City of Moundridge
Strategic Plan
2013
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Wichita State University
Fairmount College of Liberal Arts and Sciences
Hugo Wall School of Urban and Public Affairs

dPlanit

KING PUBLIC RELATIONS
“The inclusive process used in developing the strategic plan for the City of Moundridge has resulted in a set of goals and strategies that are truly established by the community. Having participants representing the diverse demographic makeup of the community lead the discussion about what’s good and what could be improved in our community assures continued growth and prosperity for the City of Moundridge.”

Randy Frazer, City Administrator

“I viewed my role on the steering committee a great privilege and also realized more than ever how important it is to set goals as a community in shaping the quality of life in the years ahead for generations of people that would choose to make the City of Moundridge a place they can be proud to call their home. Thanks to Hugo Wall School of Urban and Public Affairs from Wichita State University for their professional assistants in helping us develop a plan that help our city become an even greater place to live.”

Moundridge City Councilman, Kent Winsky
As cities and towns all across the country move forward to embrace the future, the City of Moundridge has set itself apart by defining its own path.

This document represents the work of hundreds of volunteers who dedicated hundreds of hours setting Moundridge priorities and developing the goals and strategies that are found in this document.

While this is a document that will help guide public policy, more importantly, it is a document around which the residents of Moundridge rallied, deciding to carve their own way, plan their own destiny, chart their own future.

Now that priorities, goals and strategies have been identified and defined, this document will serve the city well. Both elected officials and the community have a guide set by the people of Moundridge on how to best move forward into an always challenging and uncertain future.

With the newly adopted vision statement defining Moundridge as a city “where community is a way of life, caring is commonplace, excellence is the standard, and healthy growth leads to prosperity,” the doors to the future are open for Moundridge to be successful in all things.

Thank you to those in the community who participated. And thank you in advance to those who will do so in the future.
Moundridge: Where community is a way of life, caring is commonplace, excellence is the standard, and healthy growth leads to prosperity.

“Being a part of the steering committee has opened my eyes to important community issues and the tools needed to make our community even better. Strategies and goals developed in the strategic plan are reflective of the issues, wants and needs of the community, expressed through community meetings, a community survey, and a community open house. This plan sets a roadmap, designed by the community, for the community, to build an even greater Moundridge for the future.”

Shelby Graber, Strategic Plan Steering Committee Member
Expand housing options to ensure availability for all current and potential residents.
#1: Conduct a housing needs assessment using State of Kansas assessment tools

*Action Steps*

- Contact the Kansas Housing Resource Corporation regarding the Housing Assessment Tool (HAT). Meet with State representatives about usage and application of the tool.
- Identify potential partners to assist with the housing assessment, such as: McPherson County agencies; graduate students or students from local universities; Chamber of Commerce and others.
- Establish a process and confirm with the State of Kansas; develop an implementation schedule.
- Conduct the assessment.
- Convene a stakeholders meeting with local elected officials (City, County, State), business leaders, community members and others to evaluate the results.

*Lead Agency*

The City of Moundridge—City Administrator

*Timeline:* January 2014 – March 2014

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#2: Create a housing partnership among potential partners including the City of Moundridge, McPherson County, local businesses, builders, lending institutions and nonprofits to increase moderate income rental opportunities

*Action Steps*

- Convene a meeting of identified local public leaders, state agencies (Kansas Housing Resource Corporation, Kansas Department of Commerce), and community stakeholders to review program options to create a housing partnership.
- Using the Housing Assessment Tool identify the current rental housing stock quality, quantity and availability to establish a target goal. Example: Increase the number of rental housing units in the $500-$700 by 5 five new units by 2015.
- Identify and prioritize potential program options to increase moderate income rental properties.
- Establish a taskforce comprised of public and private stakeholder groups to development and implement the program.
- Communicate the program results to the public.

*Lead Agency*

The City of Moundridge—City Administrator

*Timeline:* July 2014 – October 2016
#3: Create a housing partnership among potential partners including the City of Moundridge, McPherson County, local businesses, lending institutions and nonprofits to increase home buying opportunities in the price range of $80,000-$120,000

**Action Steps**

- Convene a meeting of identified local public leaders, state agencies (Kansas Housing Resource Corporation, Kansas Department of Commerce), and community stakeholders to review program options to create a housing partnership.
- Using the Housing Assessment Tool identify the current housing stock in the $80,000-$120,000 price range to establish a target goal. Example: Increase the number of available housing units in the $80,000-$120,000 range by five new units by 2015.
- Identify and prioritize potential program options to increase moderate income properties for sale.
- Establish a taskforce comprised of public and private stakeholder groups to development and implement the program.
- Communicate the program results to the public.

**Lead Agency**
The City of Moundridge—City Administrator

**Timeline:** July 2014 – October 2016

#4: Develop local incentive programs to assist with home purchases or renovations for homes from $120,000-$180,000

**Action Steps**

- Determine inventory need and opportunity based on the housing assessment tool.
- Research other local incentive programs and determine applicability, impact and cost for Moundridge.
- Develop options for discussion with city, county, state officials and other community partners to determine preferred option.

**Lead Agency**
The City of Moundridge—City Administrator; potential for external assistance

**Timeline:** January 2016 – July 2016
#5: Pursue housing grants from the State of Kansas to stimulate building and buying.  
**Action Steps**
- Determine need and opportunity based on the housing assessment tool.
- Research and determine applicability, impact and cost for Moundridge.
- Develop options for discussion with city, county, state officials and other community partners to determine priority applications.

**Lead Agency**
The City of Moundridge—City Administrator; potential for external assistance  
**Timeline:** January 2014—August 2014 (Grants identified and draft applications written)

#6: Promote home renovations and remodels and seek local builders to undertake such opportunities

**Action Steps**
- Determine need and opportunity based on the housing assessment tool.
- Research and determine applicability, impact and cost for the City of Moundridge.
- Develop options for discussion with city officials and interested builders in the community.

**Lead Agency**
The City of Moundridge—City Administrator; potential for external assistance  
**Timeline:** March 2014 - Ongoing

#7: Work with homeowners to stop deterioration of existing housing, including owner occupied and rental properties

**Action Steps**
- Identify and/or develop available assistance programs.
- Provide information to residents and promote available resources.

**Lead Agency**
The City of Moundridge—City Administrator; potential for external assistance  
**Timeline:** 2015 - Ongoing
GOAL 2: BUSINESS AND JOBS

Create an environment to foster new businesses and attract additional quality jobs
#1: Establish a community economic development committee.

*Action Steps*
- Research and identify best practices for an economic development committee.
- Partner with County organizations working in economic development to identify resources and potential programs for assistance.
- Identify potential members for the committee.
- Develop draft mission and purpose of an economic development committee.

*Lead Agency*
The City of Moundridge—City Administrator in partnership with the Chamber of Commerce

*Timeline:* December 2015 – January 2016, committee will meet on an ongoing basis

#2: Identify and establish a plan to recruit businesses that compliment business already existing in the region.

*Action Steps*
- Partner with County organizations working in economic development to identify resources and potential complimentary businesses.
- Conduct interview with current area industries to identify potential target businesses or complimentary industries.
- Identify potential external resources to develop a recruitment plan for those industries.

*Lead Agency*
The City of Moundridge—City Administrator in partnership with the Chamber of Commerce

*Timeline:* June 2014 – March 2015

#3: Create a development plan to support industry and commercial growth.

*Action Steps*
- Partner with County organizations working in economic development to identify resources.
- Conduct interview with current area industries to identify issues and strategies for industry and commercial growth.
- Identify potential external consultation for a development plan.

*Lead Agency*
The City of Moundridge—City Administrator in partnership with the Chamber of Commerce

*Timeline:* February 2014 – November 2014
#4: Improve visual appeal of downtown through the creation of a downtown improvement committee.

**Action Steps**

- Conduct a stakeholders meeting for those interested in the visual appeal of downtown.
- Identify potential committee members to start an improvement committee.

**Lead Agency**

Chamber of Commerce

**Timeline:** January 2014 – February 2014, committee will meet on an ongoing basis

#5: Encourage continued development of downtown through the recruitment of specific retail businesses that fosters availability of basic retail needs for citizens (ex: vacant buildings, florists, drycleaner).

**Action Steps**

- Partner with County organizations working in economic development to identify resources.
- Conduct interviews with residents and business owners to identify issues and strategies for the recruitment of specific retail needs.
- Identify potential external consultation for a development plan.

**Lead Agency**

The City of Moundridge—City Administrator in partnership with the Chamber of Commerce

**Timeline:** January 2014 - Ongoing

#6: Improve access and connection speed to internet and wireless services to support business and industry growth.

**Action Steps**

- Identify potential providers to address communications and technology issues.
- Conduct interviews with residents and business owners to identify issues and strategies for technology connectivity improvements.
- Identify potential providers and service expectations.

**Lead Agency**

The City of Moundridge—City Administrator; potential for external assistance

**Timeline:** January 2015 - Ongoing
#7: Evaluate need and potential partnerships for a community development professional to serve the City of Moundridge.

**Action Steps**

- Identify potential partners and stakeholders interested in a community development professional to assist with economic development, community development and housing issues for the City of Moundridge.
- Evaluate funding opportunities and employment options for a professional.
- Determine best option for assistance with community development issues for the City of Moundridge.

**Lead Agency**

The City of Moundridge—City Administrator; potential for external assistance

**Deadline:** May 2014
Support a high quality park and recreation system to improve wellness and the quality of life for all residents and visitors.
Parks and Recreation Strategies

#1: Conduct a community needs assessment for recreation programming and facilities.

Action Steps

- Research and develop an assessment to identify recreation and wellness barriers and needs of the community.
- Determine most successful tools and methods for assessment process, such as: water bill insert; mailed survey; on-line tool, etc.
- Conduct the survey.

Lead Agency
The City of Moundridge—City Administrator in partnership with the Moundridge Recreation Commission; potential for external assistance.

Timeline: January 2014 – June 2014

#2: Create an implementation plan for the community recreation center.

Action Steps

- Identify barriers to the implementation plan.
- Seek external assistance in developing the implementation and funding plan.
- Develop the plan.

Lead Agency
Moundridge Recreation Commission in partnership with the City of Moundridge—City Administrator; potential for external assistance.

Timeline: June 2014 – December 2014

#3: Increase funding support for full-time recreation staff in order to allow for program expansion.

Action Steps

- Develop job description and expectation for a full-time recreation staff by seeking assistance from other recreation commissions.
- Identify potential funding sources.
- Develop the implementation and funding plan.

Lead Agency
Moundridge Recreation Commission in partnership with the City of Moundridge—City Administrator; potential for external assistance.

Timeline: June 2014 - Ongoing
#4: Invest in current recreation facilities, walking paths, bike trails and equipment.

**Action Steps**
- Develop a capital improvement plan for recreation facilities and infrastructure.
- Identify potential funding sources.
- Develop the implementation and funding plan.

**Lead Agency**
City of Moundridge—City Administrator in partnership with the Moundridge Recreation Commission

**Timeline:** January 2014 – October 2016

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#5: Develop a community-wide, multi-generational recreation and wellness plan.

**Action Steps**
- Create a stakeholder committee composed of representatives from existing community organizations working on recreation and wellness to review the community survey and develop the plan.
- Seek external assistance in developing the implementation and funding plan.
- Develop the plan.

**Lead Agency**
City of Moundridge—City Administrator in partnership with the Moundridge Recreation Commission

**Timeline:** November 2015 – November 2016

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#6: Develop a stronger partnership between different organizations currently involved in wellness, recreation and community activities.

**Action Steps**
- Conduct a joint meeting among organizations to identify potential joint programs or projects.
- Establish goals for implementation of identified programs or projects.

**Lead Agency**
City of Moundridge—City Administrator in partnership with the Moundridge Recreation Commission

**Timeline:** December 2014 – Ongoing
Promote the very best of Moundridge to ensure community values are shared with future generations.
#1: Create a community-wide marketing plan that identifies roles and responsibilities.

**Action Steps**

- Create a stakeholder committee composed of representatives from existing community organizations working on community promotion to define available resources to develop and fund the plan.
- Seek external assistance in developing the plan, implementation and funding plan.
- Develop the plan.

**Lead Agency**

The City of Moundridge—City Administrator; potential for partner organizations and external assistance

**Timeline:** November 2014 – April 2015

#2: Develop a marketing brand (visuals, logo, slogan, etc.) that depicts the unique opportunities of Moundridge.

**Action Steps**

- Empower the stakeholder committee identified in 4.1.(a) to assist with the development of a brand for Moundridge.
- Seek external assistance in designing and developing the brand, implementation and funding plan.
- Fund the design and development of the brand.

**Lead Agency**

The City of Moundridge—City Administrator; potential for partner organizations and external assistance

**Timeline:** November 2013 – November 2014

#3: Identify resources to implement and sustain a community marketing plan.

**Lead Agency**

The City of Moundridge—City Administrator; potential for partner organizations

**Timeline:** May 2015 – May 2016

#4: Engage residents in the marketing of the community.

**Action Steps**

- Allow the marketing committee to identify methods to engage residents in an ongoing marketing effort.
- Provide guidance in the marketing plan.

**Lead Agency**

Chamber of Commerce
Community Marketing Strategies

Timeline: April 2015 – Ongoing

#5: Connect marketing initiatives to other goals and strategies for the community.

Lead Agency
The City of Moundridge—City Administrator; potential for partner organizations

Timeline: December 2013 – April 2014, Maintenance - Ongoing

#6: Create and maintain a community calendar to assist in the coordination and marketing of community events.

Lead Agency
Chamber of Commerce

Timeline: November 2013 - February 2014, Maintenance – Ongoing
“The process used to develop the strategic plan for the city of Moundridge was very thorough. The methods used by the team to collect community feedback and drive productive dialogue among planning team members proved effective. The comprehensive plan, if used as a tool to promote growth and development, can only produce positive results for our community.”

Chad Higgins, Superintendent, USD 423
**Purpose and Background**

The City of Moundridge is beginning a process to develop a strategic plan and also update their comprehensive plan. To assist in these efforts the Hugo Wall School (HWS) of Urban and Public Affairs at Wichita State University has prepared an influencing factors report, or an environmental scan of the community. This report includes important information that will help guide decision makers and advisors as the community’s desired future is considered.

**Protocol**

As the City of Moundridge considers its future, consideration must be given to the impact of a number of areas, including: 1) change of demographics; 2) housing trends; 3) labor and employment; and 4) city government financial trends. To assist in defining the impact of these four main areas, data was collected from a wide variety of sources including: federal and state government, academic research, local governments and other research/data collection agencies.

Within this report, data relative to Moundridge is included as well as external national, state, and county data where appropriate. National, state and McPherson County data is used to illustrate how Moundridge is responding to various influencing factors comparatively. In some cases, influencing factors have a greater, reduced, or differing impact locally compared to what is seen at the county, state and national level.
Age

From 2000 to 2010, the total Moundridge population grew by nine (9) percent. As seen in Chart 1, some age groups grew in population, while some declined. The sector of the population 19 years and younger grew by 9 percent, growing at the same rate as the total Moundridge population. The age group including those members of the population between twenty (20) and thirty four (34) years declined by five (5) percent. Also declining was the age group including members of the population thirty five (35) to fifty four (54) years of age; this age group declined in population by 5 percent from 2000 to 2010. The age groups growing at the fastest rate are those including individuals fifty five (55) to sixty four (64) years of age, and the sector of the community over sixty five (65); between 2000 and 2010, the 55 to 64 sector grew by sixty two (62) percent, and the over 65 sector of the population grew by fourteen (14) percent.

Moundridge grew at a faster rate than the state of Kansas, whose total population grew by 6 percent from 2000 to 2010. The population under 19 years of age in Moundridge also grew at a faster rate than the state of Kansas, whose population 19 years of age and younger grew by only two (2) percent from 2000 and 2010. The sector of the population in Moundridge 65 years and older grew at a much faster rate than the state of Kansas from 2000 to 2010; Moundridge saw a 14 percent growth in this sector compared to a 6 percent growth at the state level.

Rural counties, including McPherson County are projected to lose population over the next 30 years. The Center for Economic Development and Business Research (CEDBR) at Wichita State University projects that the population in McPherson County will decrease by eight (8) percent by 2040 (Chart 2).
CEDBR projects that the age demographics of McPherson County will also change over the next 30 years. The population 19 and under in McPherson County is projected to decrease by 4 percent by 2040, and the total population 65 and over is expected to increase by seven (7) percent by 2040 (Chart 3).

**Chart 3: Population Projections by Age: McPherson County**

<table>
<thead>
<tr>
<th>Percent of Population</th>
<th>19 and under</th>
<th>20-29</th>
<th>30-39</th>
<th>40-49</th>
<th>50-64</th>
<th>65+</th>
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<tr>
<td>2010</td>
<td>27%</td>
<td>12%</td>
<td>11%</td>
<td>13%</td>
<td>21%</td>
<td>17%</td>
</tr>
<tr>
<td>2020</td>
<td>23%</td>
<td>13%</td>
<td>11%</td>
<td>11%</td>
<td>20%</td>
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<td>11%</td>
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<td>26%</td>
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<tr>
<td>2040</td>
<td>23%</td>
<td>11%</td>
<td>13%</td>
<td>13%</td>
<td>16%</td>
<td>24%</td>
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**Trend Considerations**

**The Aging Population**

The population nationwide is becoming older; more than 78 million “baby boomers” are nearing or have entered retirement. An aging population brings unique concerns for municipal planning. Issues impacted by the aging population include housing, caregiving, and transportation.

**Housing**

The aging population will create unique housing demands, including an increased demand for household renovations, as well as assisted living housing, nursing home facilities. This demand is illustrated in the following statistics.

- 89 percent of individuals age 50 and older want to stay in their home as long as possible and if that is no longer an option, they would like to reside in the same community.
- Approximately 70 percent of all households with a member over age 65 live in single family detached housing.
• 50 percent feel their home will accommodate them well as they age.
• 16 percent of families have made home modifications.

Caregiving

As the population ages and the financial burdens placed on family member caregivers increases, there will be an increased need for caregiving services.
• 47 percent of caregivers are employed
• 71 percent of employed caregivers work full time
• 65 percent of all caregivers are age 35 to 64

Nationwide there is an enormous cost to employers in lost productivity as a result of family member caregivers.
• Caregivers who work full time and perform personal care tasks: $11.4 billion per year in lost productivity.
• Counting all caregivers including part-time workers and long distance caregivers: $29 billion per year in lost productivity.
• Estimated costs to employers, as a result of caregiving issues, are also substantial; replacing employees who quit: $4.9 billion; workday interruptions: $3.7 billion; dealing with eldercare crises: $1 billion; partial absenteeism: $488 million; absenteeism: $397 million; not to mention increased health and mental health costs, leave of absence, and reduced hours of work.

A significant number of large companies, 25 percent, have implemented workplace programs for caregiver and elder care. These programs have seen positive results including:
• Increased retention of highest performers from 77 percent to 91 percent;
• Reduction of absences and decreased benefit claims;
• Decrease in turnover, lateness, and absenteeism; and
• Positive impact on employee health costs.

Transportation

As the population ages, transportation services accessible by less mobile seniors will be in higher demand. By 2030, one out of every four drivers will be over the age of 65, and the number of drivers age 85 and older will be four to five times higher than it is today. The issue of elderly transportation also impacts Kansas caregivers, 83 percent of whom provide help with transportation.
Potential options for senior transportation include:

- Traditional public transportation;
- Para transit service;
- Taxis; and
- Specialized transportation.

*Life Expectancy*

Individuals as a whole are living longer, and thus often needing senior services for a longer period of time. Overall, from 2010 to 2020, the average life expectancy is projected to increase to 79.5 years from 78.3 years in 2010.

*Concerns of the “20 somethings”*

Historically, it was common for individuals to move to a community where they could find a job, no matter the location. It is becoming more common, however, that young adults will choose the location they would like to live before the search for a job begins. Young adults typically search for a community to reside in that fits their desired quality of life. Although where they work is still important to young adults, where they live is often more important. Young adults typically want to work in diverse communities that offer well-maintained parks and trails, outdoor recreation, and entertainment options. Young adults and professionals will move and stay to communities that offer the following qualities:

- Health: Clean air, water, and open green spaces
- Earning: Opportunity to develop a well-paying career in the future
- Learning: Higher education options
- Diversity: Opportunity to interact with diverse members of the population
- Cost: Affordability of housing and entertainment options
- Entertainment: Activities to engage in outside of work
- Transportation: Easy commuting options, walkability, and mass transit opportunities
**Race**

The racial composition of the Moundridge community is becoming slightly more diverse. In 2000, the white population made up 96 percent of the population, and in 2010, 95 percent of the Moundridge population was white. The Asian population, although a very small percent of the total population, is growing at the fastest rate (400%). The African American population grew 213 percent from 2000 to 2010; in 2000 the African American sector of the community composed 1 percent of the population and in 2010 composed 2 percent of the population. The Hispanic/Latino population also grew substantially, 79 percent from 2000 to 2010; in 2000, the Hispanic/Latino population composed 0.5 percent of the population and in 2010 composed 1.5 percent of the population. The white population grew by 6 percent from 2000 to 2010. Some racial groups declined in population from 2000 to 2010, including: American Indian and Alaska Natives (-250%), and those declaring ‘some other race’ (-140%).

The population of the state of Kansas was more diverse than the City of Moundridge in 2000, and is becoming more diverse at a faster rate. As seen in Chart 5, the population of the state of Kansas decreased from 80 to 76 percent white from 2000 to 2010; the Moundridge community was composed of 95 percent white individuals.
in 2010, down 1 percent from 96 percent white in 2000. The Hispanic population composed 10 percent of the population of Kansas in 2010, up 3 percent from 2000, whereas the Hispanic/Latino population in Moundridge composed 1.5 percent of the population in 2010, up 1 percent from 2000. The African American population remained steady as a percentage of the total population in the state of Kansas; in Moundridge the African American population grew by 1 percent from 2000 to 2010.

Nationally, in the 2010 census, people of Hispanic or Latino origin comprised 16 percent, 50.5 million, of the total population, an increase from 13 percent in 2000. More than 50 percent of the growth in the total population of the United States from 2000 to 2010 was due to increases in the Hispanic population.

As communities continue to become more diverse, it will be necessary to address certain potential challenges, including: communicating with immigrant populations in their native language, providing services to help better integrate immigrants into the population (such as ESOL classes), and determining the best way to communicate with and provide services for immigrant populations.
**Education**

The educational attainment of a community influences economic development, the prevalence of public safety concerns, and a number of other key issues. Understanding the trends of educational attainment and competitiveness of a region is an important factor in planning for the future.

Approximately seventy four (74) percent of the Moundridge population 25 years and older have received a high school diploma or higher (i.e. some college, associate’s degree). The composition of the Moundridge population having received a bachelor’s degree or higher decreased slightly from 2000 to 2010, approximately seventeen (17) percent in 2000 and fourteen (14) percent in 2010.

When compared to the educational attainment of individuals 25 or older across the state of Kansas, approximately fourteen (14) percent more of the population in Moundridge has received a high school degree or higher. In 2010, approximately sixteen (16) percent more individuals in the sector of the population 25 or older across the state of Kansas had earned a bachelor’s degree or higher, compared to the 25 or older sector of the population in Moundridge having received a bachelor’s degree or higher.

Education is an important factor to consider for future planning because educational attainment and availability of education have historical been tied to economic growth in communities. Residents’ education and income levels have been found to be consistent predictors of urban growth. Similarly, investments in education have been shown to increase labor productivity and reduce the incidences of social problems such as drug abuse, crime, welfare dependency, and lack of
access to medical care, all of which can weigh heavily on the economy.

Higher levels of educational attainment in an economy often increases the human capital in the workforce, which leads to increased labor productivity and a higher level of output among workers. Higher levels of educational attainment also promote innovative thinking and exposure to new technologies, products, and processes which promote growth. Finally, education helps facilitate the diffusion of knowledge required to understand and process new information and to implement the new technologies devised by others, again promoting an economy’s growth.

Education not only impacts those earning the education, but also provides many positives for the communities at-large. Research shows that when a community’s supply of college graduates increases by one percentage point, residents who did not complete high school earn wages 1.9 percent higher and high school graduates earn wages 1.6 percent higher than otherwise. Such findings suggest that education impacts have an indirect benefit on other labor market segments.

**Income:**

The Moundridge community’s median household income was $40,000 in 2010, up 6 percent from 2000, when the median household income was $37,644. The median social security income in 2010 was $17,299, up thirty (30) percent from 2000, when the median social security income was $13,316. In 2010, the mean retirement income was $14,496, up thirty three (33) percent from 2000, when the mean retirement income was $10,888.

Median household income across the state of Kansas grew at a greater rate than median household income in Moundridge from 2000 to 2010; in 2010, the median household income across the state of Kansas was $50,594, up twenty five (25) percent from 2000, when the median household income was $40,624. The medi-
an household income in 2010 was 26 percent higher across the state of Kansas than in Moundridge. Mean social security income also grew at a faster rate across the state of Kansas, although the mean total dollar amounts received through social security income are higher in Moundridge than across the state; in 2010, the mean social security income across the state of Kansas was $16,761, up forty one (41) percent from 2000, when the mean social security income was $11,871. Mean retirement income grew at a slower rate across the state of Kansas than in Moundridge; the mean retirement income across the state of Kansas was $18,706 in 2010, up seventeen (17) percent from 2000, when the mean retirement income was $16,030. The mean retirement income in 2010, however, was 29 percent greater across the state of Kansas than in Moundridge.

From 2000 to 2010, the percentage of families living below the federal poverty line doubled, from two (2) percent of the Moundridge population in 2000 to four (4) percent of the Moundridge population in 2010. Comparatively, in 2010, approximately nine (9) percent of families in Kansas were living below the federal poverty line.
Moundridge Housing Trends

The number of housing units (displayed in Chart 11) in Moundridge has increased from 681 in 2000 to 803 in 2010, growing by eighteen (18) percent. Few new houses have been built, the majority of the increase in housing units is due to annexation.

In 2000, 647, or 95 percent of these units were occupied, and in 2010 736, or 92 percent were occupied (Chart 12).

Of the occupied housing units, 436 (67 percent) were owner occupied in 2000 and 211 (33 percent) were renter occupied. In 2010, 533 (72 percent) of the occupied housing units in Moundridge were owner occupied, and 203 (28 percent) were renter occupied. The number of owner occupied units grew by 22 percent, and the number of renter occupied units reduced by 3 percent over the decade.
The majority of the housing stock in Moundridge was built before 1980. Twenty six (26) percent was built in 1939 or earlier; eighteen (18) percent was built between 1940 and 1959; and thirty three (33) percent was built between 1960 and 1979. Of the twenty three (23) percent built after 1980, twenty two (22) percent was built between 1980 and 1999, and one (1) percent, or 6 homes were built between 2000 and 2010.

As a percentage of household income, the majority of homeowners (76 percent in 2000 and 2010) in Moundridge pay nineteen (19) percent or less on their home mortgage. Fifty (50) percent of those in 2010 spent less than fifteen (15) percent of their household income on their home mortgage. It is recommended that homeowners spend no more than twenty eight (28) percent of their household income on mortgage payments. Nine (9) percent of homeowners in 2000 and eight (8) percent of homeowners in 2010 spent thirty (30) percent or more of their household income on home mortgage payments.

Chart 15: Mortgage as a Percentage of Household Income 2000 - 2010
National and State Trends in Housing Type and Size

According to 2000 census data, the majority of Kansas families live in single-family homes constructed before 1979 with 4 or more rooms. The following statistics provide additional information regarding Kansas housing:

- 72 percent of the population in Kansas lives in a single-family home;
- 61 percent of those units were built before 1979;
- More than 50 percent of the homes have 4 to 7 rooms;
- 71.5 percent use gas as their heating fuel;
- 17.2 percent use electricity as their heating source;
- 81 percent of homes are valued at a $150,000 or less;
- The median home value from 2005 to 2009 was $118,500;
- 65 percent of homes have a mortgage;
- In 1999, 75 percent of population paid housing costs under 25 percent of their income;
- 60 percent of the population is paying between $300.00 and $750.00 for rent;

For the first time in its history, the National Association of Home Builders reported at its International Builder Show in January 2011, an overall decrease in the size of new homes being built. Builders surveyed expect homes to average 2,152 square feet in 2015, 10 percent smaller than the average size of single-family homes started in the first three quarters of 2010.

The average new home of 2015 is likely to feature a great room comprised of the kitchen, foyer, and living room rather than individual rooms. In addition to floor plan changes, 68 percent of builders surveyed say that homes in 2015 will also include more green features and technology, including low-emittance windows; engineered wood beams, joists or tresses; water-efficient features such as dual-flush toilets or low-flow faucets; and an Energy Star rating for the entire house.

Trends indicate that multifamily housing, including garden apartments, condominiums and mid-rise apartments, will experience increasing demand during the next several decades. Multifamily living can be the preferred housing types for young people just starting out in their careers, senior citizens who cannot or elect not to maintain a full-sized home and others who do not necessarily want the burdens that come with single-family home ownership. Communities may want to encourage the development of multifamily housing struc-
Multifamily housing choices provide economic vitality to the community, because they provide appealing options to residents.

- Multifamily housing enables a community to provide housing options to a wide range of incomes.
- Multifamily development is often environmentally friendly.

An inadequate supply of affordable housing essentially limits economic growth, because residents who pay high prices for housing, including housing related expenses such as homeowners insurance, property taxes, and repair costs, have less disposable income to spend on other goods and services. Similarly, businesses cannot expand their workforces without enough housing available to workers and their families.
Powerful trends at the national and state level influence the City of Moundridge’s economic viability. The labor and employment section investigates the impact of national and state trends on the City of Moundridge. Economics drives growth, tax base and ultimately resources and needs for future investment; all critical factors for future planning.

**Federal Trends**

Some of the major trends at the national level, through 2018, as reported by the National Bureau of Labor Statistics, will include the following.

- **Growing Work Force** – anticipated total labor force growth 2018 of 8.2%.

- **Aging Work Force** – a 43% rise in the number of employees aged 55 or older, who will comprise 24% of the total labor market.

- **Increasingly Hispanic Work Force** – the total number of workers, who are Hispanic, will grow by 33%.

- **More Service Jobs and Less Manufacturing Jobs** – anticipated 12.5% growth in service sector jobs and a 9% decrease in manufacturing jobs.

- **Areas of Growth** – professional & business services, health care & social assistance, and small-box & boutique retail trade.

- **Areas of Slow Growth or Job Loss** – manufacturing, government, and large-box retail trade.

- **More Education Required** – positions requiring a Bachelor’s degree will increase by nearly 17%, Associate's degree by 19%, and post-secondary vocational training by 13%.

- **Growth in “Middle Market” Companies** – In recent years, “middle market” companies have added 2 million workers, nationwide. The middle market businesses are defined as having annual sales between $10 million and $1 billion. There are approximately 200,000 “middle market” businesses, which are 3% of all companies. This 3% of all businesses provide close to 34% of all private employment or 41 million jobs. The vast majority of these “middle market” companies are expected to grow within the next year. “Middle market” businesses tend to be more stable, which enables them to focus on innovation.
**Kansas Employment Trends (2001-2010)**

Nationally, total employment in 2010 is 2.84 percent lower than it was in 2001, for a loss of 3.1 million jobs. This national decrease in employment levels has been based on job losses in manufacturing, information, and construction. The job losses in these industries have been offset by gains in educational services, health care, and mining.

These national trends are evident in the employment growth of the Kansas economy over the same period. The long term economic growth in Kansas has been driven by growth in five key industries: health care, professional services, administration and waste services, accommodation and food services, and educational services.

The growth in professional and technical services and educational services in Kansas has been due to both an increase in the overall employment levels in these industries nationally and an increase in the market share of these industries regionally. Statewide growth in health care and accommodation and food services is mostly attributable to national growth in these industries. Kansas has experienced a loss of market share in each of these industries over the last decade. So, although there has been employment growth, it has not been as strong in Kansas as the national trend. Employment in the administration and waste services industry has grown in Kansas over this time period despite overall job losses nationally.

The long term growth in total Kansas employment has been negatively impacted by employment in the information and retail trade industries, which are shrinking at both the national and regional level. The state has also experienced significant job losses in both construction and manufacturing. In both of these industries the contraction has been less dramatic in Kansas than it has nationally. However, the net result was a significant loss of employment.

**Kansas Employment Growth (2008-2010)**

The short-term state employment trends from 2008 to 2010 are very similar to the long term trends, with the exception of four industries that have been impacted to a greater degree by the recession of 2008 and 2009. These industries are mining, finance, professional services, and administration and waste services. Although these industries show long term growth from 2001 to 2010, they have not returned to their pre-recession employment levels.
Moundridge Employment Trends

In 2000, prior to the economic downturn of 2008, 61 percent of the Moundridge community was employed, while 37 percent were not in the labor force, and 2 percent were unemployed. Census numbers show that in 2010, the unemployment rate had increased to 4 percent of the population, and the percent of individuals who were not in the labor market had increased to 43 percent of the population. In 2010, the percentage of employed persons in Moundridge had dropped 8 percentage points from 2000, and fell to 53 percent of the population.

Occupations held by residents of Moundridge fall within six (6) Census categories: Management, business, science and arts; service occupations; sales/office occupations; farming, fishing, and forestry occupations; natural resources, construction and maintenance; and production, maintenance, and material moving.

In 2000, the majority of the Moundridge community that was employed, held an occupation in management, business, science and arts (28 percent), or production, transportation, and material moving (25 percent). Only 1 percent of the population held an occupation in farming, fishing and forestry. Nineteen (19) percent of the employed community worked in a service occupation and seventeen (17) percent worked in sales or an office occupation. Those employed that worked in natural resources, construction, and maintenance made up ten (10) percent of the population.
In 2010, a lesser percent of individuals held an occupation in management, business, science, and arts (26 percent, down 2 percentage points from 2000); production, transportation, and material moving (21 percent, down 4 percentage points from 2000); and farming, fishing and forestry occupations (0 percent, down 1 percentage point from 2000). Occupations seeing an increase in prevalence include: service occupations (24 percent, up 5 percentage points from 2000); and natural resources, construction, and maintenance (12 percent, up 2 percentage points from 2000). Sales and office occupations held steady at seventeen (17) percent of the employed population.

Industry

The Moundridge community provides employees for a number of different industries. In 2000, educational services, health care and social assistance was the top industry employer, employing thirty one (31) percent of the community. Manufacturing was a close second in 2000, employing thirty (30) percent of the community. The construction industry employed seven (7) percent of the population, making it the third largest industry in 2000. Other services, except public administration (6 percent of the employed population) and retail trade (5 percent of the employed population) were the fourth and fifth largest industries, respectively in 2000.
In 2010, educational services, and health care and social assistance remained the top industry, employing twenty seven (27) percent of the employed population residing in Moundridge, dropping 4 percentage points from 2000. Manufacturing remained the second largest industry in 2010 (24 percent of employed population), although manufacturing also did not make up as large of a percentage of the workforce in 2010 as it did in 2000 (24 percent in 2010, down 6 percentage points from 2000). Those employed by the retail trade industry grew from 2000 to 2010 (up 6 percentage points from 5 percent to 11 percent of the employed population), making it the third largest employer in 2010. The fourth largest employer, arts, entertainment, recreation, accommodation and food industry, employed only 3 percent of the employed population in 2000 and grew to 8 percent in 2010. Industries that also saw growth from 2000 to 2010 include: finance, insurance, real estate and leasing; wholesale trade; transportation, warehousing and utilities; and public administration. Additional industries experiencing a declining trend from 2000 to 2010 included: agriculture, fishing, forestry, hunting and mining; and construction.

Chart 20: Industry 2010

- Agriculture, forestry, fishing and hunting, and mining
- Construction
- Manufacturing
- Wholesale trade
- Retail trade
- Transportation and warehousing and utilities
- Information
- Finance and insurance, and real estate and rental leasing
- Professional Management Services
- Educational services, and health care and social assistance
- Arts, entertainment and recreation, and accommodation and food services
- Other services, except public administration
- Public administration
Protocol:

In an effort to explore the financial health of the City of Moundridge to assist with future planning, information was drawn from the financial statements for the City from 2008 to 2011. Using data provided in the financial statements, trend information was analyzed, including changes in cash balance for all funds, and changes in revenues and expenditures by revenue and expenditure type.

Changes in Cash Balance:

As costs increase and many revenues remain stagnant, or decrease, it is important for local governments to remain cognizant of their cash on hand. A declining cash balance may signify that a number of measures may need to be considered, including exploring alternatives to retain costs or alternate revenue sources to support the fund and the services provided.

The cash balance for the total primary government has grown on average 21 percent each year from 2008 to 2011; the cash balance in 2011 was 75 percent greater than the cash balance for the total primary government in 2008. Much of this growth is due to the substantial growth in the year end cash balance for many of the utilities, including the Electric Revenue Fund (grew an average of 465 percent per year from 2008-2011), Gas Fund (grew an average of 47 percent annually from 2008 to 2011), the Sewer Revenue Fund (92 percent growth from 2008 to 2011), and the Water fund (19 percent average yearly growth from 2008 to 2011). Growth in cash balance in other funds include: Airport, Special Street and Highway, Equipment Reserve, Health Risk Management, Pack Park and Employee Benefit.
Many funds also saw a declining cash balance from 2008 to 2011. The General Fund’s cash balance declined at an average rate of 9 percent a year from 2008 to 2011, and declined 27 percent from 2008 to 2011. Seeing the most substantial decline was the Park fund, which declined an average of 26 percent annually from 2008 to 2011 and the refuse fund, which declined an average of 25 percent annually from 2008 to 2011. Also seeing declines in cash balance are the: library fund, street maintenance fund, municipal court fund, electric reserve fund and sewer replacement fund.
General Fund

Changes in Revenue by Source:

Ad Valorem Tax, County Sales Tax and Ambulance fee revenue have remained the top three revenue sources from 2008 to 2011, comprising 74 percent of total revenue in 2008 and 78 percent of total revenue in 2011. The ad valorem tax, the main source of revenue in 2008, saw an average annual decline of 5 percent from 2008 to 2011, composing 30 percent of total revenue in 2008 and 26 percent of total revenue in 2011. County sales tax revenue grew by an average of 3 percent annually from 2008 to 2011, composing 28 percent of total revenue in 2008 and 34 percent of total revenue in 2011. Revenue from ambulance fees also grew from 2008 to 2011 by an average of 3 percent annually, composing 16 percent of total revenue in 2008 and 18 percent of total revenue in 2011. Total revenue declined by an average of 2 percent annually from 2008 to 2011; total revenue in 2011 was 9 percent less than in 2008.

Expenditure Changes:

Police, Ambulance, Administration, Streets, Airport and Pool, and Fire were the top six expenditure categories in 2008, composing 98 percent of total expenditures. In 2011, Police, Ambulance, Streets, Administration, Fire, and CDBG grant administration composed 95 percent of total expenditures. Public safety, similar to many municipal budgets, made up slightly over 50 percent of total expenditures. Police, Streets and Fire have grown as a percentage of
total expenditures and Administration, Airport and Pool, and Ambulance have decreased as a percentage of total expenditures. In 2008, 19 percent of total expenditures were spent on Administration; in 2011, only 11 percent of total expenditures funded Administration. Six percent of total expenditures funded Airport and Pool in 2008, and in 2011 approximately 0 percent of expenditures funded Airport and Pool. Ambulance expenditures declined from 25 percent of total expenditures in 2008 to 21 percent of total expenditures in 2001. Police grew slightly as a percentage of total expenditures, growing from 29 percent to 31 percent from 2008 to 2011. Streets also grew slightly as a percentage of total expenditures, growing from 15 percent in 2008 to 16 percent in 2011. Fire saw the largest growth, growing from 4 percent of total expenditures in 2008 to 9 percent in 2011.

Special Revenue Funds

Revenue Changes:

A number of special revenue funds saw growth in revenue from 2008 to 2011. Employee Benefit fund revenues grew by 3 percent from 2008 to 2011; Library revenues grew by 42 percent from 2008 to 2011; municipal court revenues grew by 3 percent and Park revenues grew by 5 percent. Other special revenues saw a decline in revenues, including the street maintenance fund, the airport fund, and the special street and highway fund. Street maintenance saw a decline in revenues of 40 percent from 2008 to 2011; airport saw a decline in revenues of 41 percent from 2008 to 2011; and special street and highways saw a decline of 29 percent from 2008 to 2011.
Expenditure Changes:

Most special revenue funds saw an increase in expenditures from 2008 to 2011. Expenditures through the employee benefit fund, street maintenance fund, and park fund all declined from 2008 to 2011 anywhere from 17 to 26 percent. Funds seeing the largest growth in expenditures were: special streets and highways, health risk management, airport, municipal court, and the Pack Park fund.

Utility Funds

Revenue Changes:

The majority of utility funds experienced revenue growth from 2008 to 2011. The sewer fund experienced the most growth; 2011 sewer revenue was 105 percent greater than in 2008. Water revenue grew by 45 percent; electric revenue grew by 24 percent and refuse revenue grew by 17 percent. Revenue to the gas utility was the only utility fund to de-
cline over the 4 year period, decreasing by 28 percent.

**Expenditure Changes:**

The majority of utility funds also expended more annually over the 4 year period; electric, water, refuse and sewer funds all expended more in 2011 than in 2008. The gas utility fund saw a similar decrease in expenditures (12 percent annual average) as revenues (10 percent annual average) over the 4 year period.

**Revenues Less Expenditures:**

Total expenditures from 2008 to 2011 outpaced total revenues in a number of funds. The general fund spent $29,118 more than revenues coming in over the 4 year period. Total expenditures from the Street Maintenance Fund total $32,757 more than revenues coming in over the 4 year period. The Park Fund also outpaced revenues with expenditures, totaling $10,744 more expenditures than revenues in the 4 year period. A number of special revenue funds received more revenue than was spent in the 4 year period, including the: Employee Benefit Fund, Airport Fund, Special Street and Highway Fund, Municipal Court Fund, Health Risk Management Fund, Pack Park Fund and the Equipment Reserve Fund. All utility funds, except Refuse, expended less than revenues coming in from 2008 to 2011; the refuse fund expended $6,053 more than revenues coming in during the 4 year period.

**Debt:**

The City of Moundridge did not incur any debt or have any debt outstanding during the four year period analyzed (2008-2011).

<table>
<thead>
<tr>
<th>Chart 32: Utility Fund Expenditure Changes</th>
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<tbody>
<tr>
<td><strong>2011</strong></td>
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<tr>
<td>Sewer</td>
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<tr>
<td>Refuse</td>
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<td>Water</td>
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<td>Gas</td>
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<tr>
<td>Electric</td>
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</tbody>
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$1,703,907 > $2,118,473

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**Electric**

$1,703,907

**Gas**

$685,303

**Water**

$249,401

**Refuse**

$90,808

**Sewer**

$114,120

**2008**

$113,544

$76,049

$194,476

$1028,390

$2,118,473
Senior Center Lunch Gathering – May 30, 2013
Moundridge City Staff – May 30, 2013
Chamber of Commerce – June 20, 2013
Lions Club – June 25, 2013
Moundridge Historical Association – July 2, 2013
Associated Churches – July 15, 2013
Community Open House – October 3, 2013
Moundridge High School Student Council – October 7, 2013
Moundridge High School Government Classes – October 7, 2013
Community Survey – Water Bill Insert (September – October 2013)
As many of you may know, a committed group of volunteers has been working to identify issues that impact the future of our community. A large number of residents have helped the group by sharing their ideas for the future of Moundridge.

Now we need to hear from you!

Housing, Economic Development, Parks and Recreation, and Community Marketing have been identified as important issues. Strategies listed below each topic area are ideas to accomplish each goal. Please provide us feedback on which strategies you feel would best help Moundridge!

**Housing**

Please circle the **THREE** most important strategies

- Conduct a housing needs assessment using State of Kansas assessment tools.
- Create a housing partnership among potential partners including the City of Moundridge, McPherson County, local businesses, builders, lending institutions and nonprofits to increase moderate income rental opportunities.
- Create a housing partnership among potential partners including the City of Moundridge, McPherson County, local businesses, lending institutions and nonprofits to increase home buying opportunities in the price range of $80,000—$120,000.
- Develop local incentive programs to assist with home purchase or renovations for homes from $120,000—$180,000.
- Pursue housing grants from the State of Kansas to stimulate building and buying.
- Make renovations and remodels a priority and seek local builders to undertake such opportunities.
- Work with owners to stop deterioration of existing housing.

**Economic development**

Please circle the **THREE** most important strategies

- Establish a community economic development committee.
- Identify and establish a recruitment plan for complimentary businesses to existing indus-
tries in the region.

- Create a development plan to support industry and commercial growth.
- Improve visual appeal of downtown through the creation of a downtown improvement committee.
- Encourage continued development of downtown through the recruitment of specific retail businesses that fosters availability of basic retail needs for citizens (ex: vacant buildings, florists, drycleaner).

**Parks and Recreation**

Please circle the **THREE** most important strategies

- Conduct a community needs assessment for recreation programming and facilities.
- Create an implementation plan for the community recreation center.
- Increase funding support for full-time recreation staff in order to allow for program expansion.
- Invest in current recreation facilities, walking paths, bike trails and equipment.
- Develop a community-wide, multi-generational recreation and wellness plan.
- Develop a stronger partnership between different organizations currently involved with wellness, recreation and community activities.

**Marketing of Community**

Please circle the **THREE** most important strategies

- Create a community-wide marketing plan that identifies roles and responsibilities.
- Develop a marketing brand (visuals, logo, slogan, etc.) that depicts the unique opportunities of Moundridge.
- Identify resources to implement and sustain a community marketing plan.
- Engage residents in the marketing of the community.
- Connect marketing initiatives to other goals and strategies for the community.

**Please Tell us Additional Ideas or Strategies for the Future of Moundridge:**

________________________________________________________________________

________________________________________________________________________

Please return this survey with your UTILITY PAYMENT. Your feedback will make a difference!