

5-YEAR STRATEGIC PLAN AT-A-GLANCE

City of Manhattan, Kansas

November 16, 2021



CROSSROADSMHK

Shape what matters.
Choose our path.

EXECUTIVE SUMMARY

In January 2021, the City Commission approved an ambitious effort to develop a City-wide strategic plan to guide the decision making and investment throughout the community. This was a unique moment for the City, as it has never created a strategic plan solely focused on responsibilities and initiatives of City government. Over the course of the nine-month process, robust engagement took place that involved participation from the City Commission, City employees, and the general public. As a result of the engagement efforts, over 24,000 pieces of input were received, which helped develop the strategic plan framework:

VISION

Manhattan aspires to be...

A dynamic place of progress as a leading community in the Midwest with a high quality of life and unparalleled university and military partnerships.

Manhattan is a hub of opportunity for all.

VALUES

The community's strongest values include:

- » Sense of community
- » Engaged university and military partnerships
- » Diverse, equitable, and inclusive spirit
- » Commitment to community safety
- » Active lifestyle and opportunities
- » Vibrant culture and access to a variety of amenities

GOALS

1. A well-run City organization
2. A connected government
3. An enhanced network of infrastructure
4. A strong sense of place
5. A strong and diversified local economy

MISSION

We put the well-being of people at the heart of everything we do.

Through a well-trained, highly motivated, professional City staff, we move the community forward in a way that is:

- » Open, welcoming, and inclusive
- » Forward-thinking and innovative
- » Accountable, transparent, and fiscally responsible
- » Contributory to a high quality of life, amenities, and opportunities
- » Protective of natural resources and the environment

ACTION AGENDA

The Action Agenda contains the programs, policies, and projects that will be implemented to achieve the overall vision and supporting goals.



SUSTAINABILITY

Sustainability was a strong theme from community input and is supported by each of the strategic plan goals. The community desires a city that is designed, built, and operated in ways that use resources and the environment efficiently and equitably. Within the action agenda, this icon indicates actions that directly support sustainability efforts.

GOAL 1



A well-run City organization...

where employees are appropriately resourced with safe and modern technology and equipment, competitively compensated, and where staffing, resources, and fiscal health can realize the vision for the City now and in the future.

This goal is aimed at upgrading and modernizing technology, systems, and equipment; auditing protocols to increase efficiency and cross-department coordination; establishing competitive pay and benefits for employees to support staff retention; and improving opportunities for staff training, onboarding, and professional development. This goal is focused on internal City government operations and the consideration of fiscal needs (current and future) that can facilitate and implement the realization of the overall community vision.

MODERNIZATION

- 1.1 Modernize technology, software, and systems.
- 1.2 Provide safe, reliable, and up-to-date equipment and facilities to employees.
- 1.3 Create a standard approach for departmental work plans.
- 1.4 Evaluate current and future structure of the organization's departments and divisions.

RECRUITMENT AND RETENTION

- 1.5 Continue implementation of the City's Organization Excellence Initiative (OEI).
- 1.6 Implement recommendations of a total rewards study for the City organization.
- 1.7 Create a robust professional development program for all employees.

FISCAL HEALTH

- 1.8 Build and maintain adequate fund balances.
- 1.9 Fund a Capital Improvement Program.
- 1.10 Explore additional sources of revenue for City operations.
- 1.11 Discuss with Riley County and the Riley County Police Department (RCPD) on their funding policies and law board representation.
- 1.12 Develop a spending plan for the Economic Recovery and Relief Sales Tax.
- 1.13 Develop a spending plan for American Rescue Plan Act (ARPA) funds.

GOAL 2



A connected government...

where municipal operations and decision-making are communicated in a transparent and accessible way to the community, and residents are provided multiple avenues to connect and engage with the City they call home.

This goal is aimed at ensuring accountability regarding City decisions, budgets, and processes so that everyone in the Manhattan region can understand and fully participate in the civic life of the community. The goal is focused on making sure the public is informed, engaged, and connected to its local government.

INFORMED

- 2.1 Create an enhanced notification system and protocol for public information.
- 2.2 Create an interactive City webpage dedicated to the annual budget.
- 2.3 Communicate the strategic plan implementation progress regularly.

ENGAGED

- 2.4 Revisit processes for the City Commission and its advisory boards and committees.
- 2.5 Establish engagement processes and protocols for City-funded projects and the annual budget process.

CONNECTED

- 2.6 Audit the City's online platforms to streamline information sharing and processes.
- 2.7 Connect new community members to resources and opportunities.
- 2.8 Create a diversity, equity, and inclusion strategy for the City.
- 2.9 Continue to support regional partners and efforts.

GOAL 3





An enhanced network of infrastructure...



where neighborhoods and districts have well-maintained transportation networks, reliable water and sanitary services, and environmental mitigation efforts to preserve the natural environment.

This goal is aimed at a range of supportive services, resources, and assets that contribute to the community's overall well-being. This goal is focused on supporting equitable access for residents to a variety of mobility options, well-maintained roads, clean water and sanitary services, as well as pursuing environmental mitigation to prevent flooding and other resiliency efforts to facilitate the growth of a high-quality built environment.



MOBILITY

-  3.1 Fund the City's Bicycle and Pedestrian Systems Plan.
-  3.2 Support and enhance "last mile" transportation.
- 3.3 Implement the Manhattan Regional Airport Master Plan.

INFRASTRUCTURE

- 3.4 Continue to maintain city streets.
-  3.5 Implement the Stormwater Master Plan.
-  3.6 Implement Water and Sewer Master Plans.

RESILIENCY

-  3.7 Address flooding and pursue mitigation efforts.
-  3.8 Establish a community resiliency committee.

GOAL 4




A strong sense of place...

where housing, recreation, cultural offerings, and education cater to all ages to create vibrant, attractive, safe, and unique destinations throughout the City.

This goal is aimed at maintaining high quality of life and encouraging residents' emotional attachment to the community by enhancing access to housing, community facilities, programming, and destinations. This goal is focused on continual improvement of Manhattan's character and offerings to strengthen each resident's relationship with their city and their overall sense of belonging to its community. The goal will not only positively impact current residents and their well-being, but also attract new community members and lead to increased economic growth.

LIVABILITY

- 4.1 Complete a housing study and implement policy strategies.
- 4.2 Launch the Neighborhood MHK program.
-  4.3 Continue preservation planning.
- 4.4 Analyze cost-of-living throughout the community.

RECREATION

-  4.5 Develop and adopt a Comprehensive Parks and Recreation Master Plan (CPRMP).
- 4.6 Evaluate feasibility to provide a community indoor aquatics center.

DESTINATIONS

- 4.7 Pursue attractive and unique community offerings.
- 4.8 Continue fostering growth of Aggieville and Downtown districts.
- 4.9 Continue corridor planning efforts.

EDUCATION

- 4.10 Leverage partnerships with schools to support high-quality education for all.

GOAL 5



A strong and diversified local economy...

where people have access to a variety of well-paying employment opportunities in a community that attracts and retains talent, while supporting the growth of existing and new businesses.

This goal is aimed at building and supporting local businesses and entrepreneurs, diversifying the employment base, encouraging competitive pay, and creating career advancement within the community. By creating strategies that achieve this goal, the City can attract new investment, revenues, sales, and visitors from beyond the region. The City currently has a contract with the Manhattan Area Chamber of Commerce to perform services that align with this goal. This goal is focused on work the City and Chamber have completed through the Region Reimagined strategy with regard to the areas of recovery, jobs, talent, entrepreneurship, and innovation. During the strategic planning process, there was considerable overlap between the Chamber's current initiative areas and what the community felt was most important regarding the local economy. Implementation of this goal and all preceding goals within the strategic plan will lead to the retention of existing residents, individuals affiliated with key institutions such as Fort Riley, USD 383, K-State, Manhattan Christian College, Manhattan Area Technical College, Flint Hills Job Corps, and other technical programs, as well as attract individuals from around the globe to make Manhattan a hub of opportunity for all.

BUSINESS SUPPORT

- 5.1 Support growth in existing Manhattan businesses.
- 5.2 Develop the entrepreneurial ecosystem.

ATTRACTION AND INNOVATION

- 5.3 Attract new private businesses to the community.
- 5.4 Leverage innovation from existing local industry sectors.
- 5.5 Explore creating a diversified retail strategy.

COMMUNITY INVESTMENT

- 5.6 Evaluate the use of economic development incentives, tools, and funds to facilitate growth and generate jobs in the community.
- 5.7 Continue marketing efforts that promote community assets.



IMPLEMENTATION

This section describes the recommended approach for how best to use the plan for successful implementation. Ultimately the plan must be institutionalized by the City Manager's office and the City Commission for successful implementation to occur.

IMPLEMENTING

The strategic plan will not only be used as a guide for the City organization and elected officials, but it will also identify critical partners and coordination necessary to realize the recommended actions. Management of the strategic plan's implementation will be led by the City Manager's Office with support from all City departments. Execution of the plan will be shared between City staff, the City Commission, and key partners such as Manhattan Area Chamber of Commerce, who is contracted with the City to lead multiple economic development initiatives.

Given that this is the City's first-ever strategic plan, it is important to acknowledge that it will take time to fully institutionalize the plan and nurture a culture of using the strategic plan. Through time, collaboration, and an iterative process that includes periodic updates, the plan will become a useful tool to serve the needs of the community.

Managing

Staff should create departmental work plans to ensure the successful and ongoing implementation of the strategic plan. These work plans should be consistent across the organization, but still allow for departmental customization. The work plans should outline the departmental mission, essential core services, and specific strategic plan actions being worked on for the upcoming fiscal year, along with budget requests to accomplish both the essential core services and the strategic plan actions. It is recommended that each department reconcile their core services with future needs as outlined in the strategic plan. In addition, the strategic plan should be an opportunity to help organize staff reports (i.e. report out on actions that are ongoing, complete, or future actions) and department head goals (i.e. tie department goals back to the strategic plan).

The strategic plan should be actively managed on a regular basis and monitored for implementation effectiveness and relevancy. This review should happen on a formal basis no less than once per year. A status report should accompany this review and be promoted throughout the community, such as through the EngageMHK.org website. An annual public meeting—perhaps with a noted speaker—could take place to share progress and attract additional participants to move the community forward.

Updating the Plan

A formal review of the strategic plan should be considered every five years to incorporate new decennial Census data and other relevant changes and planning work going on in the community.

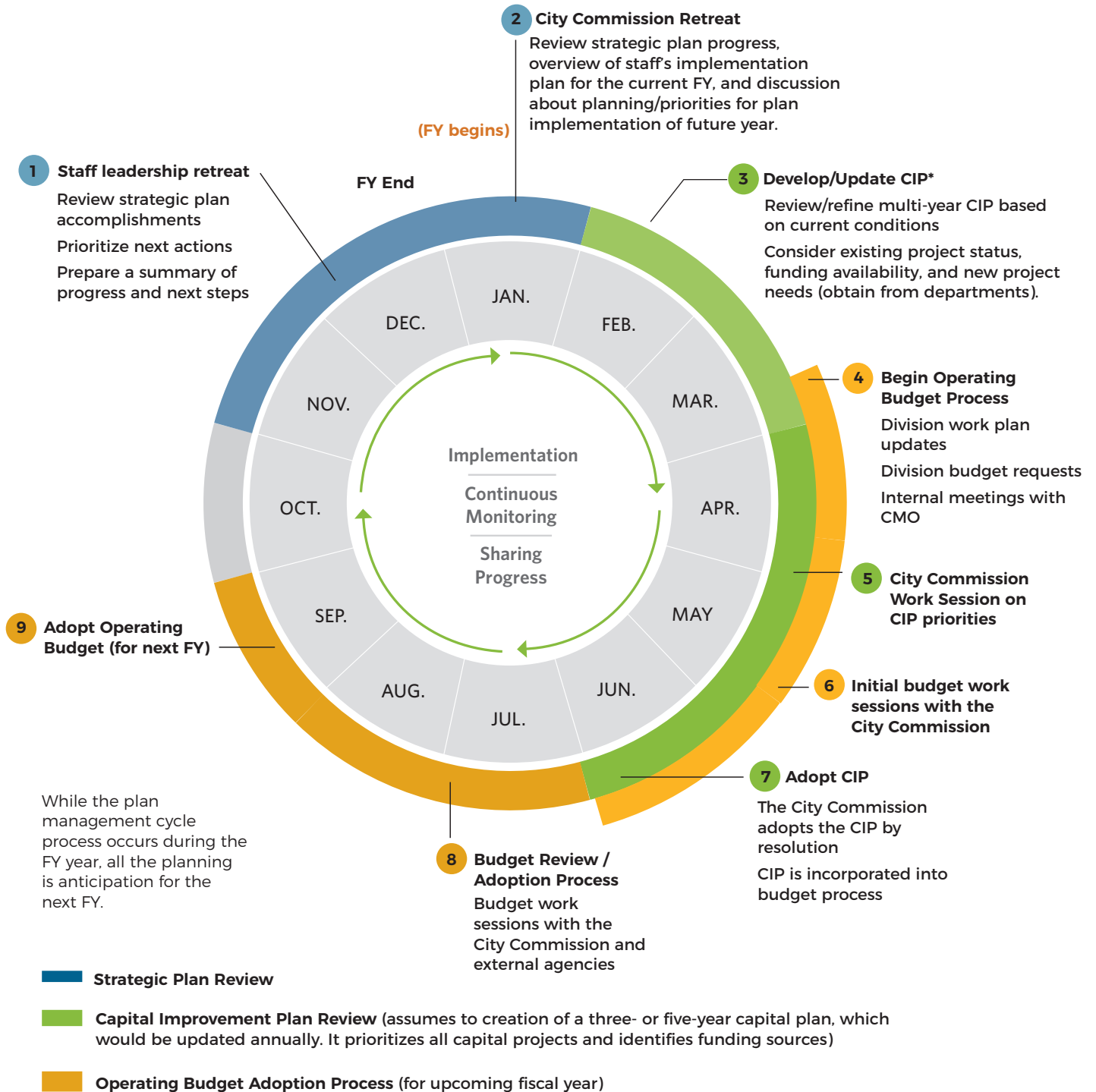
Reporting and Monitoring

Several methods can be undertaken to report and monitor the strategic plan's progress to the community. This includes:

- » Presenting an annual or bi-annual report card to the City Commission
- » Reporting City actions that support the strategic plan
- » Illustrating completed or ongoing actions through the use of infographics on the City website

PLAN MANAGEMENT CYCLE

This plan should be integrated into annual City processes including budgeting and capital improvements planning. It should also be regularly tracked for progress and assessed for effectiveness. The diagram below illustrates a recommended plan management cycle. It begins with the start of the fiscal year (FY), and includes various steps that lead to the adoption of a budget for the following fiscal year.



HOW TO USE THE PLAN

This is intended to be a five-year strategic planning document. The plan should be used on a daily basis as public and private decisions are made concerning the community's future. The following is a summary of how decisions and processes should be institutionalized to align with the vision and actions.

Annual Work Programs and Budgets

City staff should be cognizant of the recommendations of the plan when preparing annual work programs and budgets. This also includes considering the plan when making important policy and financial decisions that impact the community.

Community Planning

Community planning efforts, including those of the City, community organizations, and the school district should be aligned with the vision, values, goals, and recommendations of the plan.

Capital Improvement Plan

The City's capital improvement plan (CIP) should be consistent with the plan's recommendations.

Private Investment Decisions

Property owners, developers, and other private entities should consider the plan's recommendations in their planning and investment decisions. Public decision-makers will be using the plan as a guide in their deliberations about proposals, projects, and funding requests. Property owners and developers should be cognizant of and complement the plan's recommendations.

Civic and Social Engagement

All civic and community groups should create opportunities to explore solutions to issues of concern to the community. They should seek alignment with the recommendations of the plan and collaborate across interests, missions, and constituencies.