

**This document was compiled by DEI Task Force members in an effort to further identify and define the five areas of focus: *Health and Wellness, Livability, Public Safety, Economic Opportunity, and Individual and Family Support*. This SWOT analysis will be used by the five individual subcommittees as they work to develop a vision and description of each topic area, and identify existing resources, support, weaknesses, and strategies to generate community-wide recommendations. This is not meant to serve as an all-encompassing analysis of these subject areas.**

### HEALTH & WELLNESS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Flint Hills Wellness (FHWC) has generated data tools to help address DEI issues in MHK including the 2020 <a href="#">Riley County Needs Assessment</a> &amp; the <a href="#">Riley County Opportunity Map</a>:</li> <li>• FHWC is currently working with several other groups on several initiatives that are already funded by a <a href="#">Blue Cross Blue Shield Pathways to a Health Kansas</a> grant:</li> <li>• Mental Health Co-responders who are Pawnee employees, go out with RCPD on mental health crisis calls</li> <li>• New Crisis Stabilization Center at Pawnee Mental Health that has a healthy, empowering, and caring culture while getting cost saving life transforming results</li> <li>• Many churches in our community have a strong volunteer base and are willing to help people with severe mental illness</li> <li>• RCPD is planning a Crisis Intervention Training to train officers on deescalating mental health crisis and promote empathy</li> <li>• Flint Hills Community Care Team (CCT) provides patient-centered care and offers wrap-around services through multi-agency partnerships for some of the most vulnerable members of our community</li> <li>• Harvester International truck/food distributions</li> <li>• Cats Cupboard</li> <li>• The Pandemic has brought on more videoconference city, county, health department, meetings providing information to a larger base and with chat features so community members can ask questions. Those that work nights, or have family obligations in evenings can now watch the live stream and/or go back to Facebook/YouTube and watch it later.</li> <li>• FHWC willing to question decision makers and challenge the status quo even if it might make community leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate medical resources</li> <li>• Stigma in the culture locally and nationally that has a very negative, inaccurate, and prejudiced understanding of people with severe mental illness</li> <li>• Lack of group homes for people who are well enough to be out of institutions but still cannot adequately take care of themselves</li> <li>• Too many people with mental illness get caught up in the judicial system</li> <li>• Unavailability of resources for LGBTQI+ community members in terms of healthcare and other related resources</li> <li>• Lack of culturally-competent healthcare providers (including mental health providers) for LGBTQ folks and other marginalized populations.</li> <li>• Food deserts in Northview and Southside</li> <li>• Lack of affordable, accessible, and safe/healthy housing--this has only worsened during the pandemic: <a href="http://www.rccnainteractive.org/quality.html#neighborhood-needs-quality">http://www.rccnainteractive.org/quality.html#neighborhood-needs-quality</a></li> <li>• Lack of coordinated data collection to demonstrate whether public health strategies are reaching underserved populations in an equitable manner (the pandemic, in particular, has brought this to light)</li> <li>• Lack of transparency and inclusiveness regarding decision making, particularly as it relates to public health (also a Threat)</li> <li>• Public distrust of science and research as the basis for public health decision making (also a Threat)</li> <li>• Breadbasket creates too many barriers for those needing access to food.</li> <li>• Provide mental health for our students that have been on center during COVID- mainly for depression/anxiety</li> <li>• Healthcare for Transgender Community Members--In previous years, the go-to doctor for transgender care was Because Dr. Brightbill has left Manhattan, Stormont Vail has adopted a change in their standard of care. They have</li> </ul>

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<ul style="list-style-type: none"> <li>The Mask Ordinance. Manhattan’s mask requirement helps everyone, but it is particularly helpful for those who are essential workers and for communities with high levels of members with compromised immune systems—LGBTQ folks, people of color, and those at the intersection of those identities. This is an essential, lifesaving public health measure in a city in which so many of the LGBTQ community lack access to quality and affirming healthcare so are very likely to have more complications from and more exposure to COVID-19.</li> </ul>	<p>shifted approach that requires trans patients seek a therapist’s treatment and approval to access basic care like hormones. This is Dr. Brightbill. from an informed consent approach to trans healthcare, to the much more cumbersome, discriminatory, and gatekeeping financially burdensome. It delays care. It maintains the stigma around being trans. Additionally, KSU students, under their student healthcare, do not have gender affirming care covered, nor are there enough trans competent general physicians, endocrinologists, or gender affirming therapists in Manhattan. Taken together, care for transgender people here in Manhattan is a weakness.</p> <ul style="list-style-type: none"> <li>Suicide and Crisis Calls: Studies have shown that LGBTQ+ folks have higher suicide risk. However, many within our community do not feel comfortable calling for wellness checks when an associate or member of their chosen family has expressed suicidal thinking or plans. This is because for many of us, encounters with the police and other state apparatuses are traumatizing, and for queer people of color, those that are unsheltered, and those with histories of previous incarceration, there is a history of us not surviving such encounters. This leads many in our community do feel as though it isn’t safe to call for help when we have been victims of a crime or when we feel our loved ones might be a danger to themselves.</li> <li>USD 383 – equity when it comes to mental health services\</li> <li>Need data on health care data – maternal mortality and other</li> <li>Racial disparity in health and wellness</li> <li>Low number of minority health care providers in the community</li> <li>Language barriers with service providers (affects student population and larger community)</li> <li>Health Dept only has one translator that does Spanish</li> </ul>
<p><b>OPPORTUNITIES</b></p>	<p><b>THREATS</b></p>
<ul style="list-style-type: none"> <li>Establish a Crisis Mobilization Unit staffed exclusively with mental health workers to respond to non-violent mental health crisis calls instead of the police. Model it after CAHOOTS in Eugene, Oregon or similar program in Denver, CO</li> <li>Explore opportunities to establish more group homes in Manhattan.</li> <li>Adopt a <a href="#">Health in All Policies (HiAP)</a> approach to city planning</li> <li>Explore opportunities to work with MPH students to research health and economic disparities in MHK/Riley County, e.g. maternal mortality and racial disparities</li> <li>Pursue Dementia-Friendly Community designation: <a href="https://www.dfamerica.org/dfa-communities">https://www.dfamerica.org/dfa-communities</a></li> </ul>	<ul style="list-style-type: none"> <li>Racism</li> <li>That stigma will successfully dehumanize people with severe mental illness and people simply will not care enough to make changes for this population</li> <li>That people will interpret the proposal for a Crisis Mobilization Unit, staffed by mental health workers, as anti-police, which it absolutely is not. Personally, RCPD officers saved my life</li> <li>Manhattan High School’s Mascot</li> <li>Lack of transparency and inclusiveness regarding decision making when it comes to public health decisions (also a Weakness)</li> <li>Public distrust of science and research as the basis for public health decision making (also a Weakness)</li> </ul>

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| <ul style="list-style-type: none"><li>• Consider schools as sites for vaccine distribution?</li><li>• More investment in school gardens and collaborations with local farmers; develop more play-based learning opportunities for USD 383 students.</li><li>• Resources for more counselors in USD 383--mental health needs for students post-pandemic</li><li>• Offer remote physical, mental, emotional activities in place of in person Parks/Rec activities.</li><li>• City of Manhattan LGBTQ Community Center. If the city were to provide the space for a community center, it would be an amazing opportunity to serve the people of Manhattan better and allow a space for healing, diversion program administration, mental health resources, youth support services, education, crisis support, trans-specific provider training, community building, etc.</li><li>• Mental Health Counselors in Riley County Correctional Facility. This might be a county level concern...But, if we are invested in the health of our community, then we need to be attending to the mental health needs of the incarcerated members of our community better. Riley County Correctional Facility needs more counselors to treat and support those incarcerated. This is a human rights entitlement as well as a need to have people be healthier when they are released back into our community than when they went in.</li><li>• Utilize local members of the community to serve in a pool of translators to be utilized by healthcare or other groups.</li><li>• Work with City or VIA Christi to recruit providers to the community as an economic devo opportunity or help locals – LGBT – looking at transgender or affirming care or AIDS treatment</li></ul> | <ul style="list-style-type: none"><li>• Workforce issues threaten employment opportunities and community growth</li><li>• HIV Education. When people apply for a marriage license in the city of Manhattan they are given an application as well as a brochure about HIV/AIDS. The brochure has outdated information, lacks any mention of PrEP, should include state and federal programs that fund access to treatment, and should follow general best practices to guide education. Additionally, rather than singling out HIV, applicants should receive a variety of educational resources including information about intimate partner violence, consent, birth control, etc. given what we know about the kinds of violence that often inform marital arrangements.</li><li>• Doctors Treat Transgender Patients Differently. (See attached FHHRP statement on HRT care, Appendix 1).<br/><a href="https://www.fhhrp.org/blog/2019/11/18/an-open-letter-a-call-for-informed-consent-for-hormone-therapy-care">https://www.fhhrp.org/blog/2019/11/18/an-open-letter-a-call-for-informed-consent-for-hormone-therapy-care</a></li><li>• COVID-19 has Exacerbated the Structural Violence LGBTQ Folks Already Experience (See FHHRP statement on the impact of COVID-19 on the LGBTQ community, Appendix 2).</li><li>• Need access to medical care in town. Having to drive to Topeka or KC is a hardship for low income and other communities. Similar for LGBT.</li><li>• How recruit or train local providers in cultural competence</li></ul> |
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**LIVABILITY**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Non-Discrimination Ordinance. This is a key policy that affords the LGBTQ community an avenue for redress. (but needs to go further)</li> <li>• There appear to be a willingness to reach out to all people. We are working on not</li> <li>• discriminating because of one’s age, race, ethnicity, religion, culture, language, physical or mental disability, socioeconomic status, sex, sexual orientation or gender identity or expression</li> <li>• Manhattan is a growing community that has the capacity to bring people together from</li> <li>• various states, countries, and regions</li> <li>• An evolving population demographic</li> <li>• Recently built relationship with law enforcement</li> <li>• Presence of Fort Riley base</li> <li>• Presence of multicultural cuisine and restaurants in the town</li> <li>• Various student organizations at K-State that host events that promote diversity</li> <li>• Welcoming nature of people around here and the surrounding nature in general</li> <li>• Diverse faith community</li> <li>• School District focus on DEI</li> <li>• KSU focus on DEI</li> <li>• Strength in local social justice groups</li> <li>• Partnerships that leverage expertise at K-State, e.g. workforce housing by Manhattan Habitat for Humanity designed by K-State and Harvester International truck/food distributions</li> <li>• Cats Cupboard</li> <li>• MLK committee</li> <li>• The Pandemic has brought on more videoconference city, county, health department, meetings providing information to a larger base and with chat features so community members can ask questions. Those that work nights, or have family obligations in evenings can now watch the live stream and/or go back to Facebook/YouTube and watch it later.</li> <li>• Bread Basket</li> <li>• ATA Bus</li> <li>• Good school district (not great)</li> <li>• The Mask Ordinance. Manhattan’s mask requirement helps everyone, but it is particularly helpful for those who are essential workers and for communities with high levels of members with compromised immune</li> </ul>	<ul style="list-style-type: none"> <li>• Social service agencies should be more interwoven to best serve the community. More collaboration is needed.</li> <li>• Increased arrests of minorities for minor drug offenses</li> <li>• Limited resources for legal representation</li> <li>• Absurd rental rates for businesses and individuals</li> <li>• Limited affordable housing options</li> <li>• Acts of micro-aggression by some members of the community</li> <li>• Hostility towards minority-owned businesses, especially black-owned and Asian &amp; Asian-American owned businesses due to the ongoing pandemic, the recent national elections, and the peaceful BLM protests across the nation.</li> <li>• Unavailability of resources for LGBTQI+ community members in terms of healthcare and other related resources</li> <li>• Lack of spaces for POC to gather in the community</li> <li>• Food deserts in northview and southside</li> <li>• Unable to attract POCs to community – the face of MHK is white, upper middle class</li> <li>• Lack of affordable, high-quality childcare. Merger of Stonehouse/CCD, closing of Zoo childcare, pandemic-induced pressures on childcare capacity.</li> <li>• Lack of affordable, accessible, and safe/healthy housing--this has only worsened during the pandemic:  <a href="http://www.rccnainteractive.org/quality.html#neighborhood-needs-quality">http://www.rccnainteractive.org/quality.html#neighborhood-needs-quality</a></li> <li>• Voter education and registration.</li> <li>• Need context around cultural features / background in the community (statute in the roundabout)</li> <li>• Concern for racist comments/attacks, zoom bombs, other on the KSU campus and lack of follow-up action</li> </ul>

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<p>systems—LGBTQ folks, people of color, and those at the intersection of those identities. This is an essential, lifesaving public health measure in a city in which so many of the LGBTQ community lack access to quality and affirming healthcare so are very likely to have more complications from and more exposure to COVID-19.</p> <ul style="list-style-type: none"> <li>• Behind the scene work to create belonging</li> </ul>	
<p><b>OPPORTUNITIES</b></p>	<p><b>THREATS</b></p>
<ul style="list-style-type: none"> <li>• Increase the number of cultural events in the city</li> <li>• The University and the Army population is a big draw</li> <li>• Reach out to the Junction City Community and bridge the gap surrounding diversity and inclusion</li> <li>• Educational options ranging from collegiate to vocational</li> <li>• Supporting international students by ensuring the products they need are available at business in Manhattan</li> <li>• Explore opportunities to establish more group homes in Manhattan.</li> <li>• Inviting immigrants to our community either via education at K-State, entrepreneurial opportunities, and inviting large corporates to set up their offices here</li> <li>• Creating awareness and ending hostility towards marginalized communities in town by supporting their initiatives</li> <li>• Pursue Dementia-Friendly Community designation: <a href="https://www.dfamerica.org/dfa-communities">https://www.dfamerica.org/dfa-communities</a></li> <li>• More investment in school gardens and collaborations with local farmers; develop more play-based learning opportunities for USD 383 students.</li> <li>• Leadership programs do not all have to be in person, limited by size, and are exclusive (application process). The city should offer (or partner with another entity) monthly teleconference sessions that are engaging (not just a live meeting) of how our local government works. Survey the community for knowledge base then select 12 topics that the community needs to know more about ... then promote it!</li> <li>• City commissioners, county commissioners, school board should host monthly focus groups, participants should be pre-selected based on demographics to gain knowledge of their constituents other than those they know personally.</li> <li>• More USD 383 teachers and administrators of color</li> <li>• Offer remote physical, mental, emotional activities in place of in persona Parks/Rec activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Discrimination centered around socioeconomic status</li> <li>• Some people are afraid of gender identification or expression from a religious perspective</li> <li>• Racism</li> <li>• Redlining</li> <li>• Employment discrimination</li> <li>• Housing discrimination</li> <li>• That stigma will successfully dehumanize people with severe mental illness and people simply will not care enough to make changes for this population</li> <li>• Rental Rates</li> <li>• K-State’s declining enrollment, particularly around multicultural and international students</li> <li>• Lack of places of religious worships for the Hindu, Buddhist, Sikh, etc. and many more communities here</li> <li>• Presence of white supremacist and white nationalist entities at K-State and around the town</li> <li>• Manhattan High School’s Mascot</li> <li>• Richard Myers, Provost Taber, and the K-State admin not fully supporting the BLM protests, #BlackAtKstate, LGBTQI+ community, International Students, and other marginalized groups present at K-State and across the town</li> <li>• Not taking actions on white nationalists, neo-Nazis, and far-right extremists in town soon enough</li> <li>• Doing things the way they always have done due to inconvenience of change, long term staff in key roles not willing to adjust, and/or claiming “its not in our budget”.</li> <li>• Affordable housing for our students that transition out of our program.</li> <li>• KSU’s Austerity Measures. Riley County and the City of Manhattan rely largely on LGBTQ programming from KSU to support diversity, equity, and inclusion efforts. However, Austerity measures, couched as necessary</li> </ul>

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<ul style="list-style-type: none"><li>• City of Manhattan LGBTQ Community Center. If the city were to provide the space for a community center, it would be an amazing opportunity to serve the people of Manhattan better and allow a space for healing, diversion program administration, mental health resources, youth support services, education, crisis support, trans-specific provider training, community building, etc.</li><li>• Engage homeless youth and identify support systems (emergency, housing)</li><li>• Engage homeless families with young children</li><li>• Enhance lines of communications</li><li>• Create a feeling of belongingness. Need more than surface level cultural events to create a sense of community</li><li>• MHK tap into University community around cultural events – make it more visible to the entire community</li><li>• KSU looking to rename Columbus Day for Indigenous Peoples Day</li><li>• MHS mascot</li><li>• Create a mindful space where we can meet as strangers and go home as friends.</li><li>• Community workshop on understanding other cultures (loud speech, etc) Acceptance</li></ul>	<p>evils during a global pandemic, are chipping away at what KSU is able to offer. Cuts to programs like Gender, Women, and Sexuality studies (which houses the Queer Studies minor), the LGBT Resource Center, the American Ethnic Studies Department were happening prior to COVID-19. But budget cuts and forced mergers are reducing the amount these programs will be able to do in terms of the public facing work of supporting the LGBTQ community in the City of Manhattan.</p>
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**PUBLIC SAFETY**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Recently built relationship with law enforcement</li> <li>• Flint Hills Community Care Team (CCT)</li> <li>• Implemented LGBT Awareness and Sensitivity Training for all RCPD employees as part of the 2020-2021 training cycle.</li> <li>• Met with local community organizations to introduce the liaisons and collaborated to create the RCPD employee training course.</li> <li>• Community policing has drawn a lot of attention and demonstrated public responses across the country and within the greater Manhattan community in lieu of the George Floyd and similar national atrocities.</li> <li>• Community policing is a philosophy (community outreach), not a program</li> <li>• RCPD has voice and interested in community policing dialogue and activities.</li> <li>• The Mask Ordinance. Manhattan’s mask requirement helps everyone, but it is particularly helpful for those who are essential workers and for communities with high levels of members with compromised immune systems—LGBTQ folks, people of color, and those at the intersection of those identities. This is an essential, lifesaving public health measure in a city in which so many of the LGBTQ community lack access to quality and affirming healthcare so are very likely to have more complications from and more exposure to COVID-19.</li> <li>• Low crime rate (lower than state average in Part II crimes since 2003 – 2019 and compared to other KS college communities – Lyons and Douglas Co)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased arrests of minorities for minor drug offenses</li> <li>• Limited resources for legal representation</li> <li>• Too many people with mental illness get caught up in the judicial system</li> <li>• Acts of micro-aggression by some members of the community</li> <li>• Hostility towards minority-owned businesses, especially black-owned and Asian &amp; Asian-American owned businesses due to the ongoing pandemic, the recent national elections, and the peaceful BLM protests across the nation.</li> <li>• Lack of spaces for POC to gather in the community</li> <li>• flooding/ inadequate storm-water management that is experienced inequitably and impacts already marginalized populations in our community</li> <li>• lack of transparency and inclusiveness regarding decision making, particularly as it relates to public health (also a Threat)</li> <li>• public distrust of science and research as the basis for public health decision making (also a Threat)</li> <li>• There does not appear to be a centralized agenda or a unified collaboration to address community policing.</li> <li>• Resources – a lack of funds and commitment from community organizations, agencies, etc., to develop or augment a community-policing model.</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Creating awareness and ending hostility towards marginalized communities in town by supporting their initiatives</li> <li>• Adopt a Health in All Policies (HiAP) approach to city planning</li> <li>• More investment in school gardens and collaborations with local farmers; develop more play-based learning opportunities for USD 383 students.</li> <li>• City of Manhattan Rape Crisis Center. The city could support the creation of an all-in-one center that offered crisis intervention services, counseling services, and community education and outreach. We presently have a dearth of trauma counselors available in Manhattan so trauma survivors lack support and often when they find someone who could work with them it is prohibitively expensive. A Rape Crisis Center could use seed money and space from the city and then apply for federal grants to administer specialized care and targeted services to our community.</li> </ul>	<ul style="list-style-type: none"> <li>• Current blanket criticism of law enforcement</li> <li>• Law enforcement profiling</li> <li>• Racism</li> <li>• That people will interpret the proposal for a Crisis Mobilization Unit, staffed by mental health workers, as anti-police, which it absolutely is not. Personally, RCPD officers saved my life</li> <li>• Presence of white supremacist and white nationalist entities at K-State and around the town</li> <li>• Richard Myers, Provost Taber, and the K-State admin not fully supporting the BLM protests, #BlackAtKstate, LGBTQI+ community, International Students, and other marginalized groups present at K-State and across the town</li> </ul>

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| <ul style="list-style-type: none"><li>• Alternatives to Police. Manhattan has an opportunity to develop an emergency response program that could handle some of our local 911 calls, save the city significant costs, and increase confidence in our support services. This would involve sending out specialized counselors with crisis management skills, trauma training, and social work skills to better serve the needs of those in crisis in our community. Instead of armed police showing up to do a wellness check, what if trained social workers without weapons arrived with the skills and resources to access and offer services? It is working in communities like <a href="#">Denver</a> and could be a great way to serve the broader Manhattan community better.</li><li>• Continue to work with Flint Hills Human Rights Project, the K-State LGBT Resource Center and other community groups to provide support and improve relationships with the RCPD and the community.</li><li>• Without speaking for these entities, here are several local sources that may be willing to engage on community policing: MAPJ, CEJ, CRRR, FIP as possible examples</li><li>• Lack of diversity on the police force (how attract a large applicant pool and then retain them)</li><li>• Cultural understanding of working with different cultures, socio economic backgrounds, etc.</li><li>• Have RCPD members reach out and speak</li><li>• Reach out to veterans</li><li>• 1.49 officers per 1,000 population in Riley County. National average is 2 officers per.</li></ul> | <ul style="list-style-type: none"><li>• Not taking actions on white nationalists, neo-Nazis, and far-right extremists in town soon enough</li><li>• Our police/EMS does not seem to reflect its citizenry. I know there is a citizen advisory board, but really, who is going to speak up against the police. They need diversity and sensitivity training.</li><li>• KSU's Approach to Title IX and Sexual Assault. KSU takes the position that sexual and gender violence--including anti-trans hate crimes, sexual assaults, harassment, etc--that happen off campus, particularly at Fraternities, are not within the purview of the University's responsibility. So even though a student would experience a hostile learning environment because their perpetrator is in their Chemistry class or shares an on-campus learning environment, because the assault happened off campus at an unaffiliated Greek house, the survivor is not protected. This creates an unsafe climate for many students living in Manhattan. Many rape survivors are unable to pursue an education here, but their abusers can without fear of repercussion.</li><li>• Sexually Exploitative Landlords. Landlord sexploitation has increased significantly since COVID-19 here in Manhattan. A lot of folks cannot pay rent because of COVID-19 and some landlords use that to pressure their tenant for sex. Without federal rent freezes landlords in our community are able to use their position to take advantage of their tenants. Using one's inability to pay rent to exert sexual pressure, now or at any other time, is illegal. However, reporting is vexed. Calling the police and filing a report creates a paper trail that can be very helpful, but it is complicated. Low income queer women of color are disproportionately targeted by sexually predacious landlords and according to national statistics, they are the least likely to have their cases charged by police. Reporting can lead to the police talking to the offending landlord which can also escalate the abusive behavior. Young, first-time renters, and those with a history of having their boundaries violated might not know that this kind of behavior is inappropriate and illegal. They may also be unaware of avenues to remedy these situations. Thus, we need to have more robust mechanisms for tenants to break leases and move away from abusive landlords. Once they are safe and able to avail themselves of legal remedies, we need legal mechanisms that work to hold accountable sexually predacious people that abuse their power.</li><li>• Rise in Hate Violence. The city of Manhattan's equity, inclusion, and diversity groups have increasingly been the target of racist and homophobic harassment and hate violence. They have experienced zoom bombings during meetings, members have experienced increased street</li></ul> |
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	<p>harassment, people have been accosted while at home, been subject to vitriolic slurs from pro-trump car rallies that drove through town, had their cars vandalized by having rainbow or trans affirming stickers torn off, etc. As a result, there is an increased fear to go out in public and move around the city of Manhattan for fear of that this treatment is escalating in tone and aggression, just for being who we are as queer people, people of color, women, and those that live at the intersection of those identities.</p> <ul style="list-style-type: none"><li>• Manhattan is not immune to what happened in Minnesota, Ferguson and other locations that receive national attention. God forbid, but are we prepared to address something similar--especially in light of January 6 in DC?</li></ul>
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**ECONOMIC OPPORTUNITY**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Presence of multicultural cuisine and restaurants in the town</li> <li>• Various student organizations at K-State that host events that promote diversity</li> <li>• Local businesses</li> <li>• Fort Riley</li> <li>• Kansas State University and NBAF</li> <li>• Partnerships that leverage expertise at K-State, e.g. workforce housing by Manhattan Habitat for Humanity designed by K- State’s College of Architecture and Planning &amp; Flint Hills Renewable Energy &amp; Efficiency Cooperative</li> <li>• Leadership program hosted by chamber &amp; Flint Hills regional leadership program. Concept regarding learning the community and the operation of city government is great.</li> <li>• As an organization, BEFH (Black Entrepreneurs of the Flint Hills) brings visibility to over 50 black-owned businesses in the Flint Hills.</li> <li>• BEFH is working with Chamber &amp; SPARK and partnership to create a more inclusive business community.</li> <li>• BEFH is an asset to help the city, university, and military base recruit diverse candidates by having a network of black-owned and minority-owned businesses offering diverse services and community.</li> <li>• BEFH has diverse business representation in various industries including education, creative, professional and business services, food, childcare, retail, health and wellness, and more.</li> <li>• More investment in school gardens and collaborations with local farmers; develop more play-based learning opportunities for USD 383 students.</li> <li>• MHK is insulated from national economic swings – more stability -- generally low unemployment</li> <li>• USD 383 college readiness courses and trade skills programs</li> <li>• Virtual career fair for high school students (suggest ATA bus are also used)</li> </ul>	<ul style="list-style-type: none"> <li>• Small applicant pool</li> <li>• Underrepresented groups not reflected in employee demographics</li> <li>• There does not appear to be many businesses own or operated by people of color</li> <li>• There is a lack of people of color in city management and/or positions of authority</li> <li>• Too many people with mental illness get caught up in the judicial system</li> <li>• Absurd rental rates for businesses and individuals</li> <li>• Lack of support for small businesses</li> <li>• Acts of micro-aggression by some members of the community</li> <li>• Trouble for minority-owned businesses to establish themselves &amp; receiving support from the local community</li> <li>• Limited affordable housing options</li> <li>• Hostility towards minority-owned businesses, especially black-owned and Asian &amp; Asian-American owned businesses due to the ongoing pandemic, the recent national elections, and the peaceful BLM protests across the nation.</li> <li>• Food deserts in northview and southside</li> <li>• Public transportation – minimizes engagement of lower SES populations</li> <li>• Unable to attract POCs to community – the face of MHK is white, upper middle class</li> <li>• Lack of affordable, high-quality childcare. Merger of Stonehouse/CCD, closing of Zoo childcare, pandemic-induced pressures on childcare capacity.</li> <li>• Large enough tax base to support initiatives that benefit minorities, people with disabilities, etc.</li> <li>• Business partnerships</li> <li>• Recycling on center – build a partnership with recycling business in the community</li> <li>• Lack of transparency and education in the RFP process in our area creating barriers for black-owned and minority-owned businesses from having the opportunities to apply.</li> <li>• Lack of small business support within city/county council. Lack of transparency of how economic development funds are being allocated.</li> <li>• No small business incentives/reimbursements like other cities including Topeka.</li> <li>• Barriers with financial institutions including lack of access to capital and commercial space and home loans.</li> </ul>

Manhattan, KS Diversity, Equity, and Inclusion Task Force

SWOT Analysis

	<ul style="list-style-type: none"> <li>• Lack of black/racial minority leadership and small business owners on significant/influential board of directors and committees. Decisions being made without representation.</li> <li>• Access to capital for entrepreneurs and others by local banks and financial institutions. Minority access to capital programming.</li> </ul>
<p><b>OPPORTUNITIES</b></p>	<p><b>THREATS</b></p>
<ul style="list-style-type: none"> <li>• Merit must be valued and acknowledged</li> <li>• Explore opportunities to establish more group homes in Manhattan.</li> <li>• Collaborating with K-State, specifically the Morris Family Multicultural Students Center at K-State to support and sustain local, minority-owned businesses</li> <li>• Collaborating with K-State, Multicultural Students Center, and the NBAF could help turn Manhattan into the multicultural hub for Kansas</li> <li>• Inviting immigrants to our community either via education at K-State, entrepreneurial opportunities, and inviting large corporates to set up their offices here</li> <li>• Supporting international students by ensuring the products they need are available at business in Manhattan</li> <li>• Creating awareness and ending hostility towards marginalized communities in town by supporting their initiatives</li> <li>• Pursue Climate-Resiliency Initiatives, in collaboration with K-State partners and other local experts, with a keen eye toward equity to avoid further climate gentrification in MHK.</li> <li>• Virtual career fail/mock interviews</li> <li>• Minority Access to Capital program to help minority businesses start, scale, and grow.</li> <li>• Creation of Diverse Supplier Programs with large companies in our area with partnership from Chamber and City Economic Development.</li> <li>• Educational and training resources to help grow and scale black-owned businesses.</li> <li>• Promote and provide education for minority-business certifications and benefits of certification.</li> <li>• Presence of multicultural cuisine and restaurants in the town</li> <li>• Relax Business regulations on food trucks, etc</li> <li>• More business space availability or Start-up space or low rent for a period of time. Food hall, vendor space , or incubators for start-ups</li> <li>• Link access to capital and restaurant space with those who want to start food businesses with those with resources</li> </ul>	<ul style="list-style-type: none"> <li>• Economy</li> <li>• Racism</li> <li>• Redlining</li> <li>• Employment discrimination</li> <li>• Housing discrimination</li> <li>• Rental Rates</li> <li>• Other cities offering incentives/grants/minority-owned businesses.</li> <li>• Other cities/states that support and promote minority-owned businesses more.</li> <li>• Presence of white supremacist and white nationalist entities at K-State and around the town</li> <li>• Manhattan High School’s Mascot</li> <li>• Actions and statements by leaders across the town such as the comments made by the previous commissioner about Asians and Asian-American individuals and the COVID-19 pandemic, and the fact that the current K-State Student Body President chose to pocket veto the land acknowledgment bill at K-State</li> <li>• Not taking actions on white nationalists, neo-Nazis, and far-right extremists in town soon enough</li> <li>• Budgetary constraints</li> <li>• Low paying minimum wage jobs</li> <li>• Our community is stagnant. Nothing is really new and different except the outdoor dining pavilions on Poyntz. Our mall and shopping district is dying. We need more revitalization. Blue earth plaza has helped.</li> <li>• Affordable housing for our students that transition out of our program.</li> <li>• Sexually Exploitative Landlords. Landlord sexploitation has increased significantly since COVID-19 here in Manhattan. A lot of folks cannot pay rent because of COVID-19 and some landlords use that to pressure their tenant for sex. Without federal rent freezes landlords in our community are able to use their position to take advantage of their tenants. Using one’s inability to pay rent to exert sexual pressure, now or at any other time, is illegal. However, reporting is vexed. Calling the</li> </ul>

## Manhattan, KS Diversity, Equity, and Inclusion Task Force

### SWOT Analysis

<ul style="list-style-type: none"><li>• Local desire for more diverse dining</li><li>• Ramp up Juneteenth and other cultural celebrations (need to maintain affordability of booths rentals and other displays)</li><li>• Creation/issuing of City IDs for undocumented, homeless, others</li><li>• Free bus passes (ID) for high school students to address transportation barriers for jobs or summer school, etc.</li><li>• Free Transportation to get to and from the MHK career fairs.</li><li>• Financial incentives for small businesses to help with business expenses (Topeka example)</li></ul>	<p>police and filing a report creates a paper trail that can be very helpful, but it is complicated. Low income queer women of color are disproportionately targeted by sexually predacious landlords and according to national statistics, they are the least likely to have their cases charged by police. Reporting can lead to the police talking to the offending landlord which can also escalate the abusive behavior. Young, first-time renters, and those with a history of having their boundaries violated might not know that this kind of behavior is inappropriate and illegal. They may also be unaware of avenues to remedy these situations. Thus, we need to have more robust mechanisms for tenants to break leases and move away from abusive landlords. Once they are safe and able to avail themselves of legal remedies, we need legal mechanisms that work to hold accountable sexually predacious people that abuse their power.</p> <ul style="list-style-type: none"><li>• Lack of support for economic development with dollars for small businesses</li><li>• MHS mascot</li><li>• Keep young professional in town longer than 5 – 7 years</li></ul>
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### INDIVIDUAL & FAMILY SUPPORT

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Presence of multicultural cuisine and restaurants in the town</li> <li>• Various student organizations at K-State that host events that promote diversity</li> <li>• Partnerships that leverage expertise at K-State, e.g. workforce housing by Manhattan Habitat for Humanity designed by K- State’s College of Architecture and Planning &amp; Flint Hills Renewable Energy &amp; Efficiency Cooperative</li> <li>• Harvester International truck/food distributions</li> <li>• Cats Cupboard</li> <li>• MLK committee</li> <li>• The Pandemic has brought on more videoconference city, county, health department, meetings providing information to a larger base and with chat features so community members can ask questions. Those that work nights or have family obligations in evenings can now watch the live stream and/or go back to Facebook/YouTube and watch it later.</li> <li>• Salvation Army</li> <li>• Toys for Manhattan</li> <li>• Public Library</li> <li>• The Mask Ordinance. Manhattan’s mask requirement helps everyone, but it is particularly helpful for those who are essential workers and for communities with high levels of members with compromised immune systems—LGBTQ folks, people of color, and those at the intersection of those identities. This is an essential, lifesaving public health measure in a city in which so many of the LGBTQ community lack access to quality and affirming healthcare so are very likely to have more complications from and more exposure to COVID-19.</li> <li>• More investment in school gardens and collaborations with local farmers; develop more play-based learning opportunities for USD 383 students.</li> <li>• Boys and Girls Club, Wonder workshop, Douglass Center Programs, Manhattan First Tee Program</li> <li>• Manhattan Alliance for Justice and Peace (MAPJ)</li> <li>• Catholic Charities and Fairy Godmothers</li> </ul>	<ul style="list-style-type: none"> <li>• Social service agencies should be more interwoven to best serve the community. More collaboration is needed.</li> <li>• Absurd rental rates for businesses and individuals</li> <li>• Limited affordable housing options</li> <li>• Acts of micro-aggression by some members of the community</li> <li>• Unavailability of resources for LGBTQI+ community members in terms of healthcare and other related resources</li> <li>• Lack of spaces for POC to gather in the community</li> <li>• Unable to attract POCs to community – the face of MHK is white, upper middle class</li> <li>• Lack of affordable, high-quality childcare. Merger of Stonehouse/CCD, closing of Zoo childcare, pandemic-induced pressures on childcare capacity. Long wait lists (9 months?) in town.</li> <li>• Cost of childcare</li> <li>• Lack of diversity in child care attendees</li> <li>• Breadbasket creates too many barrier for those needing access to food.</li> <li>• Community is often less than tolerant of families who are ‘different’ in some way. For example, minority families , families who are living in poverty, have significant mental health issues, substance abuse, etc. are much more likely to come to the attention of the court or community systems.</li> <li>• The school district has accommodated COVID 19 by remote learning. The community could take a page out of the school’s book and do more rec activities, sports challenges, etc. in a remote manner.</li> <li>• Financial planning. Seems that we have to live with previous city management decisions that cause critical programming to be cancelled.</li> <li>• Childcare/Early Learning centers – our community does not have enough ELC or childcare offerings. These types of programs should be supplemented for the benefit of the community. People move to other communities because these resources are so very available. For 3 years, I paid \$2100/month for my children’s care.</li> <li>• Non-Discrimination Ordinance--is not widely known, the process is prohibitive, and doesn’t go far enough to prevent discrimination or remedy it once it has occurred.</li> <li>• Healthcare for Transgender Community Members--In previous years, the go-to doctor for transgender care was Because Dr. Brightbill has left Manhattan, Stormont Vail has adopted a change in their standard of care. They have shifted approach that requires trans patients seek a therapist’s</li> </ul>

Manhattan, KS Diversity, Equity, and Inclusion Task Force  
 SWOT Analysis

	<p>treatment and approval to access basic care like hormones. This is Dr. Brightbill from an informed consent approach to trans healthcare, to the much more cumbersome, discriminatory, and gatekeeping financially burdensome. It delays care. It maintains the stigma around being trans. Additionally, KSU students, under their student healthcare, do not have gender affirming care covered, nor are there enough trans competent general physicians, endocrinologists, or gender affirming therapists in Manhattan. Taken together, care for transgender people here in Manhattan is a weakness.</p> <ul style="list-style-type: none"> <li>• K-State Student Community Involvement - K-State students are afforded many opportunities to connect with the LGBTQ+ community on campus but encounter few opportunities to connect with the larger LGBTQ+ community of Manhattan. Some students feel that their involvement in the LGBTQ+ community is reliant on their enrollment at K-State. Students also have expressed a desire to connect with community members of non-student backgrounds as they are also citizens of Manhattan.</li> <li>• The pandemic has increased students taking breaks from their education and left people with few social spaces to find and interact with the Manhattan LGBTQ+ community.</li> </ul>
<p><b>OPPORTUNITIES</b></p>	<p><b>THREATS</b></p>
<ul style="list-style-type: none"> <li>• Explore opportunities to establish more group homes in Manhattan.</li> <li>• Inviting immigrants to our community either via education at K-State, entrepreneurial opportunities, and inviting large corporates to set up their offices here</li> <li>• Adopt a Health in All Policies (HiAP) approach to city planning</li> <li>• Pursue Dementia-Friendly Community designation:  <a href="https://www.dfamerica.org/dfa-communities">https://www.dfamerica.org/dfa-communities</a></li> <li>• Leadership programs do not all have to be in person, limited by size, and are exclusive (application process). The city should offer (or partner with another entity) monthly teleconference sessions that are engaging (not just a live meeting) of how our local government works. Survey the community for knowledge base then select 12 topics that the community needs to know more about ... then promote it!</li> <li>• Offer to financial incentives to ELC programs (truly, the Smart Start grants are only for poor families. I would never qualify and we are mid income family).</li> <li>• Offer remote physical, mental, emotional activities in place of in person Parks/Rec activities</li> <li>• Utilize the schools (k-12) as a resource – translation services, and other needs</li> </ul>	<ul style="list-style-type: none"> <li>• Racism</li> <li>• Redlining</li> <li>• Housing discrimination</li> <li>• Rental Rates</li> <li>• Presence of white supremacist and white nationalist entities at K-State and around the town</li> <li>• Manhattan High School’s Mascot</li> <li>• Not taking actions on white nationalists, neo-Nazis, and far-right extremists in town soon enough</li> <li>• Affordable housing for our students that transition out of our program.</li> </ul>

Manhattan, KS Diversity, Equity, and Inclusion Task Force

SWOT Analysis

<ul style="list-style-type: none"><li>• ROTC program at MHS</li><li>• Can city restart investment in child care?</li></ul>	
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Manhattan, KS Diversity, Equity, and Inclusion Task Force  
SWOT Analysis

**IN GENERAL, AS A COMMUNITY...**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• We are talking about it – engaged</li> <li>• Acknowledging the strengths we have</li> <li>• Acknowledging the challenges to overcome</li> <li>• Develop plans &amp; analysis</li> <li>• Telling our stories</li> <li>• Achieving legitimacy</li> <li>• Admitting mistakes / Standing in our truths</li> <li>• Active allies</li> <li>• This task forces itself.</li> <li>• Involvement in community activities and strong leadership among elected officials and community volunteers</li> <li>• Commitment to diversity as demonstrated by this taskforce</li> <li>• K State</li> <li>• Military Community</li> <li>• College Community</li> <li>• City commissioners, county commissioners, school board should host monthly focus groups, participants should be pre-selected based on demographics to gain knowledge of their constituents other than those they know personally.</li> <li>• The City’s SSAB Committee does an excellent job identifying and supporting nonprofits in the community who help our most vulnerable citizens.</li> </ul>	<ul style="list-style-type: none"> <li>• Systemic racism</li> <li>• Lack of funding for robust services</li> <li>• Minimal diversity in the city leadership representation</li> <li>• Growing pains.</li> <li>• Educating the community on different city boards; actively recruit representatives that represent the demographics of our community. Not just friends of the city mayor or city commissioners.</li> <li>• Educating the community on how the city works. How city commissioners are elected and their role. How property taxes are utilized, etc. Chamber &amp; Flint Hills Leadership programs are offered on a limited basis annually, are selective and time intensive, and lacks diversity in participants.</li> <li>• City thinks it is way more progressive than it really is. Especially in comparison to fine arts programming, rec activities, sports activities, etc. in communities of similar size to Manhattan.</li> <li>• ATA Bus – expand on evening hours</li> <li>• Decrease in local community outreach efforts since the Covid-19 Pandemic.</li> <li>• Creating an atmosphere where people of color and others can speak to their experience and concerns without consequences.</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Collaborating with K-State, Multicultural Students Center, and the NBAF could help turn Manhattan into the multicultural hub for Kansas</li> <li>• Inviting immigrants to our community either via education at K-State, entrepreneurial opportunities, and inviting large corporates to set up their offices here</li> <li>• Connecting with what’s already happening locally – school district, KSU, MAPJ, no need to recreate the wheel on some things, just prioritize, empower and listen to people who are doing the work.</li> <li>• Educate without lecturing</li> <li>• Continued growth of the community</li> <li>• Promotion of Manhattan as a place to live, work and grow regardless of race, economic barriers or disability</li> </ul>	<ul style="list-style-type: none"> <li>• Assumptions</li> <li>• Stereotypes</li> <li>• Failing to recognize the silent majority</li> <li>• COVID</li> <li>• Racism</li> <li>• Manhattan High School’s Mascot</li> <li>• Actions and statements by leaders across the town such as the comments made by the previous commissioner about Asians and Asian-American individuals and the COVID-19 pandemic, and the fact that the current K-State Student Body President chose to pocket veto the land acknowledgment bill at K-State</li> </ul>

## Manhattan, KS Diversity, Equity, and Inclusion Task Force

### SWOT Analysis

<ul style="list-style-type: none"><li>• Look at similarly sized communities, what they have, see how it could work in Manhattan.</li><li>• Funding from the federal American Rescue Plan – how have most impact and use equity lens (consult task force in process)</li><li>• Create sense of belonging and inclusivity (will help in all areas)</li><li>• Create equitable opportunities for young families and professionals</li><li>• USD 383 re-establish a Diversity and Equity Coordinator/position</li><li>• City establish a Diversity and Equity position</li><li>• Enhance affordable housing</li><li>• Consider environmental issues, infrastructure and sustainability topics with an equity lens</li></ul>	<ul style="list-style-type: none"><li>• Richard Myers, Provost Taber, and the K-State admin not fully supporting the BLM protests, #BlackAtKstate, LGBTQI+ community, International Students, and other marginalized groups present at K-State and across the town</li><li>• Not taking actions on white nationalists, neo-Nazis, and far-right extremists in town soon enough</li><li>• “it’s always been done this way”</li><li>• Leadership is primarily white, male, Christian, heteronormative</li><li>• Doing things the way they always have done due to inconvenience of change, long term staff in key roles not willing to adjust, and/or claiming “it’s not in our budget”.</li><li>• Not mobilizing a younger more diverse group of active citizens to be prepared to step in.</li><li>• Creating this DEI task force and not taking action after gathering information from the community.</li><li>• Lack of formal diversity initiatives/programming in our city</li><li>• Lack of services for disability population</li></ul>
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