# 2024-2028









# Community Health Improvement Plan

Wyandotte County, KS Full Report

Published May 2024













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INTRODUCTION

## A Healthier Wyandotte

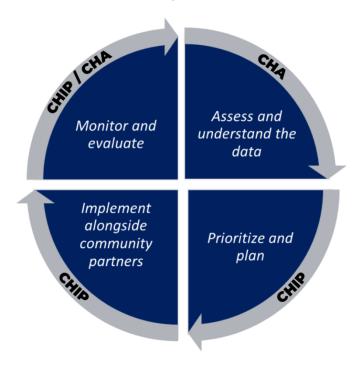
Everyone in Wyandotte County deserves the opportunity to live their healthiest lives possible.

To make that vision possible, we must recognize "health" is impacted by many factors. From education and employment opportunities to the color of our skin and the language we speak – most things in our lives and in communities impact our health. This knowledge is empowering because it means we can make positive changes to improve health through new policies, effective programs, and strong cross-sector collaborations.

The **Community Health Improvement Plan (CHIP)** creates a shared vision for health improvement. The CHIP identifies goals and strategies, and leans on the expertise and resources of the full public health system to take action on addressing the most important community health issues. The Wyandotte County Public Health Department (WyCo PHD) alone cannot do everything to improve the health of our community, but when working together with community partners, we can accomplish a lot. We believe the WyCo CHIP creates the structure that allows for collaboration to thrive.

The CHIP is part of a five-year Community Health Improvement cycle. The cycle starts with a Community Health Assessment (CHA), which was conducted in 2022 by the WyCo PHD. Data and feedback collected in the CHA from community members informs the health priorities addressed in the CHIP. Figure 1 below illustrates the relationship between the CHA and CHIP.

**Figure 1. Community Health Improvement Cycle** 



Implementing a CHIP is not new to Wyandotte County. For the past few years, we've made progress towards a healthier community through the efforts of the 2018-2023 CHIP. The 2018-2023 CHIP addressed Jobs and Education, Health Care Access, Safe & Affordable Housing and Violence Prevention. Together, we have celebrated many successes through the efforts of the previous CHIP. A summary of highlights is below.



## 2018-2023 CHIP Highlights

#### Jobs and Education

- Over 431 new childcare spaces were created for children aged 1-5 through the Family Conservancy's Start Young program
- Approximately 184 children received tuition received scholarships for quality childcare
- Three Business ESL programs were launched, supporting about 72 employees
- Showcased local employers and career opportunities in healthcare and manufacturing to 164 area high school students

#### **Health Care Access**

- Over 644 new applications for Medicaid, Marketplace, and SNAP
- WYCO Health Link has provided over 750 rides to medical appointments across nine participating clinics and one pharmacy
- Led a health literacy campaign primary care campaign reaching 80,000 households
- Organized community members around Medicaid Expansion, submitting over 160 advocacy letters

#### Safe & Affordable Housing

- The 1st Community Land Trust (CLT) home was completed and bought by a Wyandotte family
- Developed and established a series of training sessions on the Tenant's Rights and Responsibilities Toolkit, reaching over 75 community resource navigators
- Established a draft Wyandotte County Homeless Emergency Response Plan
- Hosted a series of WYCO Housing Summits, convening housing partners and advocates

#### **Violence Prevention**

- Over 60 people were trained in Crime Prevention Through Environmental Design (CPTED) principles
- The REVIVE program launched and provided over 40 referrals to youth
- ThrYve initiated a youth court pilot with a focus on restorative justice practices
- The Wyandotte County Youth Fatality Review Board was established, and is the first board of its kind in the State of Kansas

The new 2024-2028 CHIP will continue to address: Jobs & Education, Health Care Access, Safe & Affordable Housing, and Violence Prevention, and will add a new area, **Behavioral Health**, with goals and strategies to address both substance misuse and mental health.

We invite you to interact with our 2024-2028 CHIP and learn more about why these priorities are important to our community members—view the goals and strategies and what we are doing to improve health, but most importantly, identify how you and/or your organization can get involved in making a difference. More information on how to get involved can be found on page 28.

## **Health Justice & the CHIP Lenses**

Wyandotte County community members face large barriers to being healthy, but these barriers are not experienced equally across our population. Many disparities in health are rooted in systemic and historical inequities in the opportunities and resources made available to our community, especially communities of color. These systemic factors—such as those created by racism, poverty, and trauma—influence Wyandotte County's opportunity for health.

The CHIP refers to these three factors as the "CHIP Lenses", which serve as reminders to ensure the goals and strategies pursued by our community through the CHIP recognize, acknowledge and work to address **poverty**, racism and trauma as illustrated in Figure 2 below. Through tailored strategies and meaningful collaborations created in the CHIP, we strive to make progress towards **health justice**.

#### **Addressing Racism through the CHIP:**

The CHIP acknowledges and confronts **systemic racism** in policies and practices that perpetuate health disparities. The CHIP aims to implement anti-racist strategies that create systems of equitable access to quality education, employment, housing, and healthcare for marginalized communities.

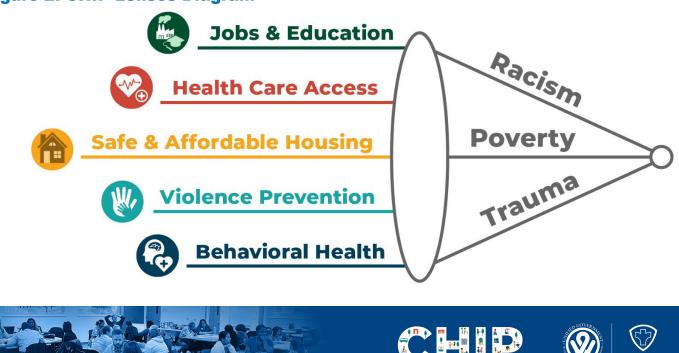
#### Addressing Poverty through the CHIP:

The CHIP strives to design strategies to prevent communities from **experiencing deprivation** in health, education, economic stability, housing standards, and neighborhood conditions, despite low socioeconomic status.

#### **Addressing Trauma through the CHIP:**

The CHIP aims to establish **trauma-informed practices** and provide supports to communities affected by historical injustices, recognizing the profound impact of trauma on the mental and physical health of not only individuals but entire communities.

Figure 2. CHIP Lenses Diagram



#### CREATING A SHARED VISION FOR HEALTH

## From CHA to CHIP

## **CHA: Understanding the Data**

A Community Health Assessment (CHA) is a comprehensive tool to understand the overall health status of a community. The 2022 Wyandotte County CHA was published in 2023 completing the first step in the most recent Community Health Improvement cycle. The Wyandotte County Public Health Department (WyCo PHD) collected primary data from community members through surveys, focus groups and community forums (see Table 1). Secondary data were collected from publicly available data sources such as the Census American Community Survey and County Health Rankings, among others.

**Table 1: 2022 Wyandotte County CHA Primary Data Collection Summary** 

<b>Data Collection Tool</b>	Brief Description	Audience
Community Concerns Survey	A survey to understand community members perceived top health concerns and barriers to health, such as experiences accessing health care, personal behaviors, and the built environment.	All demographic groups and zip codes in Wyandotte County.  1,150 residents took the survey, a representative sample for all county zip codes, race, ethnicity, income, and age group.
<b>Community Forums</b>	Open listening sessions asking a mix of multiple choice and open-ended questions to learn about a broad range of health issues.	All community members.  There were five forums throughout the county and one virtual forum.
Focus Groups	Small sessions to get a deeper sense of community health concerns by anecdotes and nuanced lived experiences of specific groups of community members.	Specific populations within the community (i.e., unhoused community members, parents, etc.).  14 focus groups were held ranging from 1 to 10 participants.
Local Public Health System Assessment	An assessment of the capacity and performance of the local public health system (the 10 Essential Public Health Services) in the county.	Public health system partners were invited to participate in a two-day session.  141 people representing 75 community-based organizations participated.

### **Selection of CHIP Priority Areas**

The CHA highlighted 12 community member-identified health issues. To ensure the CHIP is effective and has capacity to make progress towards the identified goals and objectives, the WyCo PHD and the CHIP Steering Committee completed a health issue prioritization process.

In the first two questions of the CHA's Community Concerns Survey, respondents were asked to select the top three health concerns and three biggest barriers to health for Wyandotte County community members.

The top CHA health concerns and barriers (1,150 respondents) ranked as follows:

#### **2022 CHA: Top Health Concerns**

- 1. Community violence
- 2. Substance misuse
- 3. Mental health and suicide
- 4. Chronic diseases
- 5. Obesity and poor nutrition
- 6. Air pollution/environmental health

#### **2022 CHA: Top Health Barriers**

- 1. Health care access
- 2. Employment and income
- 3. Affordable housing and homelessness
- 4. Community violence
- 5. Health literacy
- 6. Racism and other discrimination

To narrow down the 12 top issues selected by community members, the WyCo PHD developed a survey to ask community partners to evaluate the top issues based on three criteria:

- 1) Level of Community Concern— How urgent do community members find the health issue and how interested are they in finding solutions for it?
- 2) Feasibility—Are there existing resources, collaboration, political will, and evidence-based strategies available to address a health issue?
- 3) Impact on Health Equity—Will focusing on this health issue reduce disparities, inequities and injustices that impact marginalized or vulnerable populations?

Community partners (96 respondents) rated each of the CHA-identified health issues against the three criteria above on a five-point scale and the scores were averaged and ranked. Table 2 the top six issues for the CHA community concerns survey (health concerns and barriers) as well as the ranked results of the community stakeholder prioritization process.

**Table 2. Summary of Health Issue Rankings** 

Rank	2022 CHA Health Concerns	2022 CHA Health Barriers	Community Stakeholders Prioritization Survey
1	Community violence	Health care access	Health care access
2	Substance misuse	Employment and income	Affordable housing and homelessness
3	Mental health and suicide	Affordable housing and homelessness	Community violence
4	Chronic diseases	Community violence	Employment and income
5	Obesity and poor nutrition	Health literacy	Mental health and suicide
6	Air pollution/ environmental health	Racism or other discrimination	Racism or discrimination

The CHIP Steering Committee reviewed the CHA, and the prioritization survey results, provided feedback, and concluded to: 1) keep the four 2018-2023 CHIP priority issues, 2) add behavioral health as an additional CHIP priority, combining mental health and substance misuse, and 3) reaffirm the Lenses of racism, poverty and trauma. As a result of this process, the five priority areas for the 2024-2028 CHIP were adopted as follows: 1) Jobs & Education; 2) Health Care Access, 3) Behavioral Health; 4) Safe & Affordable Housing; and 5) Violence Prevention. Figure 3 below illustrates the 2024-2028 CHIP priority areas, and the CHIP Lenses.

Figure 3. 2024-2028 CHIP Priority Areas & the CHIP Lenses



## 2024-28 CHIP Planning Sessions

### **Overview of Planning Sessions**

Having identified priorities, the WyCo PHD partnered with Wichita State University's Community Engagement Institute and SoulMine to facilitate **eleven community planning sessions** in October and November 2023. The sessions began with a Kick-Off Event, which served as an introduction to the CHIP process and an opportunity to set a shared vision for the 2024-2028 CHIP.

The 10 planning sessions (Series 1 and 2) aimed to identify the specific focus areas and strategies of the 2024-2028 CHIP. As part of any CHIP process, it's important to engage various community sectors to understand the health priorities from diverse lenses, and determine where the community is, where it wants to go, and how it will get there. Although these sessions were open and communicated to the public, the primary audience was community organizations—their commitment and engagement is key to ensuring increased collaborations, capacity, and resources to address the identified goals and strategies in the CHIP.

The Wyandotte County CHIP used an adapted version of the MAPP 2.0 model (Mobilizing for Action through Planning and Partnerships 2.0) to inform the desired outcomes of the planning sessions.

#### Guiding Goals for the CHIP Planning Sessions (MAPP 2.0 Handbook, 2023):

- Identify strategies for community health improvement that meet community needs
- Strategically align partner organizations to priority issues
- Develop shared measures to track CHIP activities
- Identify opportunities for continuous monitoring and evaluation throughout the five-year CHIP

The sections below provide a more detailed summary of the structure and goals for each of the CHIP planning sessions, including a breakdown of participation and engagement.

#### **CHIP Planning Kick-Off Event**

The primary goal of the kick-off event was to launch the planning process for the 2024-2028 CHIP. The event celebrated past successes during the 2018-2023 CHIP, familiarized participants with the Community Health Improvement cycle and introduced the new health priorities. A total of 103 community stakeholders were in attendance to contribute to our community's shared vision for health improvement.

### **CHIP Planning Sessions (Series 1)**

Five total sessions were held as part of series one, one for each of the health priority areas. During this session, participants identified "Focus Areas", or the specific ways in which the community will collaboratively address the priority areas (i.e., for Jobs and Education, increasing fair chance hiring was identified as an area of focus and increasing the recruitment and reach of certified Community Health Workers was identified as an area of focus for Health Care Access).

## **CHIP Planning Sessions (Series 2)**

Five total sessions were held as part of series two, one for each of the health priority areas. During series 2, participants brainstormed strategies and objectives. In between series one and two, the WyCo PHD team reviewed all feedback from session one and created focus area statements. These statements were presented to the participants in the second session to review and confirm. The statements outline the direction community partners recommended the work on that priority are be focused on. For example, the Jobs and Education plan identified increasing high-quality, affordable child care as one of their areas of focus, with several strategies focused on the recruitment and retention of child care providers.

### **Summary of CHIP Focus Areas Identified During Planning Sessions**

#### Jobs and Education

- 1. **Education to Employment Pipeline:** Build a strong talent pipeline from high school to college or career for Wyandotte youth.
- 2. Workforce Transportation: Improve access to public and alternative transportation options for the Wyandotte workforce.
- 3. Child Care Access: Increase access to quality and affordable childcare, including the recruitment and retention of providers.
- 4. **Fair Chance Hiring:** Increase the hiring of justice-involved individuals.
- 5. **Adult Training and Education:** Increase access to adult education and training opportunities.

#### **Health Care Access**

- 1. **Community Health Workers:** Increase the number and reach of certified community health workers (CHWs).
- 2. **Placed-Based Health:** Develop innovative place-based strategies to enhance access to primary care.
- 3. **Transportation to Health Care:** Expand transportation options to health care appointments.
- 4. Medicaid Expansion, Enrollment & Acceptance: Advocate for Medicaid expansion and increase the number of providers that accept it.

#### **Behavioral Health**

- 1. **Availability of Treatment:** Increase mental health and substance use disorder treatment availability by addressing access points and provider capacity.
- 2. **Cost of Treatment:** Address the cost of behavioral health services as a barrier to treatment for community members.
- 3. **Harm Reduction:** Expand harm reduction approaches to prevent overdose and infectious disease transmission.
- 4. Comprehensive Crisis Response System: Increase capacity for a comprehensive and traumainformed crisis response system.
- 5. **Reduce Bias and Stigma:** Reduce bias and stigma towards people seeking treatment for using drugs or experiencing a mental health condition.

#### Safe and Affordable Housing

- 1. Safe and Healthy Rentals: Increase programs and policies to ensure landlords keep rental homes safe and healthy.
- 2. Affordable Housing Units: Increase the number of affordable housing units available in Wyandotte County.
- 3. Unhoused Population and Homelessness: Increase resources available for unhoused individuals, including resources to obtain housing.
- 4. **Tenant Rights:** Expand policies and programs that promote the rights of tenants.
- 5. **Cost Burden for Homeowners:** Reduce the cost burden of property taxes and utilities on lowincome homeowners.

#### Violence Prevention

- 1. **Proven Prevention Strategies:** Expand the reach of proven violence prevention strategies and programs.
- 2. Enhance Support for Youth and Families At-Risk: Support youth and families who are at a higher risk of violence by increasing trauma-informed care and wrap-around services.
- 3. **Community Connectedness:** Build community connectedness by promoting built environment changes and prosocial events and activities.
- 4. **Gun Violence Prevention:** Increase the availability of programs and education that focus on crime prevention and gun violence.

## **Planning Sessions Participation Breakdown**

**Table 3. CHIP Planning Sessions Participation** 

CHIP Planning Session Type	Number of Participants
Kick Off Session	103 Participants
Priority Area Planning Sessions, Series 1 & 2	
Violence Prevention	48 Participants
Safe & Affordable Housing	57 Participants
Behavioral Health	74 Participants
Jobs and Education	53 Participants
Health Care Access	55 Participants
Total Number of Participants**	390 Participants
Total Number of Unique Participants	225 Unique Participants

<sup>\*\*</sup>Total number of participants represents the sum of all individuals in attendance across all sessions. Some individuals attended multiple sessions.

**Table 4. CHIP Planning Sessions Organizational Participation** 

CHIP Planning Session Type	Number of Organizations Represented
Kick Off Session	52 organizations
Priority Area Planning Sessions, Series 1 & 2	
Violence Prevention	21 organizations
Safe & Affordable Housing	30 organizations
Behavioral Health	36 organizations
Jobs and Education	26 organizations
Health Care Access	27 organizations
Total Number of Organizations**	192 organizations
Total Number of Unique Organizations	82 Unique Organizations

<sup>\*\*</sup>Total number of organizations represents the sum of all organizations in attendance across all sessions. Some organizations attended multiple sessions.

#### **Timeline From CHA to CHIP**

The timeline below provides an overview of the process that led to the 2024-2028 CHIP. It illustrates the various events and components that informed the CHA and the development of the CHIP.

- June 2022
  - **Community Concerns Survey Mailed to Households**
- August-October 2022
  - **CHA Focus Groups and Community Forums Completed**
- October 2022
  - **Local Public Health Assessment Completed**
- November 2022-March 2023
  - **Data Analysis**
- April 2023
  - **CHA Report Published**
- May 2023
  - **CHA Community Event**
- May-August 2023
  - **CHA Health Issues Prioritization**
- August 2023
  - **CHIP Steering Committee Adoption of 2024-2028 CHIP Priorities**
- October 2023
  - 2024-2028 CHIP Planning Process Kickoff Event
- October-November 2023
  - **CHIP Priority Area Planning Sessions, Series 1 and 2**
- December 2023-April 2024
  - **Finalize CHIP & Identify Lead Agencies**
- May 2024
  - 2024-2028 CHIP Published
- May 2024-December 2028
  - **Implement CHIP**

# 2024-2028

## Wyandotte County, KS









## CHIP Priority Area Plans: Focus Areas, Objectives & Strategies



Health Care Access



Jobs and Education



Safe & Affordable Housing



Behavioral Health



Violence Prevention



#### **OBJECTIVES**

How we measure progress



#### **STRATEGIES**

How we work toward our goals





## **Health Care Access**



## **Why Health Care Access is a Health Priority**

Barriers to healthcare are a major public health concern because without access to care, community members are not able to receive essential medical care. Adults who are uninsured are less likely to seek medical care due to cost compared with those with continuous insurance (CDC, 2022). Additionally, the health care system can be very costly and complicated to navigate, even for people who were born and raised in Wyandotte County. Being new to a community, adds extra layers of challenge—culturally and linguistically, which can result in lower rates of preventative care utilization like immunizations and annual screenings ultimately leading to lower health outcomes among vulnerable populations.

## **Health Care Access in Wyandotte County**

- In the 2022 community concerns survey, 48% of Wyandotte County residents identified healthcare access as one of the top three barriers to health.
- In Wyandotte County, 17% of residents are uninsured (US Census Bureau ACS, 2021).
- Wyandotte is ranked as one of the least healthy counties in Kansas (County Health Rankings, 2022).
- Individuals without health insurance are less likely to have a primary care provider and may not be able to afford the health care services and medications they need.
- Many factors can impact access to healthcare including transportation, health insurance coverage, and geographic location.

#### 2024-28 CHIP: Health Care Access Plan

The Health Care Access plan aims to assure access to health care for all and improve the capacity of the health care system through increasing access to 1) Community Health Workers, 2) Place-Based Health Care, 3) Transportation, and 4) Medicaid Expansion, Enrollment and Acceptance.

**Overall Shared Measure:** Increase the percent of residents who have a **routine primary care check-up** from 70.6% to 84.7% in 2028 (Kansas Health Matters, 2021).

Lead Agency: Vibrant Health



## **Community Health Workers**

Increase the number and reach of certified community health workers (CHWs) in Wyandotte County.

**Objective:** Increase the **number of certified CHWs** in Wyandotte County from 37 to 53 by 2028 (Kansas Community Health Worker Coalition, 2024).

- 1. Streamline the **recruitment and training** of new CHWs in partnership with the Community Health Council (CHC) and the Kansas Community Health Worker Coalition, prioritizing placement in safety net clinics
- 2. Address the gap in **CHW payment structure** by exploring sustainable funding models and value-based reimbursements, including policy change that allows for reimbursement through Medicaid
- 3. Improve **cost transparency** with upfront information, offer educational classes on insurance terminology, and raise awareness of patient rights under the Good Faith Estimate Bill and the No Surprises Act



#### **Place-Based Healthcare**

Develop innovative place-based strategies to enhance access to primary care services in Wyandotte County.

#### **Objective**

Increase the percentage of residents who have a **routine primary care check-up** from 70.6% to 84.7% in 2028 (Kansas Health Matters, 2021).

#### **Strategies**

- 1. Implement **community paramedicine** models to offer preventative and routine care, expanding the reach of health care services
- 2. Increase capacity for **mobile and pop-up/neighborhood-based clinics** in local neighborhoods



#### Transportation to Health Care

Increase transportation options to health care appointments.

#### **Objective**

Decrease the rate of **missed primary care appointments** among safety-net clinics (Data Pending).

#### **Strategies**

- 1. Increase **transportation options** to primary care appointments and other locations relevant to the continuity of care, like pharmacies, behavioral health and specialists
- 2. Collaborate with local pharmacies to offer **prescription delivery services** and inform patients about current delivery systems



## **Medicaid Expansion, Enrollment and Acceptance**

Advocate for Medicaid expansion and increase the number of providers that accept it.

#### **Objective**

Reduce the percentage of **people who are uninsured** (population 65 and under) from 16% to 14.4% by 2028 (US Census Bureau SAHIE, 2020).

- 1. Coordinate and improve efforts to increase **community member enrollment** and awareness of Medicaid & Marketplace health insurance plans
- 2. Advocate for **Medicaid expansion** in Kansas

## **Jobs & Education**



## Why Jobs and Education is a Health Priority

Lack of income and lack of employment are large contributors to overall health, equal to the contributions of all the following: adult smoking, adult obesity, food environment, physical inactivity, and access to exercise opportunities (Robert Wood Johnson Foundation, 2023). Health insurance is often tied to employment status, which means that a lack of employment could mean a lack of health insurance, creating additional barriers to accessing healthcare.

## Jobs and Education in Wyandotte County

- Employment and income are two of the most important social determinants of health.
- Black residents continue to face more discrimination and barriers to employment, and have lower household incomes, than other residents.
- To improve Wyandotte County's longstanding health challenges, community stakeholders can work to increase access to living wage jobs.

#### 2024-28 CHIP: Jobs and Education Plan

The Jobs and Education plan aims to reduce barriers to employment and educational opportunities and **increase median household income** by addressing the following five barriers to entering the workforce: 1) Adult Training and Education, 2) Child Care Access, 3) Education to Employment Pipeline, 4) Fair Chance Hiring, and 5) Workforce Transportation.

**Overall Shared Measure:** Increase median household income in Wyandotte County households from \$57,771 to \$71,636 by 2028 (US Census Bureau ACS, 2018-2022).

**Lead Agency:** Wyandotte Economic Development Council (WYEDC)



## **Adult Training & Education**

Increase access to adult education and training opportunities.

#### **Objective**

Increase the percentage of residents who have completed a **post-secondary credential** (associate's degree or higher) from 32.3% to 38.7% by 2028 (US Census Bureau ACS, 2022).

- 1. Support higher education institutions and businesses in **expanding access** to GED and ESL and other workforce training programs
- 2. Expand employer participation in apprenticeship programs and other industry-recognized credentials



#### **Child Care Access**

Increase access to quality and affordable child care by focusing on the recruitment and retention of providers.

#### **Objective**

Retain 2,502 full time, licensed child care slots among both in-home providers and centers, while working to increase new licensed slots.

#### **Strategies**

- 1. Build and stabilize the child care workforce by engaging educational institutions on developing early childhood career pathways for students
- 2. Support the **retention and expansion** of quality child care centers to increase access for families
- 3. Increase **training and support to child care providers**, both centers and in-home, though the efforts of The Family Conservancy's Start Young Program and UG Child Care Licensing
- 4. Increase awareness and participation in available **child care tax credits** among local employers
- 5. Identify barriers experienced by **new or expanding** child care providers and advocate for solutions
- 6. Explore local, state, and federal policy opportunities to increase **child care investments** in Wyandotte County, increasing wages, provider benefits, and lowering start-up costs



### **Education to Employment Pipeline**

Build a strong talent pipeline from high school to college or career for Wyandotte youth.

#### **Objective**

Increase the percentage of residents with a high school diploma or equivalent from 86.2% to 91% by 2028 (US Census Bureau ACS, 2022).

### **Strategies**

- 1. Increase employers offering internships/apprenticeships, Earn While You Learn, and career placement opportunities, for those aged 16-18 years-old
- 2. Support and **expand Diploma**+ (or similar approaches) in all Wyandotte school districts to support access to postsecondary/industry credentials



## Fair Chance Hiring

Increase the hiring of justice-involved individuals.

**Objective:** Increase the **employment rate of justice-involved individuals** from 59% to 75% by 2028 (KDOC, 2023).

- 1. Build capacity for **re-entry support services** to help reduce barriers to career/training and employment for people who are justice-involved
- 2. Connect employers to local non-profits, career and workforce development centers to **identify** and recruit formerly incarcerated people who can fill talent gaps
- 3. Establish **trainings and forums** for employers to increase access to and highlight the benefits of hiring and retaining qualified justice involved individuals
- 4. Support automated expungement as a workforce strategy, increase education on the expungement process and current services available for individuals who have been involved in the justice system



## **Workforce Transportation**

Increase access to public and alternative transportation options for the Wyandotte workforce.

#### **Objective**

Increase the percent of residents who commute to work using public transit from 1% to 2% (Census Bureau ACS, 2018-2022).

- 1. Increase the marketing and local education of **public transportation solutions** for job
- 2. Increase public transit and other on-demand or microtransit options to employers, and develop customized solutions when possible

## Safe & Affordable Housing



## Why Safe & Affordable Housing is a Health Priority

When housing is unaffordable, an outsized share of income goes toward housing, leaving less money for other necessities. Quality housing, though harder to define, is important to health. Living in homes with mold, lead, non-working appliances, no heating or cooling, or other serious health and safety hazards can increase the risk for many negative health outcomes such as poor child development, lung diseases, and cancer (Harvard, 2017). When the unaffordability of housing digresses to homelessness, it can result in preventable deaths.

### Safe & Affordable Housing in Wyandotte County

- More than 18,000 of the 60,000 total Wyandotte County households are considered cost-burdened
- Lack of affordable housing is linked to negative health outcomes
- Life expectancy for unhoused people is shortened by approximately 30 years compared to people who are housed
- 23,000 households in Wyandotte County cannot afford more than \$400 per month in rent
- To combat this issue, programs, policies, and investments are needed locally and at the state and federal levels.

### 2024-28 CHIP: Safe & Affordable Housing Plan

The Safe and Affordable Housing plan aims to reduce barriers to access safe, affordable, and quality **housing**, including the associated costs of staying in the home by addressing: 1) Affordable Housing Units, 2) Cost Burden for Homeowners, 3) Safe & Healthy Rentals, 4) Tenant Rights, and 5) Unhoused Populations and Homelessness.

Overall Shared Measure: Reduce the percentage of households that spend 30% or more of their income on rent or mortgage from 31.3% to 25.0% (US Census Bureau ACS, 2022).

**Lead Agency:** Cross-Lines Community Outreach



## Affordable Housing Units

Increase the number of affordable housing units available in Wyandotte County.

## **Objective**

Reduce the 4,153-unit affordable housing gap by 50% over 5 years by developing 2,075 affordable units (\$650/month) or 415 units per year (MARC Regional Housing Hub, 2022).

- 1. Incentivize the **acceptance of housing vouchers** for Section 8 tenants, working in tandem with landlords
- 2. Support the Community Benefits Advisory Board in developing the **Affordable Housing Trust Fund** as referred in the Community Benefits Ordinance
- 3. Explore **inclusionary zoning policies** requiring developers to set aside a percentage of housing units to be sold or rented at below-market prices
- 4. Collaborate with neighborhood associations to identify and develop landbank opportunities



#### **Cost Burden for Homeowners**

Reduce the cost burden of property taxes and utilities on low-income homeowners.

#### **Objective**

Prevent 100% of **owner-occupied properties** from being sold on the tax sale, to reduce displacement among low-income homeowners.

#### **Strategies**

- 1. Increase awareness and utilization of property tax and utility rebates
- 2. Develop a comprehensive understanding of the **impact of delinquent taxes** on homeowners through a combination of a homeowner impact study, community listening sessions and partnerships



## Safe & Healthy Rentals

Increase the availability of programs and support policies to ensure landlords keep rental homes safe and healthy.

#### **Objective**

Decrease the percentage of residents living with **severe housing problems**, including overcrowding, lack of kitchen, or lack of plumbing facilities from 18% to 16% by 2028 (Kansas Health Matters, 2015-2019).

#### **Strategies**

- 1. Expand the lead program to increase capacity for **lead testing and abatement** in housing environments
- 2. Establish a **rental registry** and explore a **rental inspection** program to address housing quality, safety, and compliance with regulations



## **Tenant Rights**

Expand policies and programs that promote the rights of tenants

#### **Objective**

Decrease the percentage of residents that **experience an eviction** from 6 per 1,000 residents to 5.4 per 1,000 by 2028 (WYCO Sheriff's Office, 2023).

- 1. Increase **tenant education** on the eviction process and provide resources around pre-filing
- 2. Provide legal support and mediation for evictions for community members that are lowincome or may be undocumented
- 3. Develop and evaluate a **right-to-counsel policy**
- 4. Develop and evaluate a policy to **prohibit source of income discrimination** for beneficiaries of housing voucher programs
- 5. Initiate the creation of a **tenant rights organization**/group



### **Unhoused Populations & Homelessness**

Increase resources available for unhoused individuals in Wyandotte County, including resources to obtain housing.

#### **Objective**

Reduce the number of **people experiencing chronic homelessness\*** by 50% from 35 to 17 in 2028 (GKCCEH Point-in-Time Count, 2021-2023).

#### **Strategies**

- 1. Increase community awareness of the **Housing First** model and **Functional Zero** principles
- 2. Collaborate with housing providers to encourage and utilize **full implementation** of the **Housing First Model**
- 3. Increase the availability of episodic and permanent **supportive housing** options, particularly for youth and at-risk community members experiencing homelessness, through partnerships and resource allocation
- 4. Establish a Wyandotte County Homeless Coalition to comprehensively address homelessness within the community and support regional approaches to ending homelessness

\*Chronic homelessness is defined as those experiencing homelessness for longer than one year or four or more times in the last three years (Greater KC Coalition to End Homelessness, 2023).

## **Violence Prevention**



### **Why Violence Prevention is a Health Priority**

Violence leads to shortened life, reduced quality of life, and strains social wellbeing. Injuries caused by violence may incur large medical costs and deaths from violence can impact family members of victims by making them more likely to suffer from Post-Traumatic Stress Disorder, depression, and substance abuse (Boyle, 2022; Zinzow et. al, 2009). Many of the same factors that lead to poor health outcomes like socioeconomic status, disinvestment in the built environment, median household income, and racism, contribute to the presence of violence (CDC, 2022).

### **Violence Prevention in Wyandotte County**

- Violence was the number one health concern in the Community Concerns Survey (62% of respondents)
- Divestment of resources from schools, neighborhoods, and businesses and the concentration of poverty in communities of color have contributed to disproportionate rates of violence.
- Violence occurs at higher rates in Wyandotte County than in any other county in Kansas, and men under the age of 44 are most at risk of dying from violence.
- The health impacts of violence may be mitigated through investment in community-building, support of youth programming, targeted prevention of violence in high-risk populations with evidence-based practices, and treatment of those impacted by violence with trauma-informed care.

#### 2024-28 CHIP: Violence Prevention Plan

The Violence Prevention plan aims to foster **safer neighborhoods**, **free from violence** through policy, systems, and environment changes by addressing: 1) Community Connectedness, 2) Supports for Youth and Families, 3) Proven Prevention Strategies, and 4) Gun Violence Prevention.

**Overall Shared Measure:** Reduce the rate of violent crime from 10 per 10,000 to 8 per 10,000 by 2028 (KBI, 2022).

Lead Agencies: Metropolitan Organization to Counter Sexual Assault (MOCSA), KU-ThrYve, and Livable Neighborhoods Taskforce



## **Community Connectedness**

Build community connectedness by promoting built environment changes and prosocial events and activities.

**Objective:** Increase the **Community-for-All-Ages** standard in Wyandotte County from Bronze to Gold by 2028 (MARC, 2023).

- 1. Collaborate with community groups to implement **placemaking strategies** and CPTED principles, fostering community connectedness through built environment changes and active transportation
- 2. Empower community members by facilitating the creation of groups and activities that foster connection and engagement
- 3. Implement the **Complete Streets Ordinance** to connect people of all ages, abilities and modes of transportation across neighborhoods

## **Enhance Support for Youth & Families**

Support youth and families who are at a higher risk of violence and trauma by increasing traumainformed, wrap-around services.

#### **Objective**

Reduce **emergency department visits** due to firearms for 16–24-year-old young adults from 179.0 per 100,000 to 161.1 per 100,000 by 2028 (ESSENCE, 2023).

#### **Strategies**

- 1. Support individual-level responses and interventions for survivors of interpersonal violence and those at risk of perpetration of violence through **REVIVE**, a hospital-based violence intervention program
- 2. Develop recommendations and implement strategies based on youth fatality case reviews
- 3. Increase the use of **conflict resolution and restorative justice** practices with youth in school settings



### **Proven Prevention Programs**

Expand the reach of proven violence prevention strategies and programs.

#### **Objective**

Increase the percent of youth who answer, 'Yes' to 'There are people in my community, who **encourage me to do my best.**' from 46.1% to 50.7% by 2028 (KCTC, 2022).

#### **Strategies**

- 1. Promote **social norms change** within neighborhoods, particularly among youth, through community-led programming
- 2. Support cross-sharing among organizations that provide opportunities for **youth leadership**, engagement, and mentoring
- 3. Build capacity to implement evidence-based interventions to address healthy relationships, consent, and forms of violence like sexual and child abuse



#### **Gun Violence Prevention**

Increase availability of programs and education that focus on crime prevention and gun violence.

#### **Objective**

Reduce the rate of firearm fatalities from 30 per 100,000 to 24 per 100,000 by 2028 (County Health Rankings, 2017-2021).

- 1. Develop and promote initiatives related to **gun safety education** across diverse community settings
- 2. Establish a **signage program** for federally registered gun sellers to prominently display information about the importance of safe storage options
- 3. Expand distribution networks to increase the availability of **free**, **high-quality gun locks** at various community locations
- 4. Support evidence-based **Group Violence Intervention (GVI)** to collaboratively address and mitigate homicide and gun violence through community-led deterrence and coordinated efforts involving law enforcement, social service providers, and community members

## **Behavioral Health**



## Why Behavioral Health is a Health Priority

Good mental health can vary according to the person. Most often, it involves being able to cope with everyday stress, maintain meaningful relationships, and work productively. It is important to note that mental health can fluctuate over time based on numerous factors and life stressors. Common mental health conditions include depression, ADHD, post-traumatic stress disorder, and anxiety disorders, among others (NAMI). Mental health conditions are very common-1 in 5 adults experience anxiety and depression each year in the U.S. (CDC, 2022).

Drug overdoses in Wyandotte County have more than doubled since 2019, in part due to the increased prevalence of fentanyl. The increased consumption of fentanyl laced drugs, either knowingly or unknowingly, is harmful to health because fentanyl is up to 50x stronger than heroin and 100x stronger than morphine.

Gaps in our behavioral health care system leave behind a substantial number of people needing care. Kansas ranks last and second to last out of all states for prevalence of mental illness and rates of access to care among adults and youth, respectively (Mental Health America, 2022). This means that there is high demand for behavioral health care services yet low access and opportunities to meet that demand. This demand for more and better care requires a response. Unaddressed conditions can lead to decreased quality of life, and in some instances, premature loss of life.

## **Behavioral Health in Wyandotte County**

#### **Mental Health**

- People in Wyandotte County ranked mental health, including suicide as the third highest health concern in the CHA.
- The majority of respondents indicated they either have a mental illness or someone in their household has with a mental illness.
- Factors or "stressors" that have negative impacts on community members' mental health include systemic racism, violence, financial hardships, trauma, and the COVID-19 pandemic.
- In Wyandotte County, suicide is the third leading cause of death for youth ages 15-24, and the 10th leading cause of death for men (Kansas Information for Communities Death Statistics, 2018-2020).
- In Wyandotte County, suicide death rates are similar to that of Kansas overall. However, hospital admissions due to suicidal ideation are 60.3% higher than in Kansas.
- Strategies to improve mental health and prevent suicide should focus on funding and policies that reduce barriers to mental health care access and treatment.

#### Substance Misuse

- In the Community Concerns Survey, community members identified drug misuse as the second-highest health concern in Wyandotte County.
- Drug overdose deaths in Kansas and across the U.S. have increased significantly over the past few decades, with notable increases in recent years.
- In 2021, the US surpassed 100,000 overdose deaths in a 12-month span for the first time in history (Harvard T.H. Chan School of Public Health). This is nearly 29x higher than the average annual overdose deaths during the 1980s (CDC WONDER). In Kansas, overdose deaths more than doubled from 2017 to 2021 (KDHE Overdose Data Dashboard).
- It will take policy changes, expanded resources, and reduced stigma to increase access to recovery for substance use disorders and reduce overdose deaths and other harms related to substance use.

#### 2024-28 CHIP: Behavioral Health Plan

The Behavioral Health plan aims to reduce barriers to accessing treatment and other supports and promote harm reduction approaches by addressing: 1) Availability of Treatment, 2) a Comprehensive Crisis Response System, 3) Cost of Treatment, 4) Harm Reduction, and 5) Bias and Stigma.

**Overall Shared Measure:** Reduce poor mental health days from 4.8 out of the past 30 days to 4.4 out of the past 30 days by 2028 (County Health Rankings, 2023).

**Lead Agencies:** Wyandot Behavioral Health Network



## **Availability of Treatment**

Increase mental health and substance use disorder treatment availability by addressing access points and provider capacity

#### **Objective**

Reduce **emergency departments visits** related to substance use disorders and mental health crises from 3.4% (569 visits per 167,046 residents) to 2.7% by 2028 (ESSENCE, 2023).

#### **Strategies**

- 1. Identify and prioritize residential areas with high behavioral health needs and establish **coordinated care teams** to address mental health and substance use disorders (SUD)
- 2. Expand treatment providers in the field to include peers, Community Health Workers (CHWs), and other professionals, to enhance accessibility for individuals seeking behavioral health services
- 3. Increase **system integration and coordination** between mental health and SUD services, fostering a holistic approach to treatment and care for individuals with co-occurring conditions
- 4. Increase **access points** for behavioral health services through telehealth



## **Comprehensive Crisis Response System**

Increase capacity for a comprehensive and trauma-informed crisis response system.

## **Objective**

Reduce the number of **9-1-1 calls** for mental health and substance misuse reasons from 3,031 calls to 2,728 calls by 2028 (KCKPD, 2021-2023).

- 1. Implement evidence-based training programs to mitigate **secondary trauma** experienced by medical professionals and first responders within the comprehensive crisis response system
- 2. Launch a focused campaign to increase public awareness and utilization of the **9-8-8 crisis hotline** as a primary access point for behavioral health emergencies
- 3. Establish protocols and collaborations within the comprehensive crisis response system to deploy mobile crisis response teams and create a local crisis response continuum of care, connected to 9-8-8 calls
- 4. Increase capacity for alternative pathways to arrest for at-risk youth



## **Cost of Treatment**

Address the cost of behavioral health services as a barrier to treatment for community members.

#### **Objective**

Increase the rate of **people accessing treatment** across community behavioral health providers in Wyandotte County (Data Pending).

#### **Strategies**

- 1. Develop and disseminate resources to inform patients about available **payment assistance** options and self-pay costs to reduce the financial burden of treatment
- 2. Explore grant opportunities and other **funding models** to support the costs of treatment for community members in need of financial assistance



#### **Harm Reduction**

Expand harm-reduction approaches to prevent overdose and infectious disease transmission.

#### **Objective**

Reduce **overdose death rate** from 37 per 100,000 to 20.7 per 100,000 by 2028 (KDHE Vital Stats, 2021).

#### **Strategies**

- 1. Increase access to Fentanyl test strips, Narcan, and implement needle exchange **programs** in community spaces to reduce overdoses and infectious disease transmission
- 2. Increase access and availability of **Medication Assisted Treatment (MAT)** by collaborating with healthcare providers, treatment centers, and community organizations
- 3. Organize community groups around **policy changes** that support **harm-reduction** approaches, such as Overdose Good Samaritan laws



## **Reduce Bias & Stigma**

Reduce bias and stigma towards people seeking treatment for using drugs or experiencing a mental health condition.

#### **Objective**

Increase the rate of **people accessing treatment** across community behavioral health providers in Wyandotte County (Data Pending).

- Partner with local school districts in Wyandotte County to implement evidence-based mental health curriculums, including suicide prevention
- 2. Develop and implement culturally sensitive education campaigns to address **harmful social norms** related to substance use, stigma, and related behaviors
- 3. Implement targeted **recruitment strategies** within organizations to actively recruit and employ individuals with firsthand experiences related to substance use or mental health

## From Plan to Action

### CHIP Structure for Implementation

The Wyandotte County Community Health Improvement Plan (CHIP) has integrated the Collective Impact Model to inform its implementation for the last decade. Collective impact brings people together in a structured way to achieve social change, and supports communities in making significant progress on largescale, complex issues, such as the ones identified through the CHIP. Table 5 provides an overview of how the five principles of Collective Impact are incorporated in the Wyandotte County CHIP.

**Table 5. Collective Impact Model in the WYCO CHIP** 

Collective Impact Principle	Definition	Collective Impact in Wyandotte County
A common agenda	Coming together to collectively define the problem and create a shared vision to solve it.	Shared goals and strategies, as identified through CHIP planning process and as outlined in the 2024-2028 CHIP.
Shared measurement	Tracking progress in the same way, allowing for continuous learning and accountability.	Tracking shared metrics or objectives for each the CHIP priority areas.
Mutually reinforcing activities	Integrating the participants' many different activities to maximize the end result.	Identified CHIP strategies, coordinated in mutually reinforcing ways by Action Teams and Committees led by Lead Agencies and the WyCo PHD.
Continuous communications	Building trust and strengthening relationships through communication.	Regular CHIP coordination meetings, email updates, and published annual reports and booklets.
A strong backbone	Having a team dedicated to aligning and coordinating the work of the group	WyCo PHD staff and Lead Agency staff who coordinate and support CHIP Action Teams and Committees.

### CHIP Steering Committee

The CHIP Steering Committee members provide guidance and strategic oversight for the direction and implementation of the CHIP, including anticipating barriers, raising resources, building relationships, and ensuring collaboration across all levels of the CHIP.

## WyCo Public Health Department and the CHIP Lead Agencies

The Wyandotte County Public Health Department (WyCo PHD) serves as the backbone organization for the CHIP — raising resources, providing coordination, conducting evaluations, and ensuring the overall sustainability of the plan.

The WyCo PHD partners with **Lead Agencies** to plan and implement the CHIP strategies through the convening and coordination of CHIP Action Teams and Committees. The Lead Agencies are selected based on alignment with the goals of the CHIP, subject-matter expertise, and capacity to lead the work outlined in their respective priority area plans. The organizations that will serve as the Lead Agencies for the 2024-2028 CHIP can be found on the next page (pg. 28).

Table 6. 2024-2028 CHIP Lead Agencies

2024-2028 CHIP Priority Area	CHIP Lead Agency
Jobs and Education	Wyandotte Economic Development Council
Health Care Access	Vibrant Health
Safe & Affordable Housing	Cross-Lines Community Outreach
Behavioral Health	Wyandot Behavioral Health Network
Violence Prevention	Livable Neighborhoods, MOCSA, & KU-ThrYve

#### **CHIP Action Teams and Committees**

**CHIP Action Teams** are led by the Lead Agencies and are composed of many community members and stakeholders. Action Teams meet at least quarterly and delegate to the Committees to address the areas of focus identified within the plan. The **CHIP Committees** are smaller sub-groups of the full Action Team, sometimes led by the Lead Agency and sometimes led by another Lead Partner. The Committees are dedicated to addressing one or more specific strategies identified in the plan.

An illustration of the **CHIP Leadership and Structure** is included on the next page (pg. 29).

#### **How to Get Involved**

Over the next five years, the WyCo PHD, CHIP Lead Agencies, and CHIP Steering Committee will be working to implement the strategies identified in the 2024-2028 CHIP alongside community partners. The best way to get involved is to look at the strategies in each of the priority areas and identify **overlaps with your interests or the work of your organization**. Overlap can look like existing programs that you or your organization are involved in or new ideas and projects that contribute to progress towards the identified goals and objectives.

We invite you to reach out to the WyCo PHD or one of the Lead Agencies to learn more about how you can get connected and support the work. Together, we can make strides *towards a healthier Wyandotte County*.

Figure 4. CHIP Lead Agencies Contact Information







**Community Health Improvement Plan** 





# 2024 - 2028 Structure

**Steering Committee** 

Provides guidance and strategic oversight for the direction and implementation of the CHIP and builds capacity to evaluate the three lenses

Public Health Dept.

Provides technical assistance, raises resources, conducts evaluation, and ensures overall sustainability of the CHIP

## **Action Teams**



## **Lead Agencies**





Jobs & **Education** 





**Violence Prevention** 









Safe & **Affordable** Housing







## Committees



Place-Based Health













Child Care Access



Adult Training & Education



Fair Chance Hiring



Workforce Transportation



Education to **Employment** Pipeline



Community Connectedness



Prevention **Programs** 

Proven



Supports for Youth & Families At Risk



**Gun Violence** Prevention



Unhoused **Populations** 



Affordable **Housing Units** 



Tenant Rights



Safe & Healthy Rentals



Cost Burden for Homeowners



Availability of Treatment



Harm Reduction



Cost of Treatment



Reduce Bias & Stigma



Comprehensive Crisis Response System









## **Acknowledgements**

Thank you to the many dedicated individuals and community organizations for participating in the planning process for the 2024-2028 CHIP—it is through our joint efforts and contributions that our CHIP will move us towards a healthier, more thriving Wyandotte County.

#### **CHIP Steering Committee & CHIP Lead Agency Organizations**

Children's Mercy Hospital

**Community Health Council** 

**Cross-Lines Community Outreach** 

El Centro

**Greater KC LISC** 

**KUMC Family Medicine** 

**KUMC** Population Health

**KU-ThrYve** 

Livable Neighborhoods

MOCSA

**REACH Health Care Foundation** 

United Way of Greater Kansas City

Vibrant Health

Wyandot Behavioral Health Network

Wyandotte Economic Development Council

Wyandotte Health Foundation

WyCo Public Health Department

#### **Health Department Staff**

Susan Beckman, CHIP Program Supervisor

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Blake Hensley, CHIP Program Coordinator

Erika Holliday, Substance Misuse Coordinator

Wesley McKain, Community Health Manager

Luz Ortiz, Media Relations Specialist

Shelby Woodward, Violence Prevention Coordinator

#### **CHIP Sponsors**

Thank you to the Health Forward Foundation and the Wyandotte Health Foundation for their continued support during the development of the 2024-2028 CHIP.

#### **CHIP Planning Session Facilitators**

SoulMine, LLC

Wichita State University Community Engagement Institute

#### **Graphic Designer**

Bill Elder Creative

#### **Community Partners**

Thank you to our community partners for their time, commitment, and contributions to support the work of the CHIP. This list represents community partners that participated in the 2024-2028 CHIP planning sessions and/or who are engaged in one or more of the CHIP Action Teams.

AdHoc Group Against Crime KC Aetna Better Health of Kansas Alliance for a Healthy Kansas

American Red Cross

Archdiocese of Kansas City in Kansas **Argentine Betterment Corporation** Armourdale Renewal Association

Avenue of Life

Bethel Neighborhood Center

BikeWalkKC

Caritas Clinics - Duchesne Clinic Catholic Charities of Northeast Kansas

Central Avenue Betterment Association (CABA)

Central United Methodist Church Children's Mercy Hospital Churches United for Justice

Clean Air Now KC

Community Care Network of Kansas

Community Health Council of Wyandotte County Community Housing of Wyandotte County

Connections To Success Cornerstones of Care

Cross-Lines Community Outreach, Inc Department of Veteran's Affairs

Donnelly College

Douglas Sumner Neighborhood **Downtown Shareholders** 

**Economic Opportunity Foundation** 

Eden's Village El Centro, Inc.

The Family Conservancy

Family Counts and Consultants, LLC

Friends of Yates

Grandparents for Gun Safety

Groundwork NRG

Habitat for Humanity Kansas City **Health Forward Foundation** Heart to Heart International

**Heartland RADAC** Heartland 180 The Hub Argentine JayDoc Clinic JUNTOS

Kansas City Area Transportation Authority

Kansas City Digital Drive

Kansas City, Kansas Chamber of Commerce Kansas City, Kansas Community College Kansas City Kansas Housing Authority Kansas City, Kansas Police Department Kansas City, Kansas Public Schools/USD 500

Kansas City, Kansas Public Schools Police Department

Kansas City Medical Society Foundation Kansas City, Missouri Health Department

Kansas City Research Institute Kansas Department of Commerce **Kansas Department of Corrections** 

Kansas Legal Services Kansas News Service KC Farm School

Kansas Department of Health and Environment (KDHE)

Kensington Neighborhood K-State Research & Extension

KU Center for Community Health and Development

**KU Landon Center on Aging** 

**KU Medical Center KU School of Nursing** 

Leavenworth Road Association

Local Initiatives Support Coalition (LISC)

A Loving Space Foundation

Made Men

Mercy and Truth Medical Missions

Metro Lutheran Ministry

Metropolitan Organization Countering Sexual Assault

Mid-America Regional Council (MARC)

Mission Adelante Oak Street Health

Olivet Institutional Baptist Church

Orange EV OurSpot KC

Salem Baptist Missionary Church

Sunflower Health Plan Sunflower House Swope Health

Turner School District/USD 202 UG Area Agency on Aging

**UG Budget Office** 

**UG** Department of Transportation **UG** Livable Neighborhoods

**UG Mayor's Office UG** Planning

**UG Strategic Communications** United Healthcare KanCare The Village Initiative Vibrant Health

Workforce Partnership

Wyandot Behavioral Health Network (WBHN) Wyandotte Economic Development Council

Wyandotte Health Foundation

WyCo Mutual Aid

Young Women on the Move

Youth Ambassadors

Youth Violence Prevention Center-KC/ThrYve