhoods including increasing development pressures, affordable housing and displacement concerns, outdated plans, economic distress, problems related to homeless encampments, and inadequate infrastructure. ASV's Broadband project is an effective tool that will grow Kansas City's economy and raise levels of local wealth through enhanced broadband access.

Community Engagement

In addition to its regular annual survey, KCMO, through its regular resident survey contractor, has been administering an anonymous survey* periodically to its residents. The City's goal is to understand residents' level of satisfaction or dissatisfaction with City services, as well as their outlook on the COVID-19/Coronavirus pandemic. The surveys are collected via mail, phone, and online to ensure that a broad swath of the population is assessed. These results are regularly posted along with a guide to interpret the data (https://www.kcmo.gov/city-hall/departments/city-manager-s-office/datakc/citizen-and-business-satisfaction-survey-results).

For each project related to housing, City Communications will implement a communications plan that will incorporate and involve communications initiated by the local Continuum of Care agencies.

The City is also a key partner with the Housing Solutions Summit and leaders at all levels of Missouri government. This seeks to create sustainable solutions through collaborative efforts to provide housing for people who are unhoused. This includes:

- Identifying barriers to housing access and develop solutions to overcome them
- Developing policy recommendations at all levels of government
- Developing accountability measures at all levels from residents to service providers to government
- Respecting and preserving our diversity, maintaining a high regard for cultural, social, and ethnic identities

KCMO believes that through initiatives, such as this Summit, it will be able to get feedback from a diverse and inclusive segment of society and be able to implement new projects based on this feedback.

*Using a statistically significant random sample

Labor Practices

KCMO has allocated a portion of ARPA funding to various broadband projects throughout the city to ensure everybody has equal access to public information, schooling materials, and work from home capabilities, if needed. ASV is one of Kansas City's most prominent educational organizations, that focusses predominantly on science, technology, engineering, the arts, and mathematics (STEAM) fields for disadvantaged students. ASV has been awarded ARPA funds to focus primarily on providing broadband access to the greater community.

The ASV broadband projects have many labor practices put in place that will ensure the contract is executed smoothly and effectively. First, the ASV will secure a Chief Operations

Officer, who will be responsible for on and off-site day-to-day operations. The named person will be required to meet specific deadlines and execute all tasks in the most efficient and effective manner, as defined by the Board of Directors. This board will meet to develop a business strategy and map out long-term plans for the project. The roll-out of the program will involve comprehensive training for all network and radio installation services, as well as maintenance.

Next, the ASV has outlined a multi-level linear organization structure for the contract to ensure there is a solidified reporting structure. This provides all laborers with a level of accountability in each position. The Board of Directors oversees the Managing Directors, who have guidelines to follow when executing the program goals. These directors oversee a Financial Manager, Chief Technology Director, Program Director, and Human Resource personnel. The personnel on the ground are the hands-on experts, who will be executing the programmatic goals. They will have direction from the various managers and Chiefs. The multi-level reporting structure ensures that all issues are resolved in a timely manner. This has been determined as the most effective way to provide KCMO residents with broadband access through the ARPA award.

Use of Evidence

When contracts are being developed for the City's ARPA projects, qualitative and quantitative measures will be included in these contracts. These measures will follow required reporting requirements for the various Expenditure Categories.

KCMO will develop and employ a data-based approach to provide a credible approach to measuring the effectiveness of the use of ARP funds. The data obtained must be reproducible, accurate, precise, and relevant to the desired outcome. Ideally, data will be collected as close as possible to the point of service delivery/project completion. Once collected and verified, data will be integrated into stakeholder communication and program reporting. Analysis of the data will also guide the adjustments required to ensure initiatives achieve the desired outcomes.

Table of Obligations by Expenditure Category

	Category	Cumulative Obligations to date ($)
1	Public Health	
1.1	COVID-19 Vaccination	$2,605,850.00
1.2	COVID-19 Testing	$1,245,600.00
1.3	COVID-19 Contact Tracing	$1,358,950.00
1.5	Personal Protective Equipment	$816,480.00
1.8	Other COVID-19 Public Health Expenses	$300,000.00
1.12	Other Public Health Services	$129,120.00
2	Negative Economic Impacts	
2.10	Aid to Nonprofit Organizations	$1,320,000.00

	Category	Cumulative Obligations to date ($)
3	Services to Disproportionately Impacted Communities	
3.10	Housing Support: Affordable Housing	$12,640,000.00
3.11	Housing Support: Services for Unhoused Persons	$3,000,000.00
3.12	Housing Support: Other Housing Assistance	$45,000.00
4	Premium Pay	
4.1	Public Sector Employees	$1,000,000.00
5	Infrastructure	
5.16	Broadband: "Last Mile" projects	$500,000.00
6	Revenue Replacement	
6.1	Provision of Government Services	$72,327,188.00
7	Administrative	
7.1	Administrative Expenses	$100,000.00

Table of Expenses by Expenditure Category

	Category	Cumulative expenditures to date ($)	Amount spent since last Recovery Plan
3	Expenditure Category: Services to Disproportionately Impacted Communities		
3.11	Housing Support: Services for Unhoused persons	$2,399,999.99	$2,399,999.99

Project Inventory

KCMO has used ARPA funds for multiple projects that implement evidence-based interventions. Listed below are short descriptions of each applicable project that falls into ECs 1, 2, and 3, along with breakdowns of the amount of funds that have been dedicated to evidence-based interventions.

KCMO is also collecting performance metrics for each of these projects to provide a base of strong causal evidence. Such metrics are included for situational awareness.

COVID-19 Vaccination
Project [Identification Number]: **1A**
Funding amount: $2,605,850.00
Project Expenditure Category: 1.1 COVID-19 Vaccination

Project overview

These are projected costs of in-house vaccinations and vaccination events including the salaries and contracts of event workers as well the costs included in the set-up of the event.

Use of Evidence

All the funds in this project are being allocated towards evidence-based interventions.

COVID-19 Testing
Project [Identification Number]: **1B**
Funding amount: $1,245,600.00
Project Expenditure Category: 1.2 COVID-19 Testing

Project overview

These are the costs associated with community and employee testing including the salaries and contracts of personnel associated with these efforts.

Use of Evidence

All the funds in this project are being allocated towards evidence-based interventions.

COVID-19 Contact Tracing
Project [Identification Number]: **1C**
Funding amount: $1,358,950.00
Project Expenditure Category: 1.3 COVID-19 Contact Tracing

Project overview

Contact tracing is critical to containing the spread of coronavirus. Containment, the key strategy in quickly halting an epidemic, requires rapid identification and quarantine of the infected individuals, determination of whom they have had close contact within the previous days and weeks, and decontamination of locations the infected individual has visited. These costs include the salaries and contracts of personnel.

Use of Evidence

All the funds in this project are being allocated towards evidence-based interventions.

Personal Protective Equipment
Project [Identification Number]: **1D**
Funding amount: $816,480.00
Project Expenditure Category: 1.5 Personal Protective Equipment

Project overview

Included in this project is the cost of masks and gloves, as well as other personal protective equipment (PPE), for communities and City personnel.

Use of Evidence

All the funds in this project are being allocated towards evidence-based interventions.

Other COVID-19 Public Health Expenses

Project [Identification Number]: **1E**
Funding amount: $300,000.00
Project Expenditure Category: 1.8 Other COVID-19 Public Health Expenses

Project overview

These funds are obligated for an advertising campaign designed to raise public awareness of COVID-19 preventive measures and increase public trust in the efforts.

Use of Evidence

All the funds in this project are being allocated towards evidence-based interventions.

Other Public Health Services

Project [Identification Number]: **1F**
Funding amount: $129,120.00
Project Expenditure Category: 1.12 Other Public Health Services

Project overview

These are the costs associated with supplies needed in support of other public health projects such as needles, alcohol wipes, band aids, and other office supplies.

Use of Evidence

All the funds in this project are being allocated towards evidence-based interventions.

Starlight Theater

Project [Identification Number]: **5A:** Starlight Theater – Restoration of Funding
Funding amount: $156,000
Project Expenditure Category: 2.10 Aid to Nonprofit Organizations

https://www.kcstarlight.com/

Project overview

The Starlight Theatre has a deep and lasting impact on Kansas City and the region by providing exceptional performing arts experiences. With historically nearly 300,000 annual attendees, pre-pandemic, and more than 50,000 people impacted by community engagement programs, Starlight has the largest capacity of any nonprofit arts organization

in Kansas City to create access to the arts, foster arts advocacy, and develop future audiences with an enduring bond to the arts. Starlight is consistently recognized as a top theatre venue for both musical theatre and popular music concerts and events.

Use of Evidence

The Starlight Theatre facility has significant on-going maintenance and repair costs that are required of the 71-year-old campus. These costs can include annual painting, concrete repairs, aging HVAC repairs, aging irrigation system upgrade for water use savings, lightning protection for our 4-story structure, office backup power due to unreliable electrical service, and other unforeseen repairs. The ARPA award will ensure that portions of the facility are upgraded for efficiency and safety in addition to preserving the facility as it ages.

Starlight always adheres to industry standards for physical environment and evaluates capital needs against those, while keeping in mind guest safety and comfort based on industry knowledge.

Kansas City Zoo

Project [Identification Number]: **5B:** Kansas City Zoo – Restoration of Funding
Funding amount: $780,000.00
Project Expenditure Category: 2.10 Aid to Nonprofit Organizations

https://www.kansascityzoo.org/

Project overview

The Kansas City Zoo, a private non-profit organization, is operated in agreement with the Kansas City, MO, Board of Parks and Recreation Commissioners, is partially funded by the Zoological District, and is accredited by the Association of Zoos and Aquariums. Friends of the Zoo (FOTZ), a non-profit volunteer Board of Directors, oversee operations of the Zoo. The Zoological District Commissioners administer and manage the funds collected through the district that support the Zoo.

Use of Evidence

The Kansas City Zoo was provided an award to help keep the current employees at the Zoo employed and to help the Zoo return to normal staffing levels (hiring freeze was in place most of 2020 and first quarter of 2021). The Zoo is an Equal-Opportunity Employer and has advertised for positions in economically disadvantaged communities to try to assist those areas. In addition, the project will help offset utilities and operational maintenance costs.

Funds for this project were not used for evidence-based interventions.

Liberty Memorial Museum

Project [Identification Number]: **5C:** Liberty Memorial Museum – Restoration of Funding
Funding amount: $234,000.00
Project Expenditure Category: 2.10 Aid to Nonprofit Organizations

https://www.theworldwar.org/

Project overview

The National WWI Museum and Memorial is the official, congressionally designated museum and memorial honoring veterans who served and died in WWI. The only official national war memorial outside Washington D.C., the museum and memorial were opened by President Calvin Coolidge in 1926. Unlike other memorials of this stature, it does not receive regular federal or state funding, but rather relies upon earned income, philanthropy, and other business operations to fund the budget. It serves more than 600,000 annual visitors, plus millions of veterans, families, students, and researchers online.

Use of Evidence

The museum and memorial experienced a decrease of 62% in earned income for the nine months April – Dec 2020 compared to the same period in 2019. Forced to close the doors to the public March 15 – June 1, 2020, by Order of the Mayor, all aspects of operations have been, and continue to be, negatively affected by the pandemic. While staff implemented drastic cost controls, there are unavoidable expenses, making the financial deficit difficult to overcome. The Liberty Memorial Museum was provided funding to go towards museum maintenance, utilities, and security. With revenue shortfalls, these necessary expenses became unaffordable to the organization. The project allows the museum to catch up on certain deferred grounded improvement to maintain the guest experience at previous levels.

Funds for this project are not being used for evidence-based interventions.

Legal Aid of Western Missouri

Project [Identification Number]: **8**: Legal Aid of Western Missouri – Restoration of Funding
Funding amount: $150,000.00
Project Expenditure Category: 2.10 Aid to Nonprofit Organizations

https://lawmo.org/

Project overview

Legal Aid of Western Missouri (Legal Aid) provides free civil (non-criminal) legal assistance to people who need it most and can afford it least. With offices in Kansas City, Joplin, St. Joseph, and Warrensburg, it serves a 40-county area where 295,000 people live in poverty. Legal Aid is governed by a volunteer Board of Trustees. The Board is committed to guiding Legal Aid's efforts to protect and advance the rights of the most underserved – leveling the play field and ensuring that everyone can have access to the justice system. Legal Aid's funding comes from a wide variety of federal, state, and local government sources, foundations, law firms, and other private sources, along with donations from attorneys and other individuals. This funding restores funding cut in the FY 22 budget.

Use of Evidence

Legal Aid sets out to provide residents with legal services for involving housing issues such as cases assisting clients with the creation and preservation of low-income housing, tenants'

rights, unlawful evictions and lockouts, foreclosures, quality of housing, termination of utilities, and unsafe housing. In addition, legal aid will be assisting nonprofit organization startups and legal services in qualified census tracts.

Temporary Housing Services to Address Houselessness

Project [Identification Number]: **6A:** Transitional Housing

Funding amount: $2,399,999.99 (cumulative expenditures to date); $3,000,000.00 (cumulative obligations to date)

Project Expenditure Category: 3.11 Housing Support: Services for Unhoused Persons

Project overview

Pallet Community

The point of Pallet Community (VERGE) is to create an all-in-one housing first site where the clients can work on goals and life skills that will begin on preparing them for long term transitional housing programs and long-term permanent housing. Currently, many people are pulled off the street and placed in housing before they are ready. VERGE will have all services including the caseworkers onsite 24 hours per day. There will be coordination with local nonprofits and charity groups to offer hot meals, food and clothing, dental services, haircuts, mental health needs, etc. Verge is an innovative approach to housing for houseless individuals, the strategy of providing intensive wrap around services in a setting that will act as stabilizing force until persons are ready for permanent housing. We believe this will make the greatest impact.

Transitional Housing Contract

The program serves houseless individuals and families. There are four intended outcomes: 1) provide housing for 90-days for up to 500 houseless individuals by contracting with local hotels, 2) provide case management and other services to individuals/families in the program, 3) identify appropriate transitional or permanent housing options for individuals/families in the program, 4) collaborate with Continuum of Care agencies and other organizations to establish a network that would assist with service delivery for program participants.

Use of Evidence

While each project has their own specific objectives (please see below), both projects, like all KCMO initiatives designed to combat homelessness, are fully dedicated to using evidence-based interventions when making decisions about the care of a client. All funding provided by the ARPA is being used in this format.

As part of KCMO wider Continuum of Care (CoC), each project offers, in some capacity, case management, supportive services, mental health and substance abuse treatment, educational groups, and employment assistance. Together these essential support services can help support individuals and families to help break the cycle of homelessness. A collaborative foundation and effective systems provide a mean of moving forward to an assertive community treatment with a housing first approach.

Pallet Community

The intended outcomes will be to 1) provide safe, secure, dry housing to those experiencing houselessness, 2) provide needed wrap around services to those individuals to move them into permanent housing, 3) create an additional pathway to permanent housing that will positively impact the numbers of homeless within Kansas City, Missouri. The project is intended to serve houseless persons exclusively.

Transitional Housing Contract

There are four intended outcomes: 1) provide housing for 90-days for up to 500 houseless individuals by contracting with local hotels, 2) provide case management and other services to individuals/families in the program, 3) identify appropriate transitional or permanent housing options for individuals/families in the program, 4) collaborate with Continuum of Care agencies and other organizations to establish a network that would assist with service delivery for program participants.

Lykins Neighborhood Housing/Houselessness Support Services

Project [Identification Number]: **7B:** Houselessness Initiative
Funding amount: $185,000.00
Project Expenditure Category: 3.10 Housing Support: Affordable Housing *and* 3.12 Housing Support: Other Housing Assistance

Project overview

Neighborhood Legal Support & Affordable Housing Support of Kansas City

The Lykins Neighborhood Housing Support Services will utilize the funding to provide affordable housing to low-income residents for marginalized communities in the Historic Northeast City. The Lykins neighborhood organization will provide outreach to homeless individuals assisting them in obtaining relief payments, government issued ID, access to healthcare, work, and housing. Legal action will be taken to acquire abandoned, blighted, and/or vacant properties to return to rehabbed, good quality housing for low-to-moderate income families.

Use of Evidence

When a contract is developed for this ARPA project, evidence-based outcomes will be included per the reporting requirements.

Housing Trust Fund

Project [Identification Number]: **9:** Affordable Housing
Funding amount: $12,500,000.00
Project Expenditure Category: 3.10 Housing Support: Affordable Housing

Project overview

Per City Council Resolution No. 210249, the City Manager was directed to develop a plan to fund the construction or rehabilitation of affordable housing units and to report such plan to the City Council within 120 days. Therefore, the City will utilize the $12,500,000.00 allocation in the Housing Trust Fund for eligible uses to support housing stability programming citywide.   These eligible uses include supporting affordable residential and multifamily housing, special needs housing for families, seniors and vulnerable residents, conversion of unused buildings and schools, preservation of housing and community led development. The Housing Trust Fund Program is in development.

Use of Evidence

When a contract(s) is (are) developed for this ARPA project, evidence-based outcomes will be included per the reporting requirements.

The aSTEAM Village (ASV) 3rd District Broadband Initiative

Project [Identification Number]: **10:** Broadband Access
Funding amount: $500,000.00
Project Expenditure Category: 5.16 Broadband: "Last Mile" projects

https://asteam-village-inc.square.site/

Project overview

aSTEAM Village, Inc. (ASV) is a Kansas City non-profit organization with a focus on STEAM education for youth and adults including IT and Computer Science certification preparation, and certifications for college readiness, workforce development, and entrepreneurship. aSTEAM Village is a partner in the US Department of Housing and Urban Development (HUD) EnVision Centers, which are premised on the notion that financial support alone is insufficient to solve the problem of poverty. The biggest challenge to achieving the success of this project is poverty -- of the general area, as well as the community of the 3rd District that ASV serves. The existing digital divide in this district has increased current inequities and punished low-income families during the pandemic. This aSTEAM Village project includes community improvement activities in the form of broadband investment

Use of Evidence

The ASV business model is to take the broadband enabled applications that we use in our daily lives and bundle those services into specific solutions that target distinct communities, neighborhoods, and industries. Although we have several applications for all sectors of the economy, aside from the basic residential consumers, aSTEAM Village will be focused on providing services that target four areas: education, healthcare, construction, and community development. The specific services offered are as follows: broadband Internet access, broadband-enabled telephone service, video security and surveillance, video conferencing, and computer centers for youth and adults. aSTEAM Village will own and manage its own network infrastructure as well as the equipment needed to deliver services and security to the end-user. The primary outcome is, providing residences and businesses

in Council District 3 (zip codes 64106, 64108, 64109, 64110, 64124, 64126, 64127, 64128, 64129, 64130, and 64133) with broadband service.

Performance Report

As of August 31, 2021, the Temporary Housing Services to Address Homelessness projects, Pallet Community and Transitional Housing Contract has received and expended funds. The Transitional Housing Contract has been initiated and has tangible metrics that have been collected to date

KCMO is also collecting performance metrics for each of these projects to provide a base of strong causal evidence. Such metrics are included for situational awareness. Projects that have yet to be executed will display intended performance metrics in lieu of quantitative data. Note that the intended performance metrics are subject to change and may or may not be fully reported on in subsequent reports.

Starlight Theater

Performance Metrics:

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs
- Total number of concerts held
- Total number of performers employed
- Total number of in person/virtual attendees
- Total duration of performances
- % of revenue loss that has been recouped
- % of positions that have been re-hired
- Average number of attendants at the venue per event in FY20/21 (pre-funding) vs FY21/22 (post-funding)
- Growth in revenue

Kansas City Zoo

Performance Metrics:

- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs
- Number of workers enrolled in sectoral job training programs
- Square footage of habitat improvement
- Number of events held
- Total $ of Communications Investment
- % of revenue loss that has been recouped
- % of positions that have been re-hired
- Average number of daily attendants at the zoo in FY20/21 (pre-funding) vs FY21/22 (post-funding)

- Growth in revenue

Liberty Memorial Museum

Performance Metrics:

- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs
- Number of workers enrolled in sectoral job training programs
- Total number of events held
- Total number of exhibitions improved
- Total number of in person/virtual attendees
- % of revenue loss that has been recouped
- % of positions that have been re-hired
- Average number of daily attendants at the museum in FY20/21 (pre-funding) vs FY21/22 (post-funding)
- Growth in revenue

Temporary Housing Services to Address Homelessness

Pallet Community

Although the initial funding of the project was approved May 27, 2021 and an initial deposit was made June 3, 2021, this project is currently on-hold until resident concerns on location can be mitigated. The timeline for this municipal legislative process has not been released.

Performance Metrics:

- Number of people of households receiving eviction prevention services (including legal representation)
- Number of affordable housing units preserved or developed
- Total number of tiny houses
- Total number of sheltered individuals
- Duration of stay (average)
- Total number of families in tiny homes

Transitional Housing Contract

The project was approved April 8, 2021 and was initiated April 9, 2021. The project ended on July 15, 2021 and there are currently no plans to revive it. To maximize its effectiveness, the project was coordinated through Lotus Hospitality Group and Lotus Care House. The project also collaborated with Continuum of Care agencies and other volunteer organizations.

Although the project largely succeeded (please see collected performance metrics below). The program challenges were related to the nature of the population served. Houseless individuals usually have a variety of issues, and that complexity warrants a high level of care based on the individual/family needs. Staffing was an issue however, because other homeless services

agencies volunteered to provide services, the concern was manageable. Another challenge was the amount of time dedicated to the program. The 90 days was helpful but, because of the complexities mentioned earlier, additional time would have made a difference especially regarding identification and placement of individuals/families in transitional or permanent housing.

The project did call attention to the houseless issue and helped to educate the public on the ongoing needs of the population. The project prompted groups to focus their efforts on the houseless which will provide additional resources.

Housing project participants, although for a short time were provided stability and this allowed homeless service providers easier access to their existing and new clients. This established continuity of care that is rare.

Performance Metrics:

- Approximately 400 individuals were housed during the 90-days of the program
- 200+ Individuals applied for Independence Housing Authority (IHA) Section 8 housing choice vouchers which became available on 6-28-21 with many participants having follow-up interviews that week and in the following weeks
- 344 Individuals completed housing needs assessment
- 80+ Vulnerability Index – Service Prioritization Decision Assistance Prescreen Tool (VI-SPDAT) surveys completed
- 61+ Employed – part-time or full-time
- 29+ – Exited to housing programs
- 2 healthy baby deliveries due to being at hotel service coordination
- 29+ connected to substance abuse / mental health treatment programs
- 14 life-saving or serious medical interventions including HIV and chronic related illness
- 30 acquired vital documents - 60 vital documents (MO/KS Birth certificates, IDs) have been paid for with continued support for participants interested in getting vital documents

Legal Aid of Western Missouri (Non-Profit)

Performance Metrics:

- Number of people of households receiving eviction prevention services (including legal representation)
- Number of affordable housing units preserved or developed
- Total number of individuals assisted with legal services
- Total $ in settlements received using legal assistance
- Total number of lawyers/ law-related staff volunteers
- Hours of volunteer work
- Total number of cases taken to court

Housing Trust Fund

Performance Metrics:

- Number of people of households receiving eviction prevention services (including legal representation)

- Number of affordable housing units preserved or developed
- Total number of housing purchases enabled
- Total combined value of home purchase assistance
- Total number of neighborhoods covered
- Total number of families impacted
- Total number of individuals assisted with housing solutions

The aSTEAM Village (ASV) 3rd District Broadband Initiative

Performance Metrics:

- Total number of zip codes covered
- Total number of households with new access to broadband
- Total number of students with new access to broadband