

2009

GOOD TO GREAT PLAN



MANCHESTER IOWA

Prepared by Smart Solutions Group

1/1/2009

# ACKNOWLEDGMENTS

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Smart Solutions Group is pleased to present this “Good to Great Plan” to the citizens of Manchester.

In doing so, we would like to thank the people who have contributed to this document, giving their time to share insights into the community and business environment in Manchester and to provide guidance in developing a results-oriented approach to organizing, focusing and implementing Manchester’s “Good to Great” strategy. We would especially like to thank the Manchester Enterprises Steering Committee including:

Donna Boss, Executive Director-Delaware County Economic Development  
Lon Butikofer, CEO Regional Medical Center  
Dr. Tim Cooper, President; Manchester Enterprises  
Bob Cue- Superintendent of West Delaware  
Mike Fastenau- Black Hills Energy  
Jack Klaus, Executive Director Manchester Area Chamber of Commerce  
Mayor Milt Kramer, City of Manchester  
Cindy Lenz – Alliant Energy  
Mitch Peyton, Chair- Young People’s Group  
Dr. John Tyrrell, Manchester Enterprises  
Tim Vick, City of Manchester, City Manager

**We are presenting the Manchester “Good to Great Plan”—not as a final document—but as part of a long-term team effort to organize, focus and implement an aggressive Manchester improvement program ... to achieve success.**

Historically Manchester has been a great community. It has been considered a leader in innovative ideas in the past. Manchester citizens used to hold key positions on state boards and in the legislature. However, the leadership of Manchester Enterprises feels this leadership role no longer exists. Thus they have challenged the community to go from good to great. The action items in this document are meant to be a Roadmap to get to great.

## Emerging Themes

Prior to Smart Solutions starting this project Manchester Enterprises held a series of “Good to Great” meetings with Manchester citizens. The following are the emerging themes that came out of these meetings:

- A growing, more diverse business and industry base ...existing business expansions....recruit/attract new business.....downtown/retail growth.
- A growing population with accompanying school enrollment growth that addresses the attraction of skilled workers
- A community-wide focus on improving the physical appearance of Manchester with the goal of being one of the most visually attractive communities in Iowa.
- A community that is aggressively utilizing all available communication and promotional tools to market it’s assets which would include unifying around a common brand/identity and design and promotion of a ONE Stop, centralized community website.
- A community that is a DESTINATION.....for tourists, recreation and residential/families.....taking full promotional advantage of assets such as Lake Delhi, Backbone State Park and area schools.
- A community that is cultivating leadership and involvement throughout all generations in the community.
- A community that actively supports a strong post-secondary educational presence (NICC and others) that will enhance continuing educational opportunities and meet ongoing industry training needs.
- A community that has an assistance network established to support a growing entrepreneurial community and is continually identifying new entrepreneurs that will energize the local economy.

- A community which is continually working to improve the transportation network serving the area and that leverages these assets to draw people, businesses and jobs.
- A community that has strong, clear, and efficient lines of communication between all key organizations and all organizations are working together on a consensus plan of action.

## The “Good to Great” Goal

*Manchester will build on its’ assets to proactively, aggressively and in a comprehensive manner, take coordinated action to become a “great” community. The elements of a “great” Manchester community will be defined in the strategic objectives established by Manchester community leadership.*

The goal will be monitored and success measured utilizing the **“Manchester Good to Great Scorecard.”**  
(See page 10)

## Branding

**The community will work on building upon the City of Manchester’s existing tag line;**

### **Manchester Iowa Making it Happen**

In the Action Items below more detail is given on how to build on branding the product, Manchester, Iowa.

## Strategic Objectives

- **Through net growth in industrial, service, commercial and retail business establishments, expanding existing businesses and business start-ups, Manchester will stop population decline and in the next 10 years exceed the year 2000 population levels.**
- **Through a comprehensive community-wide beautification program, Manchester will improve all aspects of its’ physical appearance and become one of the most visually attractive communities in Iowa.**
- **Through an integrated community communication and marketing effort aimed at both internal and external target audiences , including families and new skilled workers, Manchester will clearly convey a consistent set of messages that will lead to an improved image and increased awareness of key assets.**
- **Through a comprehensive “Manchester Destination” strategy, the community will package, promote and improve features ( including transportation assets) and facilities which will lead to increased visits and in turn, improved retail sales and business activity.**

- **Through a Leadership Development and Action program that will target K-12 students, young professionals and established workforce , Manchester will develop and involve new leaders and will increase participation in the effort by 10% each year.**
- **Through a “Manchester Education Excellence “ strategy, Manchester will support continual quality improvements in the K-12 system and increased post-secondary, continuing education presence in the community.**
- **Through a collaborative organizational structure, “Manchester Success” will involve all key organizations and create mutual accountability for implementing the action plan**

## Partners

In order to move the plan forward it was important to identify key partners, both external and internal. The group identified the following as important organizations with which to work:

### Key Internal Partners

County Supervisors	Health care
Local media	Bankers
City officials	Ministerial
Chamber of Commerce	Ag and Extension
Manchester Enterprise	Service Clubs
Delaware County Economic Development	Utilities
Community volunteers	Business leaders
West Delaware School	Senior Citizens
Young Professionals Group	Local Industries

### Key External Partners

Utilities	Iowa Workforce Development
Post Secondary Education	Silos and Smokestacks
Iowa Department of Economic Development	Iowa Farm Bureau
Iowa Area Development Group	ISU Extension Ames
Rural Development	Iowa Department of Transportation
Limestone RC&D	Dept. of Public Health
Prosperity Eastern Iowa	Federal Government
NEIBZ	UNI Regional Business Center
ECIA	Elected Officials State and Federal

## **STRATEGIES and TACTICS-ACTION PLAN**

**Action Strategy I- Implement an integrated Manchester Branding and Marketing Campaign aimed at improving the community image internally and externally which will lead to business and population growth and support the strategy of positioning Manchester as a “destination”. The campaign will strive to achieve a unified community-wide effort around a common set of positive messages.**

**Action Item I.1-** The Manchester Chamber of Commerce will form a Manchester Marketing Coalition that will work to build consensus around a unified brand identity that will reinforce the strengths of Manchester and will work cooperatively to design tools such as a new or “refreshed” theme line and logo which will support the Manchester brand identity. The Manchester Chamber, Manchester Enterprises, the City of Manchester and DCED, working together with all community leadership groups, should organize a community-wide event to launch the overall “Good to Great” strategy and unveil the theme line, logo and brand identity package. The launch event will clearly communicate key Manchester sales messages and supporting documenting facts.

**Action Item I.2** –The Manchester Chamber, cooperatively with Manchester Enterprises, City and DCED, should integrate the Manchester brand identity, theme line and visual look/logo and develop a collaborative “1<sup>st</sup> Stop” Manchester web site, which will be the premier source of information about all key aspects of the community. The site should include interactive features on key differentiating Manchester assets such as the **outstanding hospital and health care** and real estate/housing, business success stories, education, transportation and recreation assets. Coordinate with all other community websites.

**Action Item I.3** – Establish a community-wide effort to gain the support, cooperation and active involvement of organizations dedicated to community improvement to integrate the brand identity into all forms of communication and printed/online materials. Support the effort by providing a branding/marketing template packet and offer the support from the Marketing Coalition to provide advice on integrating the Manchester message. Establish an ongoing media relations program to provide regular updates to target media sources, locally, regionally and statewide, on positive events occurring in Manchester. Post these updates on the new Manchester web site.

**Action item I.4** – On an ongoing basis, the Manchester Marketing Coalition should identify and develop marketing materials that will support the business growth sales efforts. The goal will be to develop at least one new or updated promotional piece annually.

## **Action Strategy 2 – Establish the Manchester Area Business and Entrepreneurial Growth Initiative (MGI) that will implement a targeted, proactive effort to support and attract new business and company start-ups.**

**Action Item 2.1** – Manchester Enterprises should establish cooperative agreements with Delaware County Economic Development (DCED) and the Manchester Chamber to provide assistance to implement the program. The agreement should include, but not be limited to, marketing support services, lead-handling, sales/marketing representation, general program support and the financial support required to support the Growth Initiative activities. Manchester Enterprises, the Manchester Chamber and DCED should also discuss ways to leverage the DCED/County’s involvement in the two (2) regional marketing partnerships (NEIBZ and PEI) and integrate those into the cooperative agreement. Hold a joint meeting

**Action Item 2.2** – The MGI new business attraction effort will focus on a “Top 100” Prospect list for regular, proactive contact and communication. The Top 100 companies will include firms in the manufacturing, logistics/distribution and retail business segments. The identification of the initial Top 100 firms will be done in consultation with the Marketing Coalition, DCED, utility economic developers, and other internal and external resource sources. As referrals and other leads are identified, the Top 100 target list will be expanded. The ongoing focus will be to carefully maintain a manageable, high quality target list.

**Action Item 2.3** – Maintain regular communication with the Top 100 through a combination of direct mail and direct contacts. The initial direct mail campaign should be focused on unveiling the new Manchester web site, theme line and logo. At least two direct mail and/or direct call contacts should be made with each company annually. The campaign should be coordinated with direct marketing efforts being conducted by the regional marketing partnerships. Direct sales calls could be coordinated with regional, State or utility trade show and sales trips. All communications should include an invitation to visit Manchester for a customized, hosted tour and information session.

**Action Item 2.4** – To cultivate, support and grow an entrepreneurial economy in Manchester, proactive steps need to be taken to continue and build upon a “pipeline” of emerging companies capable of positively impacting the local economy. The Discover Entrepreneurs Network in Manchester should be established by Manchester Enterprises to find and/or encourage individuals, and young companies, who have the willingness and potential to start a viable new company. The “Network” will also include local volunteers/experts who are willing to provide initial guidance to young companies. As entrepreneurs are identified and enter the “Network”, Manchester will identify an advisor, who will guide the individual(s) towards sources of relevant assistance in the Network ( financial, marketing, human resources etc.) and other established sources, such as SBDC’s etc.

**Action Item 2.5** – The Discover Entrepreneurs Network will meet on a quarterly basis to hear a short presentation from an established and /or promising local entrepreneur and the schedule will allow ample time for discussion/interaction between members of the Network, both advisors and companies.

### **Action Strategy 3- Strengthen existing business outreach to maintain regular dialogue between existing business decision-makers and Manchester Enterprises.**

**Action Item 3.1-** Restructure the ongoing executive call program to include a team approach to conducting each call. Each call will be conducted with a representative of Manchester Enterprises participating in the visit and Manchester Enterprises volunteers will be assigned follow-up duties for each contact. Emphasis should be on maintaining regular contact and on identifying ways to increase the awareness with plant managers of community events and explore ways to get them more involved in the community. A brief follow up and retention/expansion plan of action should be prepared following each call and reviewed with the Manchester Enterprises Board. Confidentiality should be respected in discussing communications with existing businesses. (Include comments about DCED and Synchronist and calling on Chamber members)

**Action Item 3.2-**In cooperation with DCED, the Manchester Enterprises Existing Business Contact Team will receive training on the proposed goals and objectives of the visits. The focus of the visits will continue to be identifying the expansion and retention needs of each company. In addition, Manchester will integrate into each call, a brief review of marketing materials/strategies and content available on the web site. Each company should be offered a supply of marketing materials and an opportunity to provide leads and referrals in the future.

**Action Item 3.3-** Annually, a Manchester Business Retention and Expansion event should be held. The event should include a report to the business community on key issues identified in the visits and what actions are taking place to address each issue, feedback on other issues facing businesses in the future and recognition for contributions to the local economy.

### **Action Strategy 4- Develop and implement a continuous product improvement strategy focused on achieving comprehensive “Educational Excellence” in Manchester that will be evidenced by improving K-12 academic performance, increasing the post-secondary education presence in the Manchester area thus assuring a quality workforce in the future.**

**Action Item 4.1-** Manchester Enterprises, in cooperation with the Manchester Chamber, should establish a permanent Education Excellence Task Force that will be responsible for working in cooperation with school district officials to prepare an Annual K-12 Academic Performance Report Card and present a unified effort for improvement. The Task Force will develop public information campaigns to generate support for needed improvements.

**Action Item 4.2-** The Task Force should develop a Vision Plan for Post-Secondary Education in the Manchester Area. The Vision should include relationships with Private Colleges, Community Colleges

and ongoing relationships between high schools and the Community College. The Task Force will proactively take necessary steps to implement the Vision.

**Action Item 4.3-** Manchester, through a cooperative effort with Manchester Enterprises, the Chamber and DCED, should conduct an annual comprehensive, objective review of all significant issues that have impacted “missed opportunities” related to potential new business, expansions and retentions. Annually identify the top 3-5 areas of potential improvement, including, but not limited to, workforce, transportation, incentives, housing availability, local policies and land/buildings. Community Report Card Move to Action 5

### **Action Strategy 5- Create a focused effort to improve the visual attractiveness of the Manchester area through a community-wide beautification program that will enhance the ability to serve as a “destination” in Northeast Iowa.**

**Action Item 5.1-** The City of Manchester will update the City’s Comprehensive Plan and will prioritize “attention-generating” improvements to community “entryways”, with a **focus on Highway 20-visible areas, the Riverfront areas** and recreation area access corridors, including the development of a common visual design plan that reinforces brand identity. The City will work with Manchester Enterprises and the Chamber to form an advisory Task Force to review and formulate new ideas.

**Action Item 5.2-** Review City policies that impact community attractiveness issues and vacant properties. Support changes to policies that will provide incentives to property owners.

**Action Item 5.3-** Implement a local public relations program that features successes achieved with the beautification program such as improved visual attractiveness, innovative approaches and citizen cooperation.

### **Action Strategy 6- Manchester should create the **Good to Great Coordinating Committee** with an organizational structure that will establish the broad accountability that will successfully implement the strategy.**

**Action Item 6.1-** Identify the organizations, currently involved, including, but not limited to, Manchester Enterprises, Manchester Chamber, City of Manchester and DCED, that are integral to address strategies and actions. These organizations will serve as the founding partners and form the collaborative structure. These partners will sign a memorandum of understanding that will include, but not be limited to, assignment of responsibilities and the resources each organization is willing to commit.

**Action Item 6.2-** **The Good to Great Coordinating Committee** will provide leadership towards the creation of a Leadership Development and Action Program that will target all segments of potential leaders, including K-12 students and young professionals, that will seek to develop new leaders and identify avenues for involvement of those participating.

## The Manchester Good to Great Scorecard

Measurements	Results
Net new growth in business establishments	
Net growth in local employment	
2009-2012 stable/increasing population (no decline)	
2020 population will exceed current population level of 4,996 (2006 Census estimate)	
Improved overall community attractiveness as compared to selected surrounding communities	
Increased positive image of the community	
Increasing retail sales	
Annual increasing participation in Leadership program	
Double the local school district rank in Iowa of Iowa Basic Skills Test scores	
Increased and growing presence of post-secondary education facilities	

**PROPOSED BUDGET/TIMELINE/RESPONSIBILITIES**

<b>1<sup>ST</sup> QUARTER ACTION ITEM</b>	<b>YEAR ONE BUDGET</b>	<b>YEAR TWO BUDGET</b>	<b>RESPONSIBLE ORGANIZATION</b>	<b>DATE COMPLETED</b>
1.1 Manchester Marketing Coalition	\$2,500	\$0		
1.4 Marketing Materials	\$3,000	\$3,000		
2.1 Coop Agreements	\$20,000	\$20,000		
4.1 Academic Report Card Task Force	\$2,000	\$1,000		
6.1 MOU	\$1,000	\$0		
<b>2<sup>ND</sup> QUARTER ACTION ITEM</b>	<b>Year One Budget</b>	<b>Year Two Budget</b>		
1.2 First Stop Website	\$12,000	\$2,000		
2.2 "Top 100" List	\$0	\$0		
2.4 Discover Entrepreneurs Network	\$1,500	\$1,500		
3.1 Synchronist calls	\$0	\$0		
3.2 Exist. Bus. Marketing materials	\$1,000	\$1,000		
5.3 Beautification PR	\$1,000	\$1,000		

<b>3<sup>rd</sup> QUARTER</b>	<b>Year One Budget</b>	<b>Year Two Budget</b>		<b>Date Completed</b>
<b>ACTION ITEM</b>				
2.3 Direct Mail Campaign	\$1500	\$1500		
4.1 Academic Report Card	\$0	\$0		
5.1 Comp Plan	\$5,000	\$3,000		
6.2 Leadership Program	\$2,000	\$1,000		
<b>4<sup>th</sup> QUARTER</b>				
3.3 Existing Bus. Event	\$1,000	\$1,000		
4.1 Acad. Report Card Public Info	\$0	\$0		
5.4 Missed Opportunities	\$0	\$0		
<b>ONGOING</b>				
1.3 Brand Identity	\$1000	\$1000		
5.2 Community Attractiveness Policies	\$0	\$0		
<b>Total</b>	<b>\$54,500</b>	<b>\$37,000</b>		

## APPENDIX

The following was information presented to the planning committee so they could make informed decisions.

People & Income Overview (By Place of Residence)	Value	Rank in State	Industry Overview (2007) (By Place of Work)	Value	Rank in State
Population (2007)	17459	42	Covered Employment	6,288	48
Growth (%) since 1990	-3.2%	52	Avg. wage per job	\$30,259	44
Households (2000)	6834	45	Manufacturing - % all jobs in County	22.5%	30
Labor Force (persons) (2007)	10777	36	Avg. wage per job	\$43,488	23
Unemployment Rate (2007)	3.7	62	Transportation & Warehousing - % all jobs in County	.6%	89
Per Capita Personal Income (2006)	\$31,163	44	Avg. wage per job	\$37,772	45
Median Household Income (2005)	\$43,658	29	Health Care, Social Assist. - % all jobs in County	0%	51
Poverty Rate (2005)	9.0	71	Avg. wage per job	\$41,325	51
H.S. Diploma or More - % of Adults 25+ (2000)	85.1	46	Finance and Insurance - % all jobs in County	3.0%	46
Bachelor's Deg. Or More - % of Adults 25+ (2000)	13.0	71	Avg. wage per job	\$35,322	69

# POPULATION TRENDS

	Population level and change			Change	% Change
	<u>2007</u>	<u>2006</u>	<u>2000</u>	<u>2000-2007</u>	<u>2000-2007</u>
• Manchester	4,996	5,030	5,424	-428	-7.9%
• Delaware County	17,848	17,938	18,482	-634	-3.4%
• State of Iowa	2,982,085	2,965,524	2,869,413	112,672	3.9%

## Population distribution

2000 Census	Under 18	18-34	35-64	65 and up
• Manchester	26.4%	20.1%	33.5%	20.0%
• Delaware County	29.0%	18.0%	38.0%	15.0%
• State of Iowa	25.0%	22.5%	37.5%	14.9%

Iowa State University Retail Trade Analysis Program

The following information was provided by Delaware County Economic Development Corporation. It is important to see recent past successes and losses. These help determine the strengths and weaknesses of the community.

### **Highlights for Manchester:**

- Henderson Manufacturing leases the former ITW 32, 000 sq. ft. building for the Henderson Truck Equipment division from Manchester Enterprises. Total employment =238
- Bradco, McMillen and the Major leases the former Pearless Chain Building, 30,000 sq. ft. expanding their operations into Manchester. The main headquarters is located in Delhi. Manchester employment=21
- Laddawn Manufacturing purchased the former Tredegar building in the industrial park. In 2008 they completed a 30,000 sq. ft addition to the current facility. 31 new hires.
- XL Specialized Trailers, 68,000 sq ft. expansion to their current facility in Manchester. 42 new hires. Manchester employment = 138
- Henderson Manufacturing, 60 sq. ft. expansion to their current facility. 15-20 new hires
- Lextron Animal Health, conducting a 28,000 sq. ft. expansion to their current facility. In addition to the expansion the City of Manchester received a RISE grant to assist in a new street development to aid in the traffic flow and future development in west end. Total employment= 65
- All Energy Inc. announced they will be building a 100 million gallon ethanol facility on the east end of Manchester. 50 new hires
- Don & Walt purchased the old Schultz's store that sat empty for approx. 20 years. Total employment= 16
- A current manufacturing facility is still waiting to hear from headquarters if the Manchester facility will add an additional production line. This line will add 100 new hires to the facility. The state of Kansas is the other possibility. The City of Manchester, Iowa Workforce Development, IDED and I have met with the industry several times to work on the labor and expansion possibility. Manchester employment = 370
- West Delaware Schools expansions- Auditorium, Class rooms at the High School. Elementary: expansion of class rooms, lunch room/kitchen. Total employment = 260
- Regional Medical Center- expansion projects on going. Total employment = 280
- Manchester Family Dental- expansion with new two dentists
- Three Rivers FS new facility
- Main Street Market- new grocery store – 5 ft, 15 pt
- Hauser's Water Conditioning- 2 acres, 20,000 sq ft.
- Bard Concrete relocating to the industrial park- retention of \_\_\_\_\_
- Farm Credit Service Building, new facility on the west end of Manchester.
- Jym's Fitness Center- east end
- Georgen Auto – remodeled existing facility- with Downtown Incentive Program
- Palmer Hardware –10,000 sq ft expansion with the Downtown Incentive Program
- RJ Ender-Downtown Incentive Program
- Apple Travel- Downtown Incentive Program
- Kwik Star- Spring Construction of 2009

- Community Center Childcare- developed, merging 2 existing childcare facilities into one. AM/PM program developed at West Delaware.

#### **Losses for Manchester:**

- AKG of America chose South Dakota over Manchester, Iowa for their Midwest facility. State of South Dakota tax structure was the reason they went there.
- L&M Radiator chose Independence, Iowa over Manchester. They were looking for a current industry to build a certain component of their product line. Henderson Manufacturing met with the company during one of the site visits and we were not invited in to that meeting between the 2 companies.
- ITW-Magnaflux: at the end of the 10 year Tax Abatement of the City of Manchester incentive they left Manchester to go to DeWitt.
- Sedgwick Claims Management Services chose Dubuque over Manchester. I personally feel that we did not have the right infrastructure for the company as this is an insurance claims company.
- We have had several site visits from companies that I have no idea who they were but there first names and where they landed I have no idea.
- Kann Fab- company decided not to rebuild after a fire.
- Econo Foods: All stores were closed in Iowa.
- Taco John's:
- NICC Center:
- Super Walmart: Decided not to build this year



2009/Quarter	Action Items
2 <sup>nd</sup> Qtr-Ongoing	<p data-bbox="630 268 1049 296">Develop an RFP for a web designer</p> <p data-bbox="488 390 1443 747"><b>Action Item 1.3</b> – Establish a community-wide effort to gain the support, cooperation and active involvement of organizations dedicated to community improvement to integrate the brand identity into all forms of communication and printed/online materials. Support the effort by providing a branding/marketing template packet and offer the support from the Marketing Coalition to provide advice on integrating the Manchester message. Establish an ongoing media relations program to provide regular updates to target media sources, locally, regionally and statewide, on positive events occurring in Manchester. Post these updates on the new Manchester web site.</p> <p data-bbox="488 785 602 812"><b>Activities</b></p> <ul data-bbox="540 850 1435 1058" style="list-style-type: none"> <li data-bbox="540 850 1338 877">❖ Identify a professional marketing firm to develop the materials.</li> <li data-bbox="540 919 1435 989">❖ Develop and distribute packet to community “partners” ie civic groups, hospital, employers</li> <li data-bbox="540 1031 886 1058">❖ Media Relations-Ongoing</li> </ul> <p data-bbox="488 1096 1422 1247"><b>Action item 1.4</b> – On an ongoing basis, the Manchester Marketing Coalition should identify and develop marketing materials that will support the business growth sales efforts. The goal will be to develop at least one new or updated promotional piece annually.</p> <p data-bbox="488 1285 602 1312"><b>Activities</b></p> <ul data-bbox="540 1350 932 1377" style="list-style-type: none"> <li data-bbox="540 1350 932 1377">❖ Develop Marketing Materials</li> </ul>

**Action Strategy 2 – Establish the Manchester Area Business and Entrepreneurial Growth Initiative (MGI) that will implement a targeted, proactive effort to support and attract new business and company start-ups.**

Year/Quarter	Action Items
1 <sup>st</sup> Qtr	<p><b>Action Item 2.1</b> – Manchester Enterprises should establish cooperative agreements with Delaware County Economic Development (DCED) and the Manchester Chamber to provide assistance to implement the program. The agreement should include, but not be limited to, marketing support services, lead-handling, sales/marketing representation, general program support and the financial support required to support the Growth Initiative activities. Manchester Enterprises, the Manchester Chamber and DCED should also discuss ways to leverage the DCED/County’s involvement in the two (2) regional marketing partnerships (NEIBZ and PEI) and integrate those into the cooperative agreement. Hold a joint meeting with Supervisors, DCED Board, Manchester Enterprises and City of Manchester.</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>❖ Develop cooperative agreement and commit financial resources to support</li> <li>❖ Review NEIBZ and PEI marketing plans and goals</li> </ul>
2 <sup>nd</sup> Qtr	<p><b>Action Item 2.2</b> – The MGI new business attraction effort will focus on a “Top 100” Prospect list for regular, proactive contact and communication. The Top 100 companies will include firms in the manufacturing, logistics/distribution and retail business segments. The identification of the initial Top 100 firms will be done in consultation with the Marketing Coalition, DCED, utility economic developers, and other internal and external resource sources. As referrals and other leads are identified, the Top100 target list will be expanded. The ongoing focus will be to carefully maintain a manageable, high quality target list.</p> <p><b>Activities</b></p> <p>Development of Top prospect list</p> <ul style="list-style-type: none"> <li>❖ Need to purchase a contact management system such as ACT! in order to keep the list organized</li> </ul>

Year/Quarter	Action Items
3 <sup>rd</sup> & 4 <sup>th</sup> Qtr	<p><b>Action Item 2.3</b> – Maintain regular communication with the Top 100 through a combination of direct mail and direct contacts. The initial direct mail campaign should be focused on unveiling the new Manchester web site, theme line and logo. At least two direct mail and/or direct call contacts should be made with each company annually. The campaign should be coordinated with direct marketing efforts being conducted by the regional marketing partnerships. Direct sales calls could be coordinated with regional, State or utility trade show and sales trips. All communications should include an invitation to visit Manchester for a customized, hosted tour and information session.</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>❖ Two direct Mail campaigns as mentioned above. A professional firm should assist with the development</li> </ul>
2 <sup>nd</sup> Qtr - Ongoing	<p><b>Action Item 2.4</b> – To cultivate, support and grow an entrepreneurial economy in Manchester, proactive steps need to be taken to continue and build upon a “pipeline” of emerging companies capable of positively impacting the local economy. The Discover Entrepreneurs Network in Manchester should be established by Manchester Enterprises to find and/or encourage individuals, and young companies, who have the willingness and potential to start a viable new company. The “Network” will also include local volunteers/experts who are willing to provide initial guidance to young companies. As entrepreneurs are identified and enter the “Network”, Manchester will identify an advisor, who will guide the individual(s) towards sources of relevant assistance in the Network (financial, marketing, human resources etc.) and other established sources, such as SBDC’s etc.</p> <p>The Discover Entrepreneurs Network will meet on a quarterly basis to hear a short presentation from an established and /or promising local entrepreneur and the schedule will allow ample time for discussion/interaction between members of the Network, both advisors and companies.</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>❖ Identify entrepreneurs and those that want to own their own business</li> <li>❖ Identify business owners interested in being Advisors</li> <li>❖ Set dates for quarterly meetings</li> </ul>



**Action Strategy 4- Develop and implement a continuous product improvement strategy focused on achieving comprehensive “Educational Excellence” in Manchester that will be evidenced by improving K-12 academic performance, increasing the post-secondary education presence in the Manchester area thus assuring a quality workforce in the future..**

Year/Quarter	Key Tactics
<p>1<sup>st</sup> Qtr</p> <p>1<sup>st</sup> Qtr</p> <p>3<sup>rd</sup> Qtr</p> <p>4<sup>th</sup> Qtr -Ongoing</p>	<p><b>Action Item 4.1-</b> Manchester Enterprises, in cooperation with the Manchester Chamber, should establish a permanent Education Excellence Task Force that will be responsible for working in cooperation with school district officials to prepare an Annual K-12 Academic Performance Report Card and present a unified effort for improvement. The Task Force will develop public information campaigns to generate support for needed improvements.</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>❖ Discuss this with school district first</li> <li>❖ Establish the Task Force</li> <li>❖ Prepare Report Card</li> <li>❖ Public Information campaign</li> </ul>
<p>1<sup>st</sup> Qtr</p>	<p><b>Action Item 4.2-</b> The Task Force should develop a Vision Plan for Post-Secondary Education in the Manchester Area. The Vision should include relationships with Private Colleges, Community Colleges and ongoing relationships between high schools and the Community College. The Task Force will proactively take necessary steps to implement the Vision.</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>❖ Develop-distribute Post-Sec. Vision Plan</li> </ul>

**Action Strategy 5- Create a focused effort to improve the visual attractiveness of the Manchester area through a community-wide beautification program that will enhance the ability to serve as a “destination” in Northeast Iowa.**

Year/Quarter	Key Tactics
<p>2<sup>nd</sup> Qtr</p> <p>3<sup>rd</sup> Qtr</p> <p>Ongoing</p>	<p><b>Action Item 5.1-</b> The City of Manchester will update the City’s Comprehensive Plan and will prioritize “attention-generating” improvements to community “entryways”, with a <b>focus on Highway 20-visible areas, the Riverfront areas</b> and recreation area access corridors, including the development of a common visual design plan that reinforces brand identity. The City will work with Manchester Enterprises and the Chamber to form an advisory Task Force to review and formulate new ideas.</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>❖ Begin process to update Comp plan and form Task Force</li> <li>❖ Develop common visual design</li> </ul> <p><b>Action Item 5.2-</b> Review City policies that impact community attractiveness issues and vacant properties. Support changes to policies that will provide incentives to property owners.</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>❖ Review by City</li> </ul>
<p>2<sup>nd</sup> Qtr - Ongoing</p> <p>4<sup>th</sup> Qtr</p>	<p><b>Action Item 5.3-</b> Implement a local public relations program that features successes achieved with the beautification program such as improved visual attractiveness, innovative approaches and citizen cooperation.</p> <p><b>Activities</b></p> <p>Local PR effort begins</p> <p><b>Action Item 5.4-</b> Manchester, through a cooperative effort with Manchester Enterprises, the Chamber and DCED, should conduct an annual comprehensive, objective review of all significant issues that have impacted “missed opportunities” related to potential new business, expansions and retentions. Annually identify the top 3-5 areas of potential improvement, including, but not limited to, workforce, transportation, incentives, housing availability, local policies and land/buildings.</p> <p><b>Activities</b></p> <p>Missed Opportunities review</p>

**Action Strategy 6- Manchester should create the [Good to Great Coordinating Council](#) with an organizational structure that will establish the broad accountability that will successfully implement the strategy..**

Year/Quarter	Key Tactics
1st Qtr	<p><b>Action Item 6.1-</b> Identify the organizations, currently involved, including, but not limited to, Manchester Enterprises, Manchester Chamber, City of Manchester and DCED, that are integral to address strategies and actions. These organizations will serve as the founding partners and form the collaborative structure. These partners will sign a memorandum of understanding that will include, but not be limited to, assignment of responsibilities and the resources each organization is willing to commit.</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>❖ Form the Council and develop the Memorandum of Understanding</li> </ul> <p><b>Action Item 6.2-</b> The <a href="#">Good to Great Coordinating Council</a> will provide leadership towards the creation of a Leadership Development and Action Program that will target all segments of potential leaders, including K-12 students and young professionals, that will seek to develop new leaders and identify avenues for involvement of those participating.</p> <p><b>Activities</b></p>
3 <sup>rd</sup> Qtr	<ul style="list-style-type: none"> <li>❖ Create and begin the program</li> </ul>