Adopted by City Council
09/17/2019



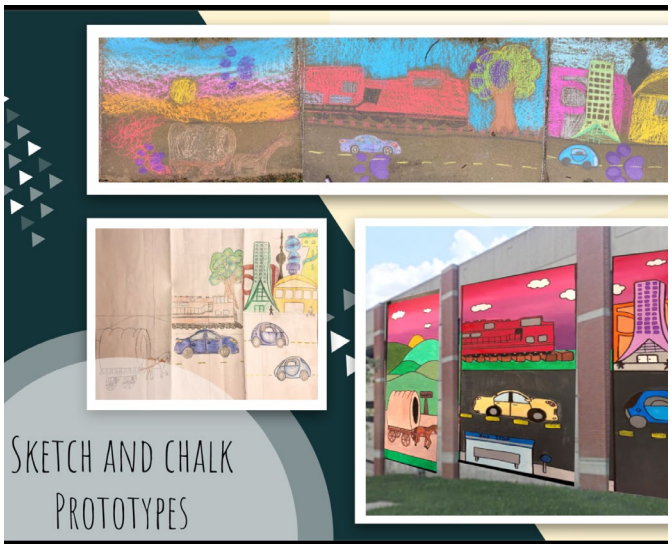
STRATEGIC PLAN

OLATHEKS.ORG/OLATHE2040









IMAGINE OLATHE ART CHALLENGE

The Olathe Planning Division engaged fifty 8th grade art students from Pleasant Ridge Middle School throughout October 2018 to celebrate National Community Planning Month. This is the second year of the collaborative program involving students residing in Olathe and surrounding areas.

National Community Planning Month is an opportunity to highlight the importance of good planning and community outreach. Planning provides an opportunity for all residents to be meaningfully involved in making choices that determine the future of our City.

The students created murals modeled for sites in our downtown, City parks, and public gathering areas depicting themes of the Olathe 2040 Strategic Plan. Planning staff visited the school in September to gather ideas from the students regarding future neighborhoods, entertainment, transportation, the environment, and technology.

Students were challenged to create a mural depicting an image that represents the themes of Olathe 2040. They also researched an artist for inspiration and explored how the community would interact with their mural if it were reproduced in the City. The project concluded in presentations by the students to a panel of City staff from the Communications and Planning Divisions. The murals were displayed at City Hall during the month of November to celebrate their hard work and dedication to the future of Olathe. The student artwork is featured in this document.

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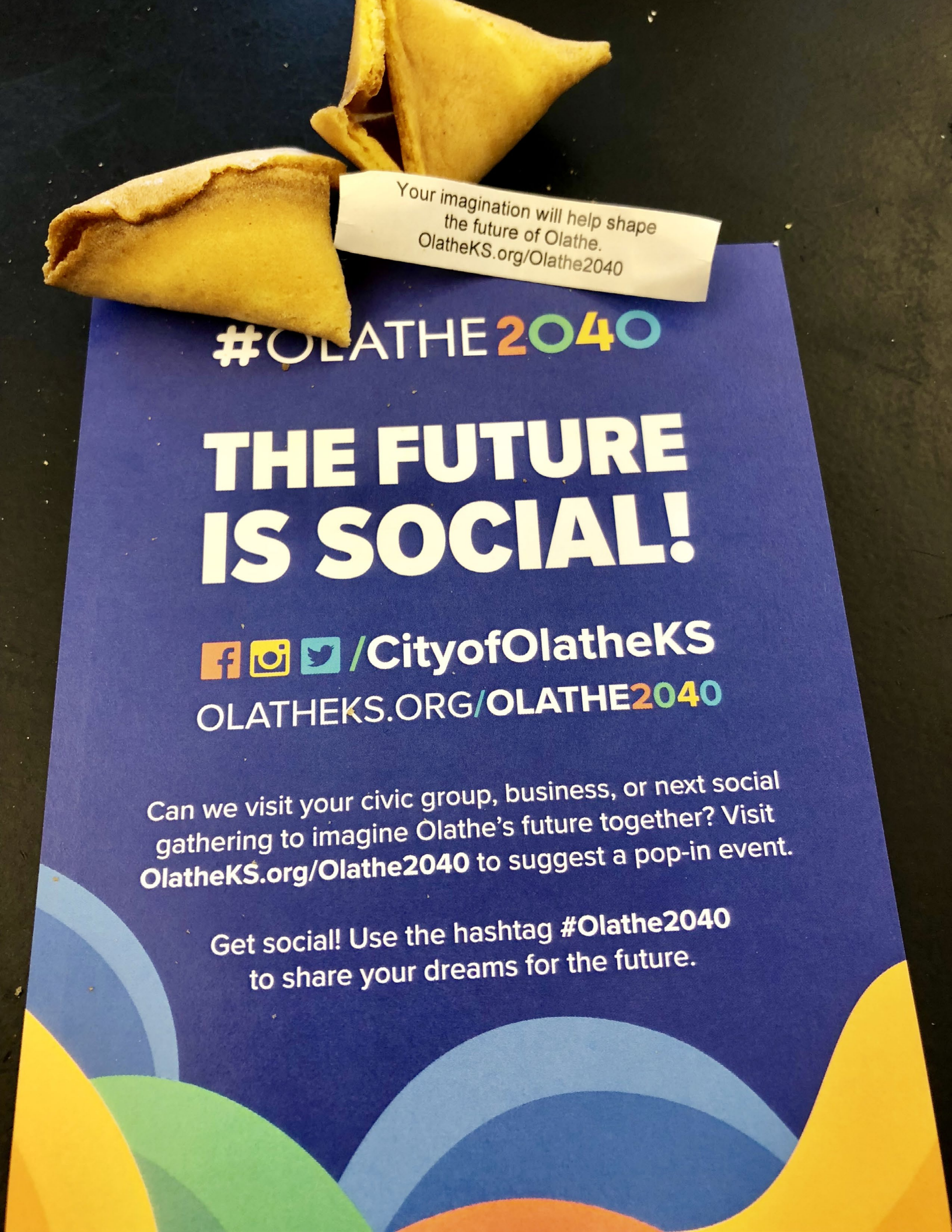
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Your imagination will help shape the future of Olathe. OlatheKS.org/Olathe2040
#OLATHE2040
THE FUTURE IS SOCIAL!
/CityofOlatheKS
OLATHEKS.ORG/OLATHE2040
Can we visit your civic group, business, or next social gathering to imagine Olathe's future together? Visit OlatheKS.org/Olathe2040 to suggest a pop-in event.
Get social! Use the hashtag #Olathe2040 to share your dreams for the future.

LETTER FROM THE MAYOR



Dear Friends,

Olathe is one of America's best places to work. Olathe is one of America's best places to live and raise a family. It is one of America's best places to invest in a home or a business. That did not happen by accident.

It happened because we live in a community that cares; a city that collaborates to get things done. It happened because tens of thousands of families have chosen Olathe as home over the last decades, and it happened because this community always looks to where we are headed.

Most of all, it happened because of a forward-thinking and strategic approach to the future. That approach continues today with our **Olathe 2040: Future Ready** Strategic Plan. The plan will help guide us down a path of resilience and prosperity and ensure our community remains simply exceptional. Olathe 2040 reflects the vision shaped by those with the utmost wisdom; those who call Olathe home. It reflects what our community will be for my children and grandchildren and yours.

I invite you to celebrate what our Olathe is today and share in the excitement for what we will be tomorrow. Please take the time to explore this document and hold us accountable to the vision and goals set forth in the plan. Also, think about what role you may play in shaping our most promising future.

Michael Copeland
Mayor, City of Olathe

EXECUTIVE SUMMARY

In March 2018 the City Council participated in a Futures Lab workshop and established the foundation for the **Olathe 2040: Future Ready** Strategic Plan. That foundation includes five focus areas: Future Ready, Economy, Exceptional Services, Infrastructure, and Quality of Life. Each focus area includes a vision for 2040 that aligns with being Future Ready - resilient, innovative, nimble, and collaborative in addressing tomorrow's issues today.

A comprehensive public engagement process gathered 3,202 ideas for Olathe's future from residents using online and in-person engagement. The business community and other key community groups also contributed their input. The Strategic Planning Advisory Committee considered those ideas along with local, regional, and global trends to establish the Vision Framework and developed a vision for each focus area. The Framework was reviewed with the City Council on November 6, 2018.

A team of approximately 100 City staff members contributed to creating goals, strategies, measures, and targets to make this new, community-focused plan ready for implementation. Staff considered thousands of ideas and narrowed them to ones that are most consistent with the Guiding Principles set by the Strategic Planning Advisory Committee (see page 14). On August 20, 2019 the City Council reviewed draft goals, strategies, measures, and targets and provided feedback.

The **Olathe 2040: Future Ready** Strategic Plan is designed to position Olathe to get out ahead of issues our community will face through 2040. This plan sets a course for future generations to live and work in one of the best future-ready cities in the nation. However, the completion of the Olathe 2040: Future Ready Strategic Plan document doesn't reflect the end of the strategic planning process; rather, the work has just begun. **Olathe 2040: Future Ready** is a living document that will be updated regularly to reflect changing conditions and challenges. The success of the planning process lies in the execution and implementation of the strategies moving forward, and requires the collaborative efforts of the community to achieve the **Olathe 2040: Future Ready** vision.

ACKNOWLEDGEMENTS

OLATHE CITY COUNCIL

Michael Copeland
Mayor

John Bacon
At-Large Councilmember

Karin Brownlee
At-Large Councilmember

Larry Campbell
Councilmember, Ward 1

Jim Randall
Mayor Pro Tem, Ward 2

Wes McCoy
Councilmember, Ward 3

Marge Vogt
Councilmember, Ward 4

STRATEGIC PLANNING PROJECT STEERING TEAM

Michael Wilkes
City Manager

Susan Sherman
Assistant City Manager

Erin Vader
Assistant Communications Director

Aimee Nassif
Chief Planning & Development Officer

Lee Bramlett
Organizational Development & Training Leader

CORE ENGAGER TEAM

Elizabeth Blythe
Alicia Chavez
Emily Carrillo
Shawna Davis
Sandra Hasty
Jimmy Mack
Scott Meyer
Adam Tisdale
Erin Vader

CITY STAFF

In addition, a team of approximately 100 City staff volunteers were available to assist in community engagement activities along with the Core Engager Team. Seventy staff members dedicated time participating in Strategic Plan workshops.

STRATEGIC PLAN CONSULTANT TEAM

Shockey Consulting Services, llc
FuturesLab, Rebecca Ryan, Futurist

STRATEGIC PLANNING ADVISORY COMMITTEE

OLATHE STRATEGIC PLANNING ADVISORY COMMITTEE

Dustin Avey
Christina Beaird
John Bennie
Weston Curnow
LeEtta Felter
Jimmy Gaona
Brian Geary
Mike Jensen
Amy Leffert
Alan Marston
Greg Mosley
Anne Oswald
Barry Sutherland
Dean Vakas
Marcia Youker



The Olathe Strategic Planning Advisory Committee represented diverse interests, demographics, various sectors, and different geographic areas of the community.

The Olathe Strategic Planning Advisory Committee met six times over a period of six months. During this time the group:

- Studied emerging trends and current data
- Gained insight into issues facing Olathe, identifying challenges and opportunities
- Considered community input surrounding the focus areas and desires for Olathe's future
- Participated in community involvement
- Developed Guiding Principles and created strategies based on those principles
- Defined a vision and developed a vision outline
- Developed a vision framework
- Reviewed and made recommendations to enhance the final draft

The committee met a final time to speak into the final draft of the **Olathe 2040: Future Ready** Stategic Plan.

"Nimble thought can jump both land and sea."
– William Shakespeare

VISIONING PROCESS OVERVIEW

The Olathe City Council began the **Olathe 2040: Future Ready** strategic planning process in spring 2018, meeting for a FuturesLab with Rebecca Ryan, Futurist*. During this time, the Council provided strategic direction, considered future trends, and shaped five areas of community focus for the visioning process.

- Quality of Life
- Infrastructure
- Economy
- Exceptional Services
- Future Ready

On November 6, 2018, City staff updated the City Council on the strategic planning progress, followed with Councilmembers' participation in a visioning workshop.

*A ***futurist*** conducts research and analyzes trends to make projections about the future - everything from shifting demographic patterns and new technologies to potential disease outbreaks and social conditions.

Source: Global Future Report

PLANNING PROCESS

LAUNCH

ACTIVITY	WHO
Futures Lab	City Council
Kickoff with Staff	Core Engager Team
Advisory Committee Orientation	Advisory Committee

VISIONING

ACTIVITY	WHO
Gain Insight Define Vision Refine Vision	Advisory Committee
Review Vision Framework	City Council

ADOPT PLAN

ACTIVITY	WHO
Adopt Community Strategic Plan	City Council

2018
JUL
AUG
SEPT
OCT
NOV
DEC
2019
JAN
FEB
MAR
APR
MAY
JUNE
JUL
AUG
SEPT

ENGAGEMENT

ACTIVITY	WHO
Engage Community • Community Events • Underrepresented Groups/ Target Outreach • Business Outreach • Youth Engagement • Civic & Networking Groups • Mayor's Cabinet	Core Engager Team Community Members Stakeholder Groups

STRATEGIC PLANNING

ACTIVITY	WHO
Set Goals Create Strategies Established Measures & Targets Draft Plan	Staff • Focus Area Workgroups • Subject Matter Experts • Executive Team • Senior Management Team Chamber of Commerce Olathe School District
Hold Council Workshop	City Council

"We keep moving forward, opening up new doors and doing new things, because we're curious...and curiosity keeps leading us down new paths."
– Walt Disney

VISION STATEMENTS



FUTURE READY

Olathe takes a future ready approach. We are resilient, innovative, nimble, and collaborative in how we address tomorrow's challenges today.



QUALITY OF LIFE

People choose Olathe. Healthy, safe people living in quality neighborhoods connected to important places and each other.



INFRASTRUCTURE

Olathe delivers smart, connected, integrated, innovative infrastructure that is safe, reliable, efficient, and sustainable.



ECONOMY

Olathe is an economic leader in the region. Our strong economic base is built by highly successful businesses of all sizes, entrepreneurs, a skilled workforce, vibrant downtown, and other attractive places throughout the community.



EXCEPTIONAL SERVICES

Olathe efficiently provides high quality services the community values.

Future Ready vision is the basis for the Strategic Plan. Olathe will use the Strategic Plan as a roadmap to successfully address tomorrow's challenges.


Olathe

COMMUNITY ENGAGEMENT

HOW DO YOU IMAGINE OLATHE IN 2040?

Olathe 2040: Future Ready implemented an engagement plan to gain extensive community feedback and valuable input for the vision framework's development. The approach promoted engagement activities for meaningful, deliberate discussions about the future of Olathe.

Beginning in July 2018, an aggressive schedule of engagement activities asked the public "How do you imagine Olathe in 2040?" Numerous events provided opportunities to contribute online comments, complete "How do you imagine Olathe" vision cards with comments or images, or play a Wheel of the Future game. Even the youngest participants were encouraged to draw how they imagine the future in Olathe or share their ideas in a video.

The innovative Neighborland public engagement platform encouraged collaboration with the public in an accessible, participatory manner with the goal of gaining meaningful input into the strategic plan vision process. Participants offered their own vision comments or could like what others contributed. More than 1,600 people engaged through Neighborland.

Community groups, such as Communities That Care, Faith Leaders, Economic Development Council, Chamber of Commerce, Young Professionals, and the Latino Leadership Team, offered their views in small group discussions. The business community participated in surveys and personal interviews, which also provided valuable input to shape the vision framework.

Special engagement efforts involved Olathe youth, including elementary, middle school, and high school students. Groups engaged are listed on the following page.







COMMUNITY ENGAGEMENT

COMMUNITY EVENTS

- Fourth Fridays
- Olathe Live! Concert series
- Mahaffie Family Fun Night
- Olathe Charities 5K
- Celebrate Olathe events

YOUTH ENGAGEMENT

- Teen Bash
- Teen Council
- Olathe Civic Leadership Academy
- Pleasant Ridge Middle School Art Challenge
- Liberty View Elementary 4th Grade Project
- Imagine Olathe Art Challenge

UNDERREPRESENTED GROUPS/TARGETED OUTREACH

- Mission Southside Sports Night
- Rock the Block!
- Communities That Care
- Faith Leaders
- Latino Leadership Team

BUSINESS OUTREACH

- Chamber of Commerce Young Professionals Event
- Top 10 Large Employer Survey
- Letter from Mayor Copeland
- State of the City
- Economic Development Council
- Chamber Board Retreat

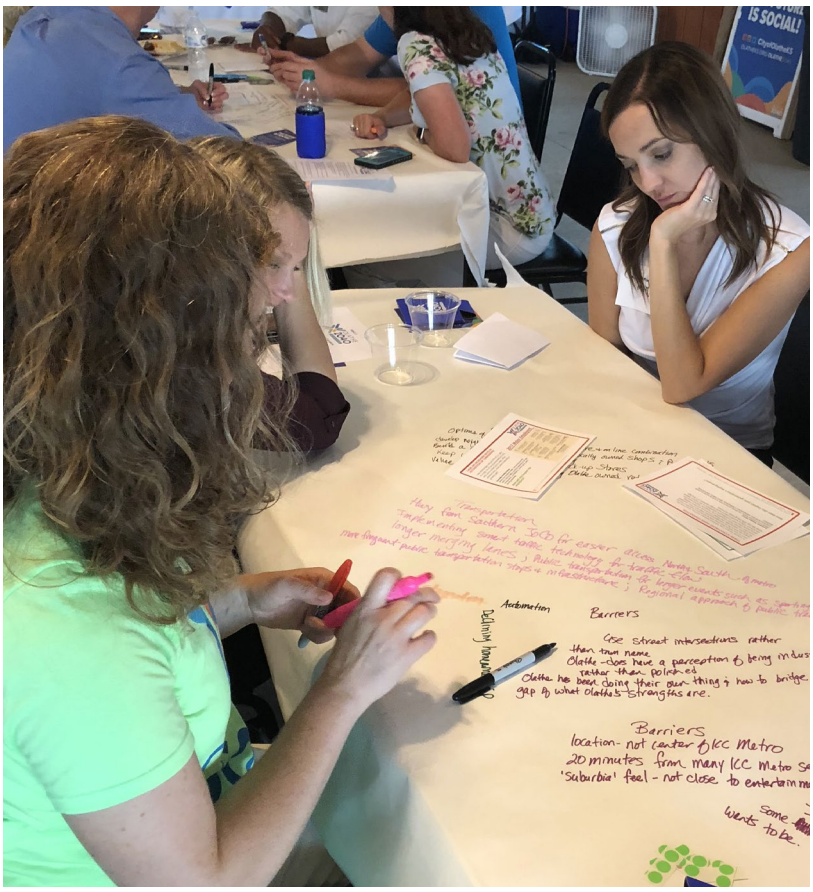
BUSINESS LEADER INTERVIEWS

CIVIC AND NETWORKING GROUPS

BOARDS AND COMMITTEES

MAYOR'S CABINET

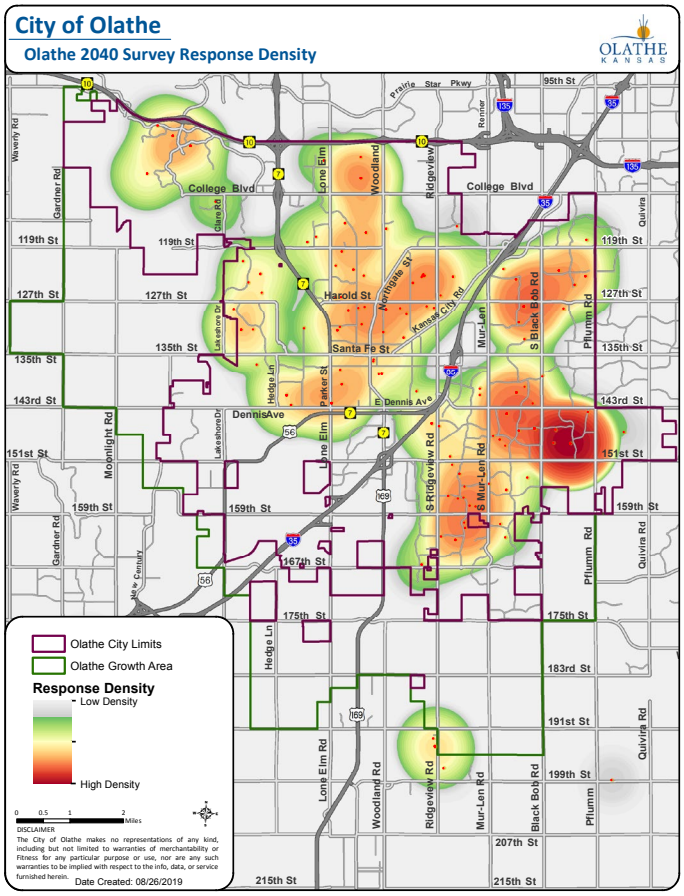




COMMUNITY ENGAGEMENT

WIDESPREAD PARTICIPATION

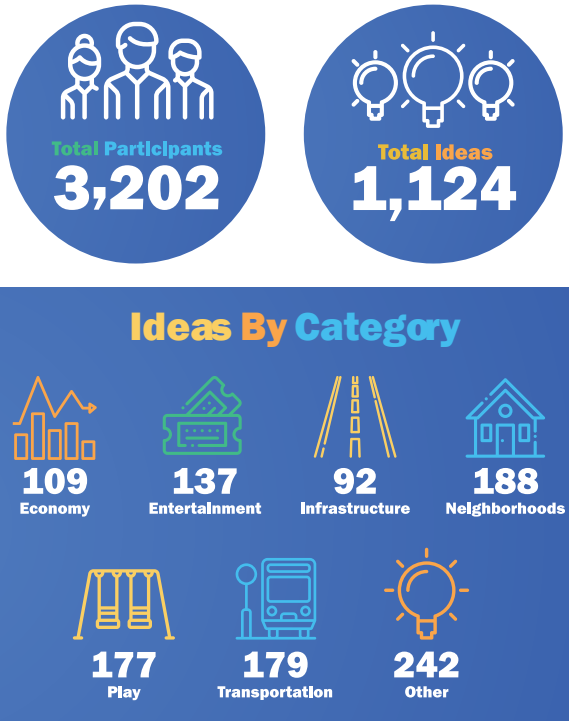
The tracked participation in **Olathe 2040: Future Ready** community engagement showed widespread involvement. Nearly all residential areas of the city are represented. Areas without participation are high concentration industrial or commercial areas.



STAFF INPUT

Throughout this visioning process, a Strategic Planning Staff Team identified issues facing Olathe in the future, and provided valuable input based on community engagement and the Olathe Strategic Planning Advisory Committee's assessments.

COMMUNITY ENGAGEMENT BY THE NUMBERS



OLATHE 2040: FUTURE READY OBJECTIVES

Define a **BOLD VISION** that distinguishes Olathe from other communities.

Develop **BIG AUDACIOUS GOALS**.

ENERGIZE STAKEHOLDERS to embrace the vision.

Chart a **CLEAR COURSE** with thoughtful strategies and tactics that are ADAPTABLE to possible futures.

Establish **TARGETS AND MEASURES** to determine whether Olathe is making progress toward that vision.

Establish a communication tool to **REPORT PROGRESS** and update the plan.

GUIDING PRINCIPLES

The Advisory Committee developed Guiding Principles as a lens to help evaluate the vision statements, goals, and strategies included in the plan.

COMPREHENSIVE	considers all areas and aspects of the community.
BOLD	pushes beyond the usual limits, setting a new standard for excellence.
INNOVATIVE	is creative and unique, challenging the status quo.
INCLUSIVE	ensures fairness, dignity, and respect for all people.
ENDURING	has long-lasting, positive effects on the community.
FLEXIBLE	can be adapted as economic, social, and environmental conditions change.
REALISTIC	is fact-driven and has a high likelihood of being achieved.
MEASURABLE	outcomes can be tracked, monitored, and celebrated.

FUTURE READY

VISION STATEMENT: Olathe takes a future ready approach. We are resilient, innovative, nimble, and collaborative in how we address tomorrow's challenges today.

In 2040,

- **Residents and businesses are thriving, engaged in the community, and continuing to adapt and plan into the future.**
- **Regionalism has made our metropolitan area a model for the nation.**

> **"Change is the law of life. And those who look only to the past or present are certain to miss the future."**
>
> **– John F. Kennedy**



RESILIENCY AND TRUST

In 2040

Olathe's focus on resiliency has transformed the way the City plans for and provides services.

Context

The City of Olathe, together with stakeholders and community partners, achieve resilience by planning for natural and man-made disasters and disrupters. Developing strategies that benefit citizens in good times and bad reduces the long-term risk to Olathe's sustainable future.

Changes in weather patterns in the Midwest could mean more concentrated seasonal rainfall, 20+ more days of 95-degree weather, and more dry days in the summer. Climate change could mean higher demand in the summer for water and energy year around. The population will grow in our region as climate impacts in other parts of the country make the Midwest more desirable.

Financial Condition

	2000 BUDGET	2017 BUDGET
General Fund Operating Revenue	$ 42,929,350	$ 99,860,462
All Fund Revenue	$128,675,676	$335,750,196
GF Sales Tax Revenue	57.6% of revenues	49% of revenues
GF Property Tax Revenue	13% of revenues	19% of revenues

Bond Rating - Total Debt

TOTAL DEBT	2001	2017
Standard and Poor's	AA	AA+
Fitch Ratings		AA+
Moody's	Aa3	
WATER AND SEWER REVENUE BONDS	A+	AA
Moody's	A2	

Climate Outlook



Midwest Temperature Change

By mid-century

20+ more days over **95** degrees

Concentrated seasonal rainfall

Increased length of consecutive dry days in summer

Projects and programs traditionally funded by state and federal government now fall to local government. Olathe must build community and regional partnerships while becoming more financially resilient and self-reliant. Long-term planning helps to manage short-term thinking. Olathe's commitment to integrated land use, infrastructure, and amenity planning enhance the community's quality of life. Financial planning and debt management make sustainable development, infrastructure, and amenities possible at a reasonable cost to this generation and generations to come.

Olathe increases resiliency by not only providing high-quality services but convening stakeholders interested in building our community. Olathe's future community leaders grow from participating in this dialogue and partnership building. Although trust in government is on the decline nationally, Olathe continues to benefit from strong community relationships and trust. Year after year, Olathe receives very high levels of satisfaction ratings in the DirectionFinder® citizen satisfaction survey for the quality of its elected officials, city manager, and appointed staff.

As our community continues to grow physically and economically, we remain committed to maintaining our role as a resilient community and trusted resource for our residents.

Long-Term Plans

Visit www.OlatheKS.org for complete plans

- Envision Olathe Downtown Plan
- Emergency Operations Plan
- Olathe Public Library Master Plan
- Parks and Recreation Master Plan
- Water Master Plan
- Solid Waste Master Plan
- Transportation Master Plan
- Comprehensive Land Use Plan/ PlanOlathe
- Public Art Master Plan
- Healthy Neighborhoods Initiative (under development)
- Healthy Communities for All Ages (under development)
- Master Housing Study (under development)

GOAL 1	MEASURE 1
Improve the community's ability to be resilient and thrive.	Resiliency Index

STRATEGIES
Embed resilience into city operations and systems.

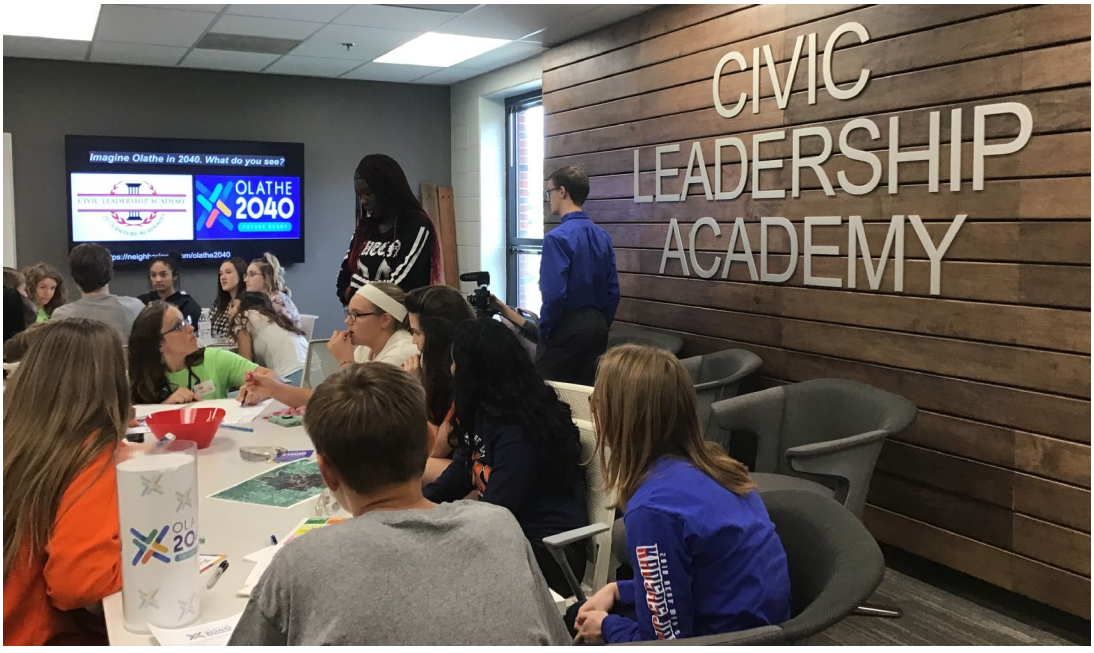
> "What helps you persevere is your resilience and commitment."
>
> – Roy T. Bennett,
> *The Light in the Heart*

GOAL 2	MEASURE 1	MEASURE 2
Preserve high-level of public trust in the City of Olathe government.	Quality of Leadership Index	Value for tax dollars rating

STRATEGIES
Enhance transparency and accountability in local government.
Be the trusted source for information in the community.
Cultivate future community leaders.

> "Short-term thinking is the greatest enemy of good government."
>
> – Anthony Albanese

*See Appendix for performance measure descriptions and sources




OLATHE
2040
FUTURE READY

QUALITY OF LIFE

VISION STATEMENT: **People choose Olathe. Healthy, safe people living in quality neighborhoods, connected to important places and each other.**

In 2040,

- **Olathe is a great place to live and age well.**
- **People come to Olathe and stay because it is a place that provides hope for their future.**
- **Olathe is an inclusive community where everyone can live a productive life, where there are good jobs, attainable housing, quality amenities, access to quality education, child care, and health services.**
- **People feel safe and connected to their neighbors and have community pride.**



DIVERSE HOUSING AND QUALITY NEIGHBORHOODS

In 2040,

Everyone can call Olathe home with attainable, diverse housing options in healthy, safe neighborhoods.

Context

As our population continues to grow, we understand the importance of quality neighborhoods and varied housing options. In Olathe, about 70% of housing units are owner-occupied. Olathe recently received recognition as the best place in Kansas to buy a home and the #1 city in America for millennials to buy a home. Millennials are moving into fast-growing communities that offer a wide range of amenities and housing choices. About half of Olathe millennials own homes. Nationally, fewer millennials purchase homes than did previous generations. For many millennials, renting is a preference. Millennials who do want to buy a home often do not qualify for a home mortgage because of student debt load.

Millennials aren't the only demographic group reshaping neighborhoods and housing demands. Baby Boomers are selling their homes and downsizing from single-family to rental properties or maintenance provided communities. Many in the growing senior population wish to stay in their homes to avoid more institutional alternatives. Immigrant cultures are looking for multi-generational housing options to meet their families' needs. While the housing preferences may differ, all groups desire a healthy neighborhood, a place where they are connected to neighbors, are safe and feel safe, and can easily access food and other life necessities.

Suburban cities in the region struggle with housing that their teachers, police officers, and public works staff can afford in their communities. In Johnson County, homelessness is on the rise.. Rising costs, lack of labor, and neighborhood opposition are factors that make providing new affordable homes challenging for homebuilders. Olathe retains and attracts new residents and business because housing options are diverse in type and cost.

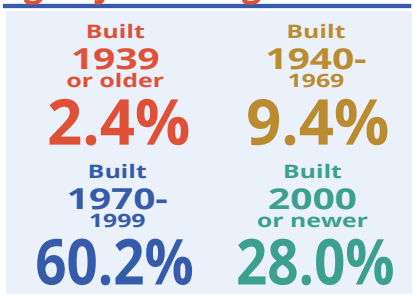
Housing access, affordability, and diversity across our growing population will be crucial to our resilient community in the future. We will advance solutions for neighborhoods and housing through the strategic plan and with tools such as the Healthy Neighborhoods Initiative, the Community for All Ages program, and the Master Housing Study.

Housing Units

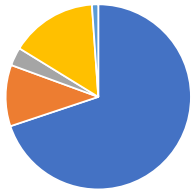
	2000	2018
Total Units	33,703	50,863
Owner Occupied	69.5%	68.2%
Renter Ocupied	27.4%	27.1%
Vacant	3.0%	4.7%
Persons per Household	2.83	2.86

Average market rent $1,260/month

Age of Housing Stock



Type of Housing



	2018
SINGLE-FAMILY	69.8%
TOWNHOMES	10.7%
SMALL APARTMENT BUILDING	3.2%
APARTMENT COMPLEX	15.1%
MOBILE HOME	1.1%

#1 city in America where millennials are buying homes

1/2 of Olathe millennials OWN

1/2 of Olathe millennials RENT



2017 Home Values

Johnson County Average New Home Value **$487,395** (2018)

Olathe Average New Home Value **$388,929**

Olathe Average Home Sale Price **$279,820**

Average Home Value, Appraised **$246,127**

BEST CITY in KANSAS to buy a home

Best Places to Live

Source: 24/7 Wall St.

GOAL 1	MEASURE 1	MEASURE 2	MEASURE 3
Improve health of all neighborhoods.	**% of healthy neighborhoods in the Olathe Healthy Neighborhood Index**	**Number of neighborhoods awarded Healthy Neighborhood Grant Funds**	**Overall Quality of Your Neighborhood**
STRATEGIES			
Preserve, stabilize, and enhance all neighborhoods.			
Provide a safe and accessible environment.			

GOAL 2	MEASURE 1	MEASURE 2
Diversify housing choices.	**% of households that are cost burdened (owner and renter)**	**% of targeted housing inventory**
STRATEGIES		
Promote and encourage a mix of housing types and opportunities throughout the community.		
Encourage new residential and redevelopment of existing residential real estate to attract people to work and live in Olathe.		
Stimulate a variety of development that meets the needs of the community.		

*See Appendix for performance measure descriptions and sources

"People tend to think of affordable housing as a problem that uniquely affects the poor and homeless. However, in the last five years...we're seeing this problem has spread to working-class people who are priced out of the market."

– Annu Mangat

CONNECTED PEOPLE

In 2040,

Olathe neighborhoods connect people to where they live, work, and play.

Human connections bring meaning to our lives and create a sense of belonging in the community.

Neighborhoods are welcoming and have a sense of community and place.

Context

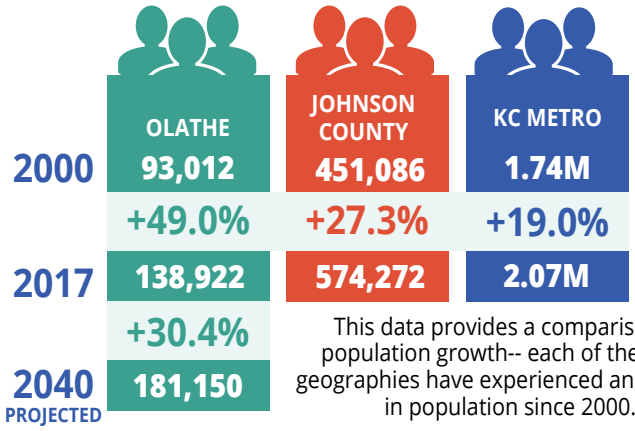
Olathe's religious organizations build a strong sense of community. Engaging our community and creating connections supports a sense of belonging among Olatheans and preserves and builds on our shared community identity. Strong community connections improve physical and mental health, directly impacting the overall quality of life in the city of Olathe.

With advancements in technology, people can connect in ways not imagined by previous generations. Opportunities to meet others in virtual forums have expanded as have our methods for engaging with our community. Those who may not participate in traditional face-to-face activities can be involved and feel a sense of belonging.

While the digital space facilitates connection, we live in a time when loneliness and depression are on the rise and physical activity is decreasing. Having safe and easy access to the places we live, work, and play remains vital to our community well-being.

As we become a larger, more diverse community, we must make strategic investments in programs and infrastructure to create connections and a sense of community, and help bring meaning to the lives of all our residents.

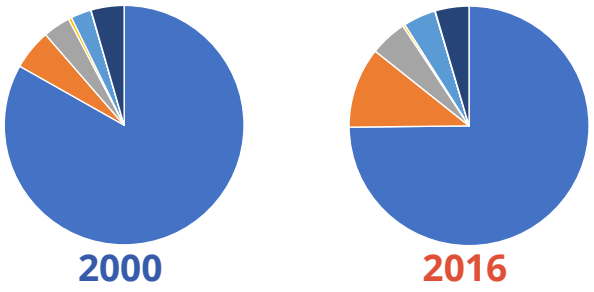
Population



This data provides a comparison of population growth-- each of the three geographies have experienced an increase in population since 2000.

Olathe is adding about 200 people each month

Race and Ethnicity



	2000	2016
WHITE	83.2%	74.8%
HISPANIC OR LATINO	5.4%	10.9%
BLACK OR AFRICAN AMERICAN	3.7%	5.0%
AMERICAN INDIAN AND ALASKA NATIVE	0.4%	0.3%
ASIAN	2.7%	4.4%
NATIVE HAWAIIAN	0.0%	0.1%
OTHER	4.4%	4.6%

88 different languages are represented in the Olathe Public Schools

Community Center

COMMUNITY CENTER

242,004

MEMBER AND DAY PASS VISITS

PARTICIPANTS IN OLATHE'S RECREATIONAL PROGRAMS

22,871

Public Library

1,510,007 → 72,486

MATERIALS CIRCULATED

CARDHOLDERS

NEW Indian Creek Library OPENING 2019

TOP DIGITAL CITIES DESIGNATION

GOAL 1	MEASURE 1	MEASURE 2	MEASURE 3
Ensure that people are connected, safe, and have a sense of belonging.	**Safe City Rating**	**Public Safety Index**	**Quality of Life Index**
STRATEGIES			
Create opportunities for face-to-face and virtual interactions.			
Physically connect people to places.			

GOAL 2	MEASURE 1	MEASURE 2
Cultivate a welcoming community where people feel valued and relationships are built and fostered.	**Measure welcoming community**	**Measure feelings of connectedness**
STRATEGIES		
Partner with our diverse communities to shape our shared identity.		
Advance inclusion, cultural, and ethnic enrichment.		
Encourage neighborhoods to create social connections.		
Equip residents with the skill sets, relationships, and knowledge base to anticipate and overcome challenging times.		

*See Appendix for performance measure descriptions and sources

"Home is ultimately not about a place to live but about the people with whom you are most fully alive."

– Erwin McManus

HEALTHY AND SAFE COMMUNITY

In 2040,

Quality, integrated, and supportive resources are available and accessible to all members of the community.

Context

Olathe promotes active, healthy lifestyles for its residents, providing miles of trails, dozens of parks, and a community center designed for people of all ages. We have the region's first Mobile Integrated Health team, the Mental Health Co-Responder Program, the PulsePoint app, and PulsePoint Verified Responder Program. Our cardiac arrest survival rate is among the nation's highest. We are ranked the #6 safest city in America.

Still, our community is facing health challenges. Demand for mental and physical health care is increasing and is expected to expand as our population grows and ages. In 2040, approximately 24 percent of Johnson County's population will be 60 years or older. Between 2016 and 2017, walk-in appointments at Johnson County Mental Health increased by 10%.

Affordability and access to health-related services are concerns. Nearly 31,000 Johnson County residents did not have health insurance in 2016. That same year, 17 percent of county residents earned less than $40,320 - 200% below the federal poverty level; Olathe's poverty rate was 6.1 percent. Additionally, homelessness in Johnson County increased 30 percent between 2017 and 2018.

Our community's health is also affected by other broader social and environmental factors. Obesity, social isolation, alcoholism, drug use, and suicide are on the rise. The temperature in the Midwest is expected to increase significantly over the coming decades. Higher temperatures will impact our community's overall health and will be particularly difficult for seniors, vulnerable populations, and those with respiratory illnesses.

Community health requires strong relationships among the City of Olathe, residents, community partners, and other agencies. We will approach our community's health and safety with a sense of urgency and in a way that is most beneficial to all Olatheans.

Safety

2017 Average Part I Crimes (Violent) per 1,000 Citizens is 2.7

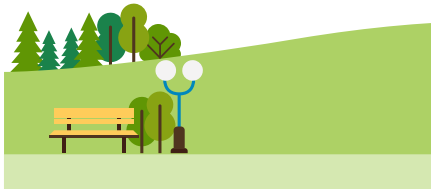
Olathe Population	Part I Violent	2017	2016	2015	2014	2013
138,944	214	1.5	1.4	1.2	1.4	1.5

Part I Violent Crimes include: Aggravated Assault/Battery, Homicide, Rape, and Robbery

Source: Benchmark City Survey – 2017; https://www.OlatheKS.org/home/showdocument?id=1078

Parks and Trails

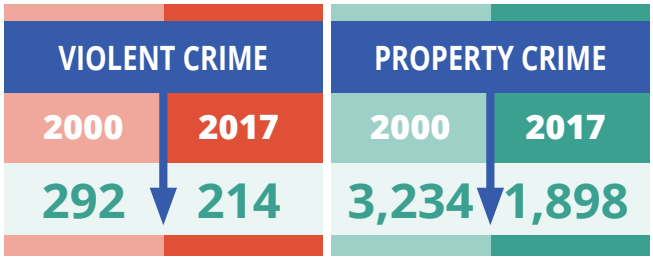
2000		2017
27	Neighborhood and Community Parks	39
2	Trails	6
6	Trail Miles	19
4	Pools	4
1	Historic/ Memorial Sites	4



#6 SAFEST CITY IN AMERICA

Source: MyLife

Public Safety



Mental Health

1 PERSON dies by suicide every **17 HOURS** in the state of Kansas

SUICIDE is the second leading cause of death for those ages **15-44** and the 10th leading cause of death in Kansas

Opiates were present in **20%** of suicide deaths

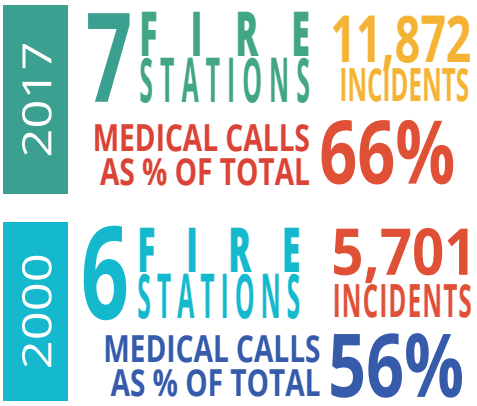
Poverty

1 in 20 persons were identified as living below the federal poverty level (LESS THAN $20,160)

1 in 6 were at the 200% federal poverty level (LESS THAN $40,320)

2016

30,865 people in Olathe (ages 0-64) had no health insurance



GOAL 1	MEASURE 1	MEASURE 2	MEASURE 3
Create a community where people of all ages and abilities thrive.	% of people who feel they have access to quality, integrated, supportive resources, and services	Senior Holistic Health Index	Youth Health Index

STRATEGIES
Develop and maintain places and programs that encourage active lifestyles for all ages.
Plan neighborhoods as community hubs offering access to healthcare, education, physical activity, and healthy food.

*See Appendix for performance measure descriptions and sources

HEALTHY AND SAFE COMMUNITY continued

GOAL 2	MEASURE 1
Optimize access to physical and mental health care, physical activity, and healthy food options.	Holistic Health Index
STRATEGIES	
Promote integrated physical and mental health services.	

> "One of the marvelous things about community is that it enables us to welcome and help people in a way we couldn't as individuals."
>
> – Jean Vanier

GOAL 3	MEASURE 1	MEASURE 2	MEASURE 3
Maximize an environment where people feel invested in community safety.	Overall Perception of Safety	Engagement in public safety	Number of completed Crime Prevention Through Environmental Design (CPTED) assessments
STRATEGIES			
Ensure people feel safe and are safe.			

*See Appendix for performance measure descriptions and sources




HOW DO
YOU


#OLATHEPROUD

PEOPLE REACH THEIR FULL POTENTIAL

In 2040,

People have access to quality employment, education, enjoyment, and transportation.

Context

When people have access to satisfying employment, first-rate education, physical and mental health services, and healthy lifestyle options, opportunities for a high quality of life improve.

Olathe is home to employers representing a wide range of services and specialties: education, technology, medical, insurance, food, security, and transportation. An economic base that is diverse in terms of sectors and size protects Olathe from changes in the broader economy such as wage stagnation and recession.

Public and private schools in Olathe have a long tradition of preparing our students for success. Olathe public schools have a 91.2 percent graduation rate, and an increasing number of graduates are choosing 4-year college programs. However, fewer students are entering vocational training programs, and a shortage of trained trade workers is emerging. Technology is transforming the work of the future and how people prepare for it. We will collaborate with our schools and businesses so that our growing employment sectors have a homegrown talent pool to fill jobs.

"I alone cannot change the world, but I can cast a stone across the waters to create many ripples."
– Mother Teresa

For some in our community, however, lack of training is not the only barrier to employment and reaching their full potential. Mental and physical health issues, lack of transportation, and homelessness hinder their ability to flourish. A community-wide effort is needed to address these complex challenges. We will partner with our robust faith communities, social services, and other organizations to create opportunities for all Olatheans to thrive.

2017 Schools

30,055 STUDENTS
IN OLATHE PUBLIC SCHOOLS
(20,800 STUDENTS IN 2000)
GRADUATION RATE 91.2%
OLATHE PUBLIC SCHOOLS

KANSAS SCHOOL FOR THE DEAF
KANSAS STATE UNIVERSITY – OLATHE
MIDAMERICA NAZARENE UNIVERSITY
JCCC – OLATHE HEALTH EDUCATION CENTER

SCHOOL DISTRICTS IN OLATHE
Olathe Public Schools
Blue Valley
Gardner – Edgerton
Spring Hill
De Soto



8 PRIVATE SCHOOLS IN OLATHE

4 LEARNING CENTERS IN OLATHE



"There is no power for change greater than a community discovering what it cares about."

– Margaret J. Wheatley

GOAL 1	MEASURE 1	MEASURE 2	MEASURE 3
Improve opportunities for employment, education, and community resources.	**Job growth in key industries**	**Population with higher education compared to national average**	**Active Lifestyle Index**

STRATEGIES
Collaborate with local community partners to establish a cohesive network of support services.
Work regionally to develop a holistic approach to address areas of transitional housing, mental health, substance abuse, medical needs, transportation, and jobs.
Ensure equitable access to technology.
Develop local talent capacity for jobs of the future.

*See Appendix for performance measure descriptions and sources

CELEBRATE OUR UNIQUE PLACES AND HISTORY

In 2040,

Olathe treasures its rich history and cultural legacy through education, promotion, and preservation efforts. Locals and visitors enjoy Olathe's historic attractions and community events.

Context

The City of Olathe enjoys a strong community identity, formed from our rich history and the many unique places and events we offer our residents and visitors. Continuing to celebrate and promote our past will grow our vibrant community, strengthen our economic development, preserve our legacy, and cultivate the future leaders.

Our community is home to many unique venues that educate and inspire our residents and attract visitors. Mahaffie Stagecoach Stop & Farm Historic Site, Olathe Heritage Center, Olathe Naval Air Station, Lone Elm Park Historic Campsite, Kansas School for the Deaf, Olathe Memorial Cemetery, Ensor Park and Museum, and the Museum of Deaf History, Arts and Culture are all one-of-a-kind. Complementing these uniquely Olathe places are community events such as Johnson County Old Settlers Days, Olathe Live!, Fourth Fridays, and Wild West Days.

Staying true to the meaning of our namesake "beautiful," we have invested in permanent and rotating public art, accentuating our downtown and surrounding community areas. We celebrate visual and performing arts through our Olathe Civic Band, Olathe Community Theater, and Chestnut Fine Arts Center. Our robust system of recreational parks and trails not only connect the community, they beautify our city and enhance community health.

Development of Distinction
OLATHE
Community Center

TOP 10
Most Desirable Mid-Size Cities to Move to
MSN

7TH BEST MIDSIZE CITY TO RAISE CHILDREN
MyLife



Mahaffie Stagecoach Stop & Farm Historic Site



Fourth Fridays

GOAL 1	MEASURE 1	MEASURE 2	MEASURE 3
Increase unique experiences and places.	**Hotel Occupancy Rate**	**Retail Pull Factor**	**Total Appraised Value of Downtown District**
STRATEGIES			
Preserve Olathe's history and cultural landscape.			
Create and promote Olathe as a regional and national destination.			
Stimulate Downtown Olathe revitalization through new investments and opportunities.			

*See Appendix for performance measure descriptions and sources

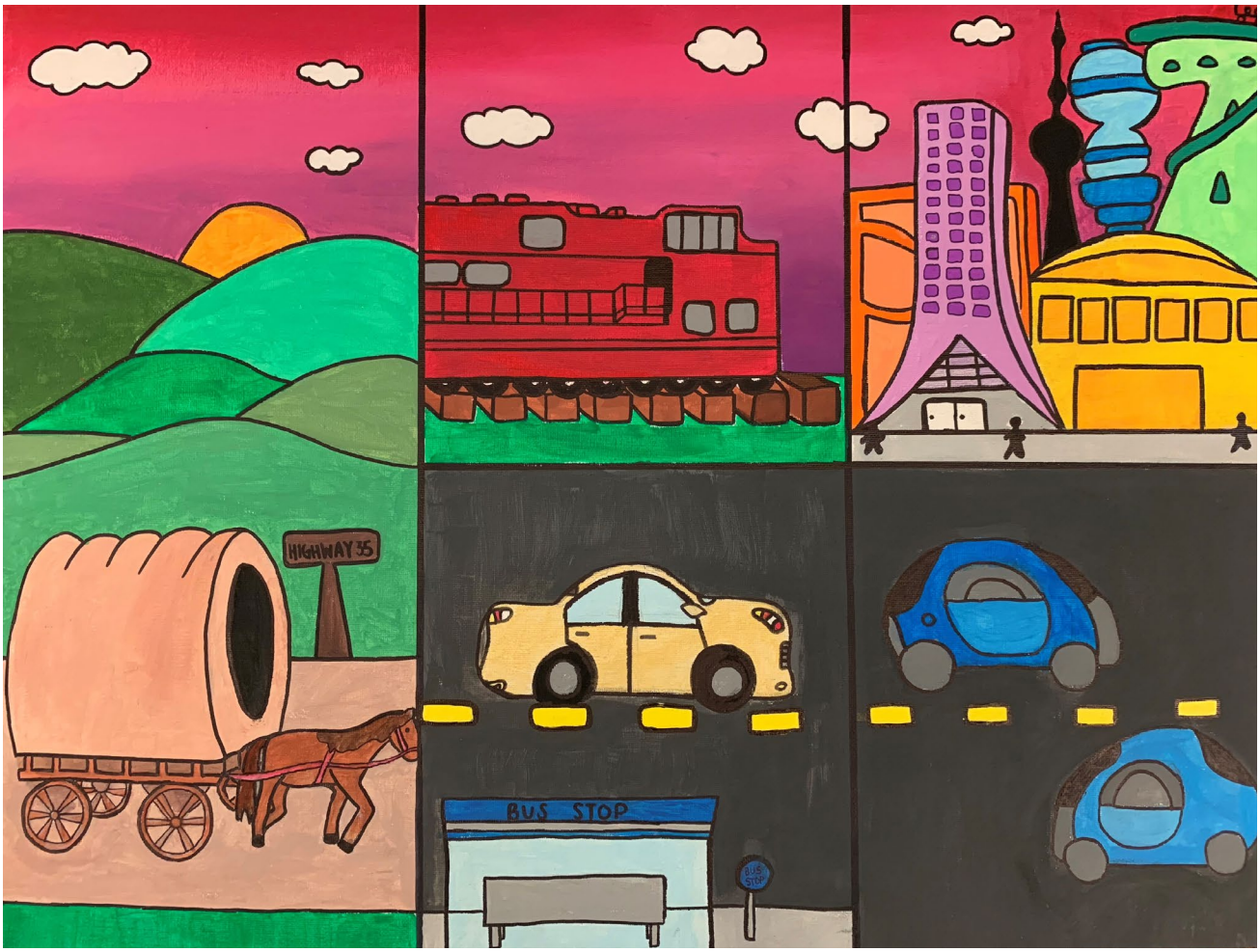

Crayola

INFRASTRUCTURE

VISION STATEMENT: **Olathe delivers smart, connected, integrated, innovative infrastructure that is safe, reliable, efficient, and sustainable.**

In 2040,

- **Our infrastructure is innovative, reliable, efficient, affordable, and sustainable.**
- **Transportation is safe, convenient, affordable, connected to the regional transportation system, and environmentally-friendly.**
- **Our infrastructure is prepared for and can recover quickly from disruption.**



OPTIMIZE HEALTH AND SAFETY

In 2040,

Olathe safeguards public health and the environment.

Context

The City of Olathe protects public health, safety, and the environment. Technologies, practices, and regulations are constantly evolving in an effort to fulfill this mission of protection. With this important responsibility, we are committed to excellence. Our clean water is recognized as the best tasting in the State of Kansas. The American Public Works Association awarded our recycling and residential collection program with an Excellence in Operations award. Our fire, emergency medical, and police services are highly rated by both external organizations and our residents.

Our success in providing excellent services that provide health and safety is driven by continued investment by our community and by our proactive approach. We work closely with regulatory agencies to understand future requirements, scan industry trends for potential innovations, monitor the condition of our infrastructure to anticipate issues, and evaluate the effect of projects and development on the environment.

Emerging technology will significantly affect our infrastructure systems and enhance public safety in the future. Autonomous vehicles are expected to become part of our networks and offer many safety benefits, including improved traffic flow, fewer crashes, and less congestion. With other technological changes on the horizon, our approach must be innovative and flexible, while continuing to focus on the most important outcome - our community's public health, safety, and the environment.

APWA EXCELLENCE IN OPERATIONS
RECYCLING AND RESIDENTIAL COLLECTIONS

BEST TASTING WATER IN KANSAS
AMERICAN WATER WORKS ASSOCIATION



GOAL 1	MEASURE 1	MEASURE 2
Eliminate crashes for all modes of transportation.	**Crash Rate**	**# of incidents/crashes caused by distracted behavior**
STRATEGIES		
Proactively plan and implement infrastructure investments to assure connectivity, growth, public health, and safety.		
Prioritize safe infrastructure connecting the community.		

GOAL 2	MEASURE 1	MEASURE 2
Make infrastructure investments to enhance the environment and public health.	**Environmental Report Card:** **"A" rating meets EPA and national standards**	**Green Scorecard:** **% of development that incorporates Green Infrastructure Initiative into the site design and development**
STRATEGIES		
Ensure continuity of operations in response to natural disasters, changes in weather, and attacks on infrastructure.		
Proactively engage with regulatory agencies to predict future regulatory requirements.		

*See Appendix for performance measure descriptions and sources

"When you look at a city, it's like reading the hopes, aspirations, and pride of everyone who built it."

– Newell Jacobsen

CONNECTED MULTIMODAL TRANSPORTATION SYSTEM

In 2040,

People have multiple, convenient options to travel within Olathe and the region.

Olathe is an innovative and collaborative leader in regional transportation.

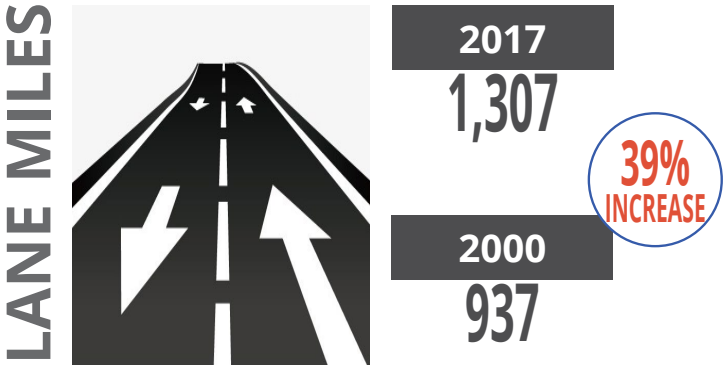
Context

Olathe is regionally well-connected with two major railroad lines and I-35, a major interstate connecting the community to downtown Kansas City, neighboring suburbs, and points beyond.

Total daily vehicle trips are expected to increase significantly over the next two decades. Autonomous vehicles may increase the number of vehicle trips. The amount of rail and truck traffic is also likely to increase. A significant intermodal facility, located in nearby Edgerton, Kansas, generates heavy truck traffic today and continues to grow. A frustration for drivers and passengers alike is the lack of predictability in traffic congestion and travel time.

People want a more comprehensive transportation network, integrating multiple modes, including walking, biking, public transit, and on-demand car-sharing services. More people are choosing not to purchase a vehicle and instead car-share. KCATA has a new micro-transit ride-share program in Johnson County that is growing ridership. Unconventional methods of getting around, like electric scooters, are beginning to dot the transportation landscape. Electric cars are expected to take over a significant segment of the market in the next decade.

Multimodal transportation networks provide convenience and also increase equity by providing safe, reliable transportation to those who choose or cannot afford to drive a car. Our transportation system of the future will increase the consistency in travel times and improve the experience of traveling within Olathe, regardless of the mode of transportation.



"The reality about transportation is that it's future-oriented. If we're planning for what we have, we're behind the curve."

– Anthony Foxx



GOAL 1	MEASURE 1	MEASURE 2	MEASURE 3
Enhance movement of people and goods with a multimodal transportation network and infrastructure.	**Reliable Travel Time**	**# of transportation modes supported and available within the city (ex. car, scooter, bikeshare, etc.)**	**Awareness of choice of multi-model options for movement of people and goods**
STRATEGIES			
Plan for future forms of transportation.			
Implement innovative technologies and services for a sustainable transportation system.			
Create transportation centers for movement of people and goods with multiple modes of transportation.			

GOAL 2	MEASURE 1	MEASURE 2
Reduce travel time in Olathe and to other parts of the region.	**% of congested arterials during rush hour**	**Origin-Destination Trip Index**
STRATEGIES		
Improve access to important places in the community and the region.		
Identify innovative solutions to transportation barriers.		

"Alone, we can do so little; together, we can do so much."
– Helen Keller

*See Appendix for performance measure descriptions and sources



RESILIENT INFRASTRUCTURE

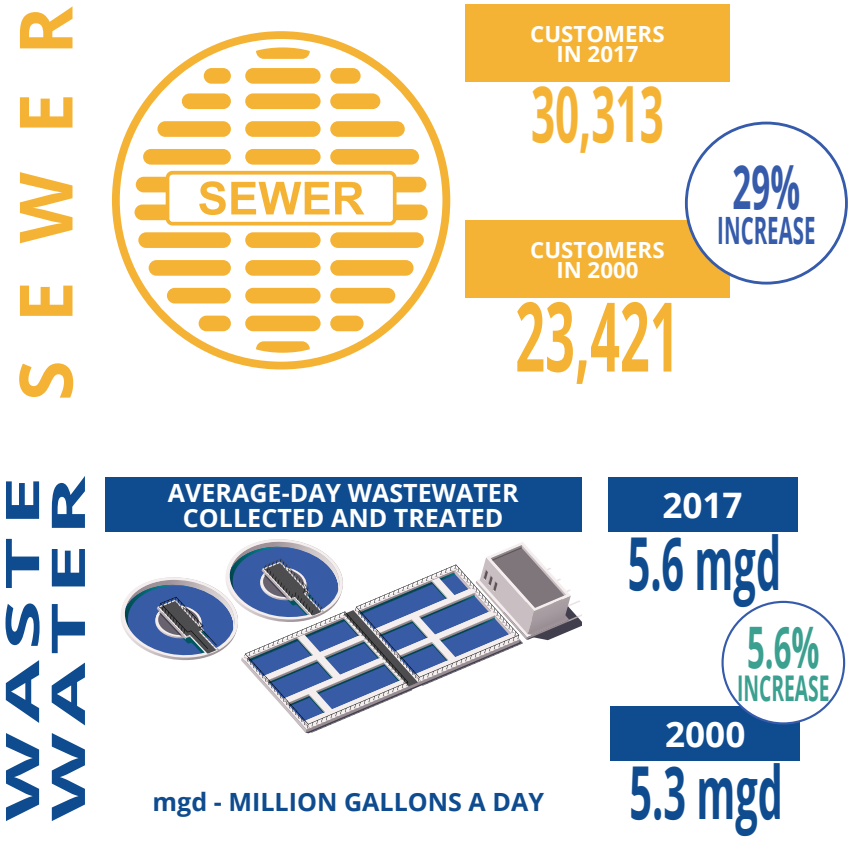
In 2040,

Olathe has purposefully built infrastructure redundancies that can accommodate disruption and future growth.

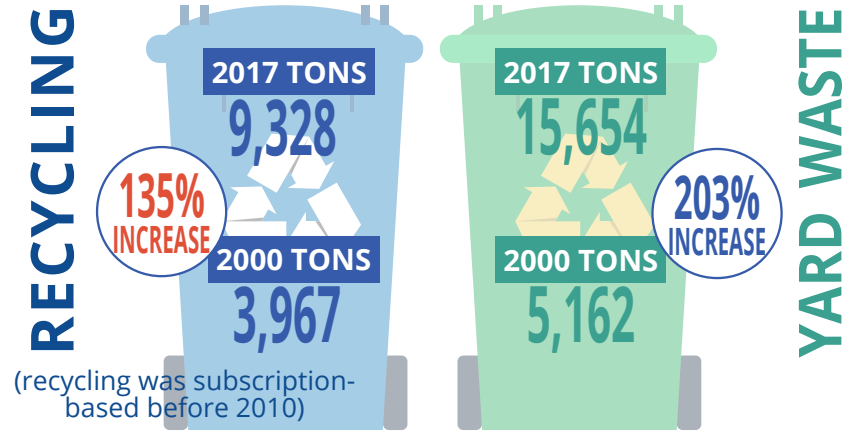
Context

The past decades brought tremendous growth to Olathe. While growth continues to create new opportunities, careful planning is required to ensure that the financial and environmental effects are not a burden on future generations. Our Smart City initiatives and our continued efforts to align development with the Comprehensive Plan will help drive important infrastructure decisions.

Changing weather patterns, increasing demands for water, and growing energy costs are pressures on our aging infrastructure and community. For long-term resiliency, our infrastructure systems must be designed and maintained in a way that can accommodate disruption and future growth.



> "We may be able to predict when it shall rain but the exact second when the first raindrop shall hit the ground is always uncertain."
>
> – Ernest Agyemang Yeboah



GOAL 1	MEASURE 1	MEASURE 2	MEASURE 3
Maximize reliable and sustainable infrastructure for future generations.	**Infrastructure Health Report Card:** **Water, Wastewater, Stormwater, Streets, Facilities, Parks, IT, Fleet**	**% of alignment with Comprehensive Plan by area**	**# of citywide Smart City initiatives implemented**

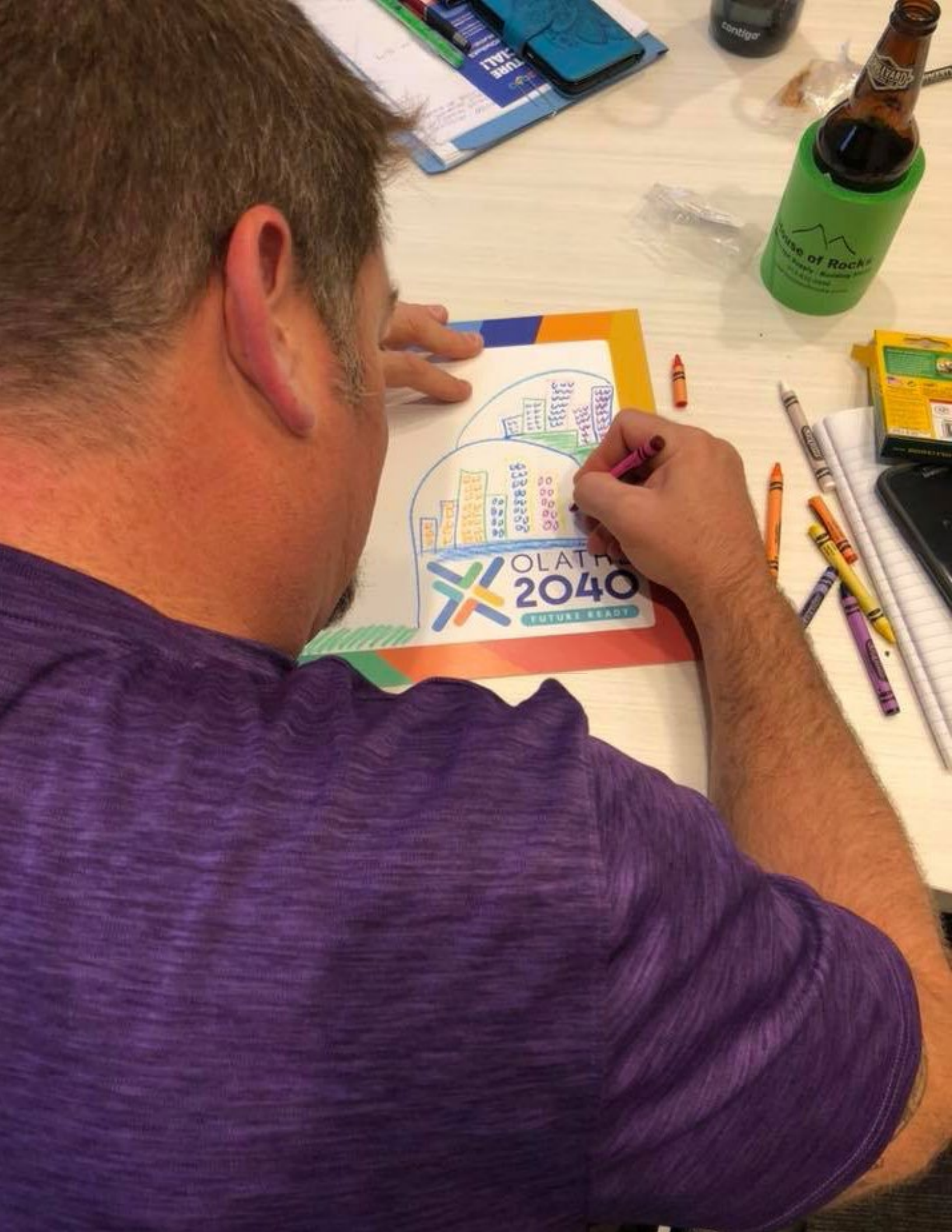
STRATEGIES
Invest in innovative materials and techniques to build and extend the life of infrastructure.
Deliver all infrastructure growth to full build out so it is more affordable and sustainable.
Facilitate access to the next generation network of data.
Invest in clean, renewable energy.

*See Appendix for performance measure descriptions and sources

"I don't know where we will be but we will light up the darkness together, when our imagination and the present become one."

– Eric Overby, Journey




2040
FUTURE READY

ECONOMY

VISION STATEMENT: **Olathe is an economic leader in the region. Our strong economic base is built by highly successful businesses of all sizes, entrepreneurs, a skilled workforce, vibrant downtown, and other attractive places throughout the community.**

In 2040,

- **Olathe's diverse business and strong tax base thrives even during economic downturns.**
- **Olathe's residents are prosperous.**
- **Downtown Olathe features vibrant businesses, residences, civic services, and a popular community gathering place.**
- **A highly-skilled and diverse workforce serves the needs of all segments of the community.**
- **Educational training programs create job opportunities for young people to remain in our community.**
- **Olathe's built environment supports success for retail and service-oriented businesses and is sustainably positioned for the economic currency of the future.**



STRONG, DIVERSE ECONOMIC BASE BUILT BY HIGHLY SUCCESSFUL BUSINESSES OF ALL SIZES

In 2040,

Olathe's economy is resilient to downturns because there are businesses of all sizes and many diferent sectors.

Context

Many diverse corporations, industries, and small businesses bring prosperity to our community. Our top ten employers represent a wide range of services and specialties: government, education, technology, medical, insurance, food, security, and transportation. Diversity in the business sector makes our community and workforce more resilient when there are downturns in the broader economy.

A thriving business community attracts and retains other vibrant businesses while growing our local tax base, employment opportunities, and individual prosperity. The number of jobs in Olathe more than doubled between 2000 and 2017. Over the same period, the Median Household Income of Olathe residents grew 35%. The City of Olathe's assessed valuation also markedly increased reflecting a stronger tax base.

Continuing to cultivate a strong, diverse business economy will ensure the economic prosperity of our community into the future. Additionally, it will help maintain the vitality of our City, creating a sustainable place for our residents to succeed.

Household Income

OLATHE 2016	JOHNSON COUNTY 2016	KC METRO 2016
Median household income	Median household income	Median household income
$79,691	$78,186	$61,385
Per capita income	Per capita income	Per capita income
$33,255	$41,415	$32,849
Percent below poverty line	Percent below poverty line	Percent below poverty line
6.8%	6%	10.9%

Olathe's median household income for 2018 is $83,638. That is $36,030 per capita for 2018.

Esri Forecast

2017 Major Employers

1. UNIFIED SCHOOL DISTRICT #233 — 4,500 EMPLOYEES
2. JOHNSON COUNTY — 4,000 EMPLOYEES
3. GARMIN INTERNATIONAL — 3,000 EMPLOYEES
4. FARMERS INSURANCE GROUP — 3,000 EMPLOYEES
5. OLATHE MEDICAL CENTER — 1,700 EMPLOYEES
6. CONVERGYS — 950 EMPLOYEES
7. CITY OF OLATHE — 850 EMPLOYEES
8. HONEYWELL INTERNATIONAL INC. — 850 EMPLOYEES
9. SYSCO FOODS OF KANSAS CITY INC. — 780 EMPLOYEES
10. TRANS AM TRUCKING — 700 EMPLOYEES

TOP 10 EMPLOYERS
17,830 JOBS IN 2017
6,733 JOBS IN 2000

2017 Major Taxpayers

1. GARMIN INTERNATIONAL — $15,892,788
2. KANSAS CITY POWER & LIGHT — $12,782,240
3. ATMOS ENERGY CORPORATION — $10,079,834
4. WAL-MART — $9,954,968
5. WESTAR ENERGY — $8,182,966
6. FOODBRANDS AMERICA INC. — $7,497,006
7. IOWA MACHINE SHED — $7,445,251
8. ALDI — $6,873,500
9. HONEYWELL INTERNATIONAL INC. — $6,722,979
10. DAYTON HUDSON CORPORATION — $5,314,751

TOP 10 TAXPAYERS
$179,675,067 ASSESSED VALUATION IN 2017
$ 86,783,074 ASSESSED VALUATION IN 2000

Tax and Property

Real Property - Assess Valuation

2017
$1,682,451,048

2000
$662,920,615

153% INCREASE

GOAL 1	MEASURE 1	MEASURE 2
Increase Olathe's economic base.	Total Appraised Value	Civilian Labor Force

STRATEGIES
Stimulate private investment in our community.
Create an environment where businesses grow and prosper.
Recruit companies in high priority sectors and businesses that support those sectors.
Target growth and redevelopment to revitalize infill locations.

> "You don't build a business, you build people, then people build the business."
> – Zig Ziglar

GOAL 2	MEASURE 1	MEASURE 2	MEASURE 3
Increase prosperity of residents.	Median Household Income (MHI)	People below the poverty line	Disposable income relative to region

STRATEGIES
Create a resilient tax base.
Establish a globally recognized community brand that differentiates Olathe and attracts people and investment.
Empower residents to build wealth locally.

*See Appendix for performance measure descriptions and sources



KNOWLEDGE-BASED WORKFORCE

In 2040,

Olathe's workforce has the skills and knowledge to compete in current and emerging markets.

Context

Olathe has a history of excellence in education. We are home to public and private universities, Kansas School for the Deaf, community college classrooms, and pre-K-12 public and private schools. More of our population has a bachelor's degree or higher (47%) than ever before.

Unemployment is low but some residents are underemployed. Job training and education improves skills and therefore the opportunities for higher wages.

New technologies are driving massive change in the skills and knowledge required for jobs today and the future. Collaboration between the business community, school district, and other educational institutions will enhance Olathe's ability to continue successfully preparing our students for the workforce of key industries.

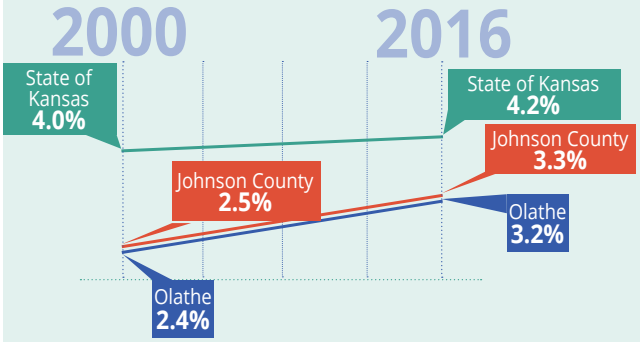
Education is one critical component of developing, attracting, and retaining entrepreneurs and start-ups. Availability of seed capital can make or break a new business venture. Additionally, the way people like to work - especially those who are sole proprietors or have few co-workers - is changing. Rather than working in isolation, solo workers enjoy the camaraderie and energy of shared workspaces. Working in partnership with the Olathe Chamber of Commerce and public-private entities, we can cultivate an environment where entrepreneurs can grow and thrive.

Olathe Employment Sectors (2014)

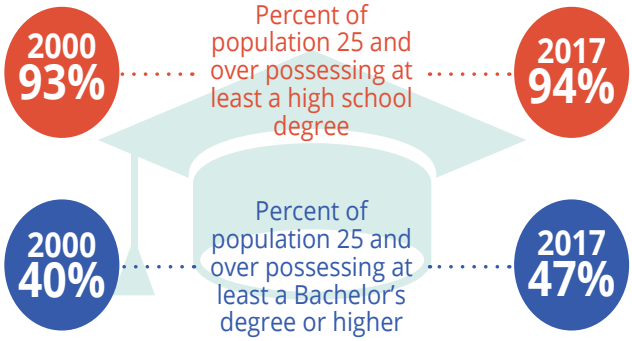
SECTORS	EMPLOYEES	% OF TOTAL
Retail	10,282	15%
Lodging and Food Service	9,455	14%
Educational Services	6,275	9%
Health Care and Social Assistance	6,157	9%
Manufacturing	5,139	8%
Administrative and Waste Services	5,115	8%
Public Sector	4,945	7%
Wholesale	3,843	6%
Construction	3,246	5%
Other Services	2,639	4%
Professional and Technical Services	2,370	4%
Transportation and Warehousing	2,348	4%
Finance and Insurance	2,021	3%
Information	1,045	2%
Other	2,104	3%
TOTAL	66,984	100%

Source: NAICS Industry

Unemployment



Educational Attainment



GOAL 1	MEASURE 1	MEASURE 2
Lead the region in the number of highly educated and skilled people.	**Population with higher education compared to national average**	**Job growth in key industries**

STRATEGIES
Develop an unsurpassed education and training infrastructure to align workforce with jobs of the future.
Invest in quality of life to retain and attract creative and innovative talent.
Increase collaboration and partnership between businesses, schools, and universities.

GOAL 2	MEASURE 1	MEASURE 2
Increase resources for entrepreneurs.	**Start up locations square footage**	**Availability of public and private grants**

STRATEGIES
Increase the flow of seed and venture capital for startups in Olathe or businesses locating in Olathe.

*See Appendix for performance measure descriptions and sources



VIBRANT BUSINESS, RETAIL, AND ENTERTAINMENT

In 2040,

The quality and variety of business, retail, and entertainment options attract visitors, residents, and business investment.

Context

Online shopping and technological innovation continually change how we shop, do business, and are entertained. We can purchase nearly everything we need online, conduct meetings via video conference calls, and connect with friends and family on social media. Still, people desire to have physical spaces to do activities like these in person. In fact, between 2012 and 2040, Johnson County is projected to have an increase of 151 percent in commercial, office, and industrial square footage.

The design and use of retail and business spaces are transforming. Retailers are embracing the trend of 'showrooming' - a hybrid of brick-and-mortar locations and e-commerce. Physical store locations allow shoppers to touch and try on items before purchasing online and build valuable brand awareness. Online shopping and on-demand delivery are opening the door to changes in logistics infrastructure, technology, and delivery systems.

Additionally, rather than being separate from other businesses, leading-edge anchor institutions and companies are beginning to locate in clusters where they can connect with start-ups, business incubators, and accelerators.

Having places to gather to meet friends new and old is vital to our community identity and for meeting the needs of Olatheans. Throughout the Olathe 2040 planning processes, residents of all ages, top business leaders, and young professionals confirmed the desire for additional entertainment options in Olathe, including fine dining options and entertainment venues.





GOAL 1	MEASURE 1	MEASURE 2
Establish Olathe as the premier business, retail, and entertainment draw in the region.	**Total Appraised Value of Downtown District**	**Retail Pull Factor**

STRATEGIES
Invest in shopping, dining, entertainment, and living opportunities that will endure.
Create a leading edge and flexible approach to development and redevelopment.
Revitalize and redevelop aging residential and commercial real estate.
Revitalize Olathe's historic downtown as a government center and a place to fulfill the daily needs of citizens and employees.
Improve the attractiveness and sustainability of the built environment.
Promote unique places and experiences.

*See Appendix for performance measure descriptions and sources


OLATHE
KANSAS
#OLATHE2040
IMAGINE OLATHE
OLATHE 2040
FUTURE READY
OLATHEKS.ORG/OLATHE2040
www.olatheNOONoptimist.com

EXCEPTIONAL SERVICES

VISION STATEMENT: **Olathe efficiently provides high quality services the community values.**

In 2040,

- **The City of Olathe utilizes resources to meet or exceed public expectations.**
- **Residents have confidence in their community leaders.**
- **Community members participate in local government decision-making.**
- **The City of Olathe's workforce sets the standard for excellence in local government.**
- **City officials collaborate with regional, state and federal officials to enhance service delivery and quality of life.**



QUALITY CITY WORKFORCE

In 2040,

The City of Olathe's quality workforce sets the standard for excellence.

Context

The City of Olathe is one of the top employers in our community – listed number seven in 2017, with 850 employees. The City of Olathe, especially with its size, has positioned itself within the community as a leader. By making decisions that are reflective of the community values and needs, by ensuring demographic equity in the organizational structure, and by investing in employee development and high-quality service, Olathe strives to be recognized as an employer of choice.

ISO INSURANCE SERVICES OFFICE CLASS I RATING

#1 IN NATION

OVERALL QUALITY OF CITY SERVICES*	VALUE RECEIVED FOR CITY TAXES/FEES*
CITIZEN SATISFACTION 94%	73%

*Cities 100,000 plus DirectionFinder®2017

CFAI

Commission on Fire Accreditation International

2018 Granicus Digital Strategy Award



"I can assure you that public service is a stimulating, proud, and lively enterprise. It is not just a way of life; it is a way to live fully."

– Lee H. Hamilton

GOAL 1	MEASURE 1	MEASURE 2
Retain and attract a high performing workforce for our resilient community.	**Retention of high performing workforce**	**% of high demand positions with an active recruitment plan**
STRATEGIES		
Showcase Olathe as an employer of choice.		
Ensure demographics of the City workforce match community demographics.		

GOAL 2	MEASURE 1	MEASURE 2	MEASURE 3
Create a premier employee experience.	**Net Promoter Score (Employee)**	**Employee Experience Index**	**Named best employer by a recognized regional or national 3rd party**
STRATEGIES			
Invest in a desirable organizational culture that values employee development, creative problem-solving and service.			
Improve employee total well-being.			

*See Appendix for performance measure descriptions and sources

"Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work."

– Vince Lombardi

INNOVATION AND COLLABORATION

In 2040,

The City's organizational culture supports innovation and collaboration in decision-making and service delivery.

Context

We have a high performing organization that is committed to providing the best services to our residents. This commitment has produced innovative approaches and solutions, along with top national citizen satisfaction ratings.

The City of Olathe's culture is demonstrated through our City employees – by providing excellent city services and taking a collaborative and innovative approach with community partners and other jurisdictions to improve lives.

Our close alignment with the Alliance for Innovation and the International City/County Management Association (ICMA) has contributed to our culture of innovation and collaboration.

A culture of innovation and collaboration will take service delivery to the next level – anticipating what customers want before they want it and making customer interaction a positive experience rather than just a transaction.

EXCEED NATIONAL RESIDENTIAL WASTE DIVERSION
HIGHEST IN JOHNSON COUNTY

OVERALL SOLID WASTE SERVICES
CUSTOMER SERVICE SATISFACTION
TOP 5 PERCENT
ETC Institute

2019 CERTIFICATE OF EXCELLENCE in Performance Management ICMA

AMERICAN PUBLIC WORKS ASSOCIATION ACCREDITATION
FIRST in the State of Kansas



CITY OF OLATHE & OLATHE PUBLIC SCHOOLS
OLATHE KANSAS COLLABORATION
Olathe Public Schools USD 233

ALLIANCE FOR INNOVATION

GOAL 1	MEASURE 1	MEASURE 2	MEASURE 3
Take customer experience and service delivery to the next level of excellence.	**Net Promoter Score (Customer)**	**Level of effort to interact with City**	**Satisfaction with Quality of City Services**
STRATEGIES			
Align services with resident feedback, community needs, and priorities.			
Leverage future technology to match consumer behaviors and future expectations for services.			
Transform the customer experience.			

GOAL 2	MEASURE 1	MEASURE 2	MEASURE 3
Develop efficient and innovative practices to benefit our customers.	**Value for tax dollars**	**Efficiency Index for Key Practices**	**Recognized as an innovative organization by 3rd party**
STRATEGIES			
Cultivate an environment that celebrates innovation and collaboration.			
Share and apply data to better inform decisions.			

*See Appendix for performance measure descriptions and sources



CONCLUSION:
A MESSAGE FROM THE FUTURE

As discussed in the Visioning Process Overview (see page 10), the foundation for the **Olathe 2040: Future Ready** Strategic Plan was the Futures Lab Workshop held in March 2019 with Futurist, Rebecca Ryan. The workshop was a weekend long event that saw the Council "standing" in 2040 and describing four different types of futures: a "Business as Usual" future, a "Watch and Wait" future, an "Olathe Strong" surviving a Category 5 Tornado future and finally a "Rapid Growth" future. For each future, Rebecca created a "story" that painted the picture of what that future would look like. The process then involved deconstructing those four futures to find the commonalities that existed – those commonalities became the pillars of this plan.

To close, we thought it would be poignant if Rebecca would once again "stand" in 2040 and tell us the story of this plan – a Future Ready Olathe 2040.

A MESSAGE FROM THE FUTURE BY REBECCA RYAN, FUTURIST

Imagine: A holo-frame (a frame with a hologram image inside) opens before you. In the holo-frame stands an Olathe resident, visiting you from 2040. She is dressed in dark jeans and a gray shirt. You notice a small green light flashing near the pocket of her shirt, indicating the fabric is turned on, measuring her respiration, hydration, and heart rate. She looks towards you and begins to speak.

Hello! I'm so glad I get a chance to talk with you today. I realize it's strange, to talk to a resident of Olathe from 2040...but then, it's often hard to imagine what the future will be.

I want to share what Olathe is like now, 20 years after you completed your **Olathe 2040: Future Ready** Strategic Plan.

For the most part, I think you'll be pleased. Let me see if I can turn the holo-cam around so you can see what I can see...

Imagine: Your view switches and you are looking through a window several stories overhead on Santa Fe.

I'm standing here in my home at the corner of Kansas Avenue and Santa Fe Street. This is one of the newer stacked homes that's been built for young families like mine in the past 10 years. I think you used to call it "high density"? Anyway, my family and I love living here. We share a beautiful greenspace and courtyard with 12 other families where our kids play together.

Imagine: You see a courtyard of green grass and playground equipment. Children of multiple nationalities are playing together on a jungle gym. The camera turns back around to face our resident from 2040. She points up and says:

One of the things I love most about our home is that our roof has an edible garden and solar panels that help keep our cooling costs down during our hot summers. Olathe has made a big commitment to sustainable development and design, and I want to thank you for making that a priority with the 2040 plan.

My spouse and I have two children: Antonia our daughter is four and Samson is two and a half. Toni, that's her nickname, is in year-round school; it's a Johnson County partnership, which we appreciate because it gives her experiences all over the Kansas City area.

Imagine: She glances at her wrist.

Excuse me, I just got a video notification that the AV that picked Toni up ten minutes ago just dropped her off at school.

Imagine: She looks back at you.

You know, when I was young, my parents had to drive me all over. We had one of those minivans with doors that automatically slid open and closed! Now, we rent an EV (electric vehicle) occasionally when we're taking a family trip, but we use AVs for everything now. We don't have a garage because we don't own a car. Only about half of all families own cars now.

Oh! You're going to love hearing this! Since you started the 2040 plan, the railroad crossing in Olathe West was raised! It took longer than some people thought it would. One thing that hasn't changed

since 2020 is that people still disagree! Unfortunately, there was a bad accident at a railroad crossing in a neighboring town that got everyone's attention. The state and federal government put up some matching grants and when it came to the Council for a vote, the Council live-polled all residents about what we wanted to do. Over 60% of us responded and within ten minutes, Council unanimously passed the funding to raise the crossing.

Where was I? Oh yes, year-round school. This is one of the ways that Olathe has continued to make itself a great community for young parents like us. It's fascinating to see Toni and Samson grow up. Their lives are so different than mine was.

When I was born back in 2014, I still used coloring books and crayons. Kids still love to color, but now parents buy their kids padlets and load them with apps, friends, and Avies (avatars with artificial intelligence that can teach our kids everything from music to math to bird watching.). Toni loves her Avies, but she's an old soul. One of her favorite apps is a coloring book. She tells the padlet "green" and her stylus colors with green. Or she says, "purple" and the stylus colors purple. She's even invented a few colors of her own. She's way ahead of me, when I was her age. We also have her padlet loaded with some of her good friends. So anytime she wants to, she can visit them with real time holo-frames. Just this morning, she holo'ed with her best friend from school, so they could wear their matching shirts. Her grandparents love this, too. We holo with them every week; sometimes we all eat dinner together.



Enough about my family, what else can I tell you about Olathe? Well, why don't we take a little tour? Let me call up my Hummingbird.

Imagine: A drone the size of a hummingbird quietly buzzes into the frame. A gentle robotic voice says, "Where are we going?"

Let's take a quick tour of Olathe, Hummingbird. Let's go see Sayad at Garmin.

Your view switches to what the hummingbird sees as you fly out over Sante Fe street, noticing the beautiful rooftop gardens, greenspaces, and well-cared for neighborhoods. The streets are busy but quiet; EVs make less noise than the cars of today. You hear a soft beep in the background.

Okay, here we go. Excuse me, I need to grab a quick glass of water. My shirt just told me I'm a bit dehydrated...

Imagine: A moment passes.

Let's stop at the Garmin campus first. You probably notice this area has really been developed a lot since your time. Garmin is where my spouse Sayed works. He's a computational learning whiz. He grew up in India but emigrated to the U.S. for his job. That's how we met. I work at Garmin, too, and we decided we wanted to stay and raise our kids here.

Imagine: The hummingbird zooms up to the sixth floor and hovers outside a Garmin window where a team of people - half of them in holo-frames - are meeting. One of the team members glances at his wrist and then looks out the window and waves.

That's Sayed. He and his team are working on a 7G collaboration. I think you had 5G in 2020, right? Well, this is the next-next iteration of that.

Okay, Hummingbird, let's go to our kid's favorite location, the water park, and then head over to the Olathe health campus, the jewel in our crown of live-work-play communities. You'll notice that Olathe is a true, intergenerational community. It's one of the things I love best about living here.

Imagine: You see the stacked homes, shops, and greenspaces that line the Garmin campus as you make your way towards the water park...



FUTURE READY

FUTURE READY			
RESILIENCY AND TRUST			
Goal	**Measure**	**Description**	**Source**
1. Improve the community's ability to be resilient and thrive.	1. Resiliency Index	Under development	TBD
2. Preserve high-level of public trust in the City of Olathe government.	1. Quality of Leadership Index	Leadership provided by the City's elected officials	DirectionFinder®
		Effectiveness of the city manager/appointed staff	

QUALITY OF LIFE

QUALITY OF LIFE			
DIVERSE HOUSING AND QUALITY NEIGHBORHOODS			
Goal	**Measure**	**Description**	**Source**
1. Improve health of all neighborhoods.	1. % of healthy neighborhoods in the Olathe Healthy Neighborhood Index	Olathe Healthy Neighborhoods program - data pulled every 2 years	Public Works, Planning Division
	2. Number of neighborhoods awarded Healthy Neighborhood Grant Funds	Olathe Healthy Neighborhoods program - grants awarded quarterly	Public Works, Planning Division
	3. Overall Quality of Your Neighborhood	Level of satisfaction	DirectionFinder®
2. Diversify housing choices.	1. % of households that are cost burdened (owner and renter)	Cost burdened is when a household spends 30% or more of income on housing	U.S. Census Bureau: American Community Survey
	2. % of targeted housing inventory	Targeted Housing Types such as Downtown, Workforce and Executive Housing	Public Works, Planning Division - Olathe Housing Study

QUALITY OF LIFE CONTINUED

CONNECTED PEOPLE			
Goal	**Measure**	**Description**	**Source**
1. Ensure that people are connected, safe, and have a sense of belonging.	1. Safe City Rating	Crime rate (crimes include aggravated assault/battery, arson, auto theft, burglary, homicide, rape, robbery, and theft) compared to benchmark cities	Benchmark Cities Survey
	2. Public Safety Index	How quickly police respond to emergencies	DirectionFinder®
		Overall quality of local police protection	
		City's efforts to prevent crime	
		Visibility of police in neighborhoods	
		Enforcement of local traffic laws	
		Quality of animal control	
		Fire related education programs	
		Police related education programs	
		Visibility of police in retail areas	
		How quickly fire/EMS respond to emergencies	
		Overall quality of local fire protection/EMS	
		Professionalism of employees from fire/EMS	
		Professionalism of employees from police department	
	3. Quality of Life Index	Overall quality of services provided by the City	DirectionFinder®
		Overall quality of life in the City	
		Overall quality of your neighborhood	
		New residential development in the City	
		Overall image of the City	
		Public education in Olathe	
		New commercial development in the City	
		Efforts to promote diversity in the community	
		Value received for your city tax dollars/fees	
		Overall quality of Downtown Olathe	
2. Cultivate a welcoming community where people feel valued and relationships are built and fostered.	1. Welcoming Community Measure/Index	Under development	TBD
	2. Connectedness Measure/Index	Under development	TBD

QUALITY OF LIFE CONTINUED

SAFE AND HEALTHY COMMUNITY			
Goal	**Measure**	**Description**	**Source**
1. Create a community where people of all ages and abilities thrive.	1. % of people who feel they have access to quality, integrated, supportive resources and services	Under development	TBD
	2. Senior Holistic Health Index	Measures housing, transportation, environment, neighborhoods, health, engagement, and opportunity	AARP Livability Index
	3. Youth Health Index	Survey completed by 8th, 10th, and 12th grade students across the state	Communities the Care Survey
2. Optimize access to physical and mental health care, physical activity, and healthy food options.	1. Holistic Health Index	Under development	TBD
3. Maximize an environment where people feel invested in community safety.	1. Overall Perception of Safety	Level of satisfaction	DirectionFinder®
	2. Engagement in public safety	Under development	TBD
	3. Number of completed Crime Prevention Through Environmental Design (CPTED) assessments	Includes business and residential property assessments	Police



QUALITY OF LIFE CONTINUED

PEOPLE REACH THEIR FULL POTENTIAL			
Goal	**Measure**	**Description**	**Source**
1. Improve opportunities for employment, education, and community resources.	1. Job growth in key industries	Includes manufacturing; finance and insurance; professional, technical, and scientific services; and health care and social assistance	Olathe Chamber of Commerce
	2. Population with higher education compared to national average	Population aged 25 and older with a bachelor's degree or higher	U.S. Census Bureau, FactFinder
	3. Active Lifestyle Index	Maintenance of city parks	DirectionFinder®
		Number of city parks	
		Outdoor athletic fields	
		Special events sponsored by the City	
		City swimming pools	
		Number of walking/biking trails	
		Youth athletic programs	
		Ease of registering for programs	
		Other recreation programs	
		Adult athletic programs	
		Fees charged for recreation programs	
		Indoor recreation facilities	
		Senior recreation opportunities	
		Maintenance of walking/biking trails	
		Condition of restrooms in public parks	

CELEBRATE OUR UNIQUE PLACES AND HISTORY			
Goal	**Measure**	**Description**	**Source**
1. Increase unique experiences and places.	1. Hotel Occupancy Rate	Occupancy rate is the number of occupied rental units at a given time, compared to the total number of available rental units at that time	Olathe Chamber of Commerce/Smith Travel Report
	2. Retail Pull Factor	The pull factor is a calculation that identifies how much retail business is leaving the Olathe in comparison to the population	Kansas Department of Revenue
	3. Total Appraised Value of Downtown District	The fair market value of properties in the area defined as the Downtown District	Johnson County Appraiser's Office, Public Works, Planning Division

INFRASTRUCTURE

INFRASTRUCTURE

OPTIMIZE HEALTH AND SAFETY

Goal	Measure	Description	Source
1. Eliminate crashes for all modes of transportation.	1. Crash Rate	Crash rate includes fatality, injury, and non-injury vehicular crashes	Police
	2. # of incidents/crashes caused by distracted behavior	Under development	Police
2. Make infrastructure investments to enhance the environment and public health.	1. Environmental Report Card: "A" rating meets EPA and national standards	Under development	Public Works
	2. Green Scorecard: % of development that incorporates Green Infrastructure Initiative into the site design and development	Under development	Public Works, Planning Division

CONNECTED MULTIMODAL TRANSPORTATION SYSTEM

Goal	Measure	Description	Source
1. Enhance movement of people and goods with a multimodal transportation network and infrastructure.	1. Reliable Travel Time	Under development	Public Works
	2. # of transportation modes supported and available within the city	Mode is a unique type of transportation vehicle or service which conveys people and/or goods and services	Public Works
	3. Awareness of choice of multi-model options for movement of people and goods survey/index	Under development	TBD
2. Reduce travel time in Olathe and to other parts of the region.	1. % of congested arterials during rush hour	Under development. Will measure north, south, east, and west traffic at various times during the day	Public Works
	2. Origin-Destination Trip Index	Under development	Public Works

RESILIENT INFRASTRUCTURE

Goal	Measure	Description	Source
1. Maximize reliable and sustainable infrastructure for future generations.	1. Infrastructure Health Report Card: Water, Wastewater, Stormwater, Streets, Facilities, Parks, IT, Fleet	Under development	Public Works
	2. % of alignment with comprehensive plan by area	Under development	Public Works, Planning Division
	3. # of citywide smart city initiatives implemented	Technology used to create efficiencies, improve sustainability, create economic development, and enhance quality of life factors for people living and working in Olathe	Information Technology and Public Works

ECONOMY

ECONOMY

STRONG, DIVERSE ECONOMIC BASE BUILT BY HIGHLY SUCCESSFUL BUSINESSES OF ALL SIZES

Goal	Measure	Description	Source
1. Increase Olathe's economic base.	1. Total Appraised Value	The fair market value of property in the City of Olathe	Johnson County Appraiser's Office
	2. Civilian Labor Force	Individuals who are employed or unemployed; military personnel, federal government employees, retirees, handicapped or discouraged workers, and agricultural workers are not part of the civilian labor force.	Olathe Chamber of Commerce Trade Profile
2. Increase prosperity of residents.	1. Median Household Income (MHI)	MHI includes the income of the householder and all other individuals 15 years old and over in the household, whether they are related to the householder or not.	U.S. Census Bureau, FactFinder
	2. People below the poverty line	The Censusu Bureau defines the official poverty measure (OPM) that compares pre-tax cash income against a threshold that is set at three times the cost of a minimum food diet in 1963 and adjusted for family size	U.S. Census Bureau, FactFinder
	3. Disposable income relative to region	To be developed when regional data is available	TBD

KNOWLEDGE-BASED WORKFORCE

Goal	Measure	Description	Source
1. Lead the region in the number of highly educated and skilled people.	1. Population 25 and older with higher education compared to national average	Population aged 25 and older with a bachelor's degree or higher in Olathe compared to national average	U.S. Census Bureau, FactFinder
	2. Job growth in key industries	Includes manufacturing; finance and insurance; professional, technical, and scientific services; and health care and social assistance.	Olathe Chamber of Commerce
2. Increase resources for entrepreneurs.	1. # of start up locations square footage	Measured by square footage of start up space	Olathe Chamber of Commerce
	2. Availability of public and private grants	Grant funds received from public and private sources to distribute to entrepreneurs for business development and growth	Olathe Chamber of Commerce

VIBRANT BUSINESS, RETAIL, AND ENTERTAINMENT

Goal	Measure	Description	Source
1. Establish Olathe as the premier business, retail, and entertainment draw in the region.	1. Total Appraised Value of Downtown District	The fair market value of the properties in area defined as the Downtown District	Johnson County Appraiser's Office, Public Works, Planning Division
	2. Retail Pull Factor	The pull factor is a calculation that identifies how much retail business is leaving the Olathe in comparison to the population.	Kansas Department of Revenue

EXCEPTIONAL SERVICES

EXCEPTIONAL SERVICES

QUALITY CITY WORKFORCE

Goal	Measure	Description	Source
1. Retain and attract a high performing workforce for our resilient community.	1. Retention of high performing workforce	Under development; will evaluate the turnover of high performing employers (as measured by performance reviews) against overall turnover.	Resource Management, Human Resources Division
	2. % of high demand positions with an active recruitment plan	Under development	
2. Create a premier employee experience.	1. Net Promoter Score (Employee)	Under development. Net promoter scores indicate the likelihood of employees recommending the City of Olathe as a place to work.	Resource Management, Human Resources Division
	2. Employee Experience Index	Under development	
	3. Named best employer by a recognized regional or national 3rd party	Seek an award from a reputable source, such as Ingram's Magazine or the Kansas City Business Journal	

INNOVATION AND COLLABORATION

Goal	Measure	Description	Source
1. Take customer experience and service delivery to the next level of excellence.	1. Net Promoter Score (Customer)	Under development. Net promoter scores indicate the likelihood of customers recommending the City of Olathe to friends and colleagues.	Communications & Customer Service, Customer Service Division
	2. Level of effort to interact with City	Under development	TBD
	3. Satisfaction with Quality of City Services	Level of satisfaction	DirectionFinder®
2. Develop efficient and innovative practices to benefit our customers.	1. Value for tax dollars	Level of satisfaction	DirectionFinder®
	2. Efficiency Index for Key Practices	Under development	TBD
	3. Recognized as an innovative organization by 3rd party	Seek an award from a reputable source, such as ICMA or Alliance for Innovation	Resource Management, Human Resources Division

CITY OF OLATHE LONG-RANGE PLANS

Capital Improvements Plan

Comprehensive Land Use Plan/PlanOlathe

Emergency Operations Plan

Envision Olathe Downtown Plan

Healthy Neighborhoods Initiative

Olathe Public Library Master Plan

Parks and Recreation Master Plan

Public Art Master Plan

Solid Waste Master Plan

Transportation Master Plan

Water Master Plan

STRATEGIES UNDERWAY

Communities for All Ages

Master Housing Study

OLATHE 2040 FUTURE READY

STRATEGIC PLAN

OLATHEKS.ORG/OLATHE2040

Adopted
09/17/2019