



# City of Andover

## Strategic Plan

December 2021



WICHITA STATE  
UNIVERSITY

PUBLIC POLICY AND  
MANAGEMENT CENTER

### Public Policy & Management Center

Wichita State University

Lisa Dodson, Research & Program Evaluation Manager

Paula Downs, Talent Initiatives Manager

Abigail Hammack, Strategic Communications Manager

Zoe Sisco, Graduate Research Assistant

# Contents

---

- About the PPMC ..... 3
- Acknowledgements ..... 3
- Disclaimer ..... 3
- Mission & Vision ..... 4
- Executive Summary ..... 5
- Strategic Plan..... 7
  - Sports & Parks ..... 7
  - Economic Development & Quality of Life ..... 8
  - Communications & Marketing ..... 9
  - Community Engagement..... 10
- Stakeholder Engagement..... 11
- Community Input ..... 18
- Influencing Factors Report ..... 21
- Appendix A: Stakeholder Engagement Raw Data ..... 29
- Appendix B: Community Input Raw Data ..... 39
- Appendix C: Influencing Factors References ..... 41

## *About the PPMC*

---

The PPMC at Wichita State University works to enhance the quality of public service by assisting public officials, nonprofits, and community organizations to meet the challenges of governance and improve service delivery. The mission of the PPMC is to enhance excellence in public service through integrated instruction, research, and community service. The PPMC believes that every community and organization is unique and, as such, is dedicated to understanding the needs and nuances of each. The PPMC is a nonprofit organization driven by the mission of public service and is committed to a quality product that serves the needs of each organization and community.

## *Acknowledgements*

---

The PPMC would like to thank City of Andover Mayor Ronnie Price, City Council President Troy Tabor, and City Council members Tim Berry, Shelby Carselowey, Dr. Joseph Forred, Michael “Homer” Henry, and Mike Warrington, and additional steering committee members Randy Brillhart, Jeff Masterson, and Jennifer Seymour. The PPMC would also like to thank focus group and interview participants who provided feedback for this Strategic Plan, as well as the citizens of the City of Andover and those who provided input to the plan during Greater Andover Days.

## *Disclaimer*

---

This study was conducted by the Public Policy and Management Center (PPMC) at Wichita State University (WSU). The PPMC is an independent research body unaffiliated with the City of Andover. This report was prepared by the research team. It represents the findings, views, opinions, and conclusions of the research team alone. The report does not express the official or unofficial policy of WSU.





## *Mission & Vision*

---

The PPMC helped the City of Andover craft new mission and vision statements that better reflected the organization. In addition, values were identified to reflect the lens in which the city will use to make future decisions. This information was influenced by the stakeholder engagement process and created with the steering committee.

### *Mission Statement:*

*The City of Andover will deliver excellent and dependable public services while building trusting relationships through collaboration, engagement, and innovation.*

### *Vision Statement:*

*The City of Andover will be an authentic, vibrant community providing economic opportunities and thriving destinations to live, work, learn, and play.*

### *Values:*

- Growth
- Engagement
- Sustainability
- Future-Focused
- Potential
- Quality of Life



## *Executive Summary*

---

The purpose of this plan is to create a roadmap for the City of Andover to guide future policy priorities and decisions. The plan addresses four critical topic areas: sports and parks; economic development and quality of life; communications and marketing; and community engagement. The plan will help guide the city's financial decisions, resource allocation and project priorities moving forward. The planning effort was enhanced through citizen participation in the development of goals, objectives, and strategies. The process was inclusive and resulted in developing mission and vision statements, values, and goals and strategies to advance that vision.

The plan was informed through the influencing factors analysis and citizen and inter-organizational participation. The engagement process identified a planning steering committee consisting of representatives from business, the school district, Butler County government, and the Andover City Council who provided perspectives and ideas to guide the planning process. Information gathering for the plan included conducting four focus groups, six interviews with key community stakeholders, and intercept interviews during Greater Andover Days. The purpose of this process was to gain valuable feedback regarding assets, challenges, and opportunities to help equitably guide the City's strategic planning process. The steering committee and stakeholders provided insight on the best qualities of the city, challenges facing the community, future trends to

address, and how they would like to see Andover in the future. Several primary themes emerged during the stakeholder engagement:

1. Desire for commercial growth while maintaining small-town feel
2. Need for affordable and diverse residential development
3. Increased opportunities for outdoor & green space including 13<sup>th</sup> Street Sports Park and increasing sport options and activities for residents of all ages
4. Andover public schools continue to be a community priority
5. Identify ways to attract and retain residents
6. Lack of tax revenue from City of Wichita Residents who attend Andover Schools
7. Utilize diversity and inclusion in city decision making

Through engagement and strategic visioning, the City of Andover's Strategic Plan provides prioritized strategies that will guide the community over the next 5 years. The plan provides insights on key ideas to move the community forward and continue to enhance assets and make the city "*an authentic, vibrant community providing economic opportunities and thriving destinations to live, work, learn, and play.*"







## *Strategic Plan*

---

### **Sports & Parks**

**Goal:** Offer vibrant public spaces to attract and engage the community through sports, events, and activities.

#### **Objectives:**

- 
Implement the Andover Parks and Recreation Playbook 2030.
- 
Increase attendance at Capitol Federal Amphitheater® events.

Strategies:	Ownership:	Timeline:
Build partnerships with local venues to increase number/quality of events at Capitol Federal Amphitheater®	Director of Events	Year 1
Identify offerings to expand use of Capitol Federal Amphitheater®	Director of Events	Year 2
Explore the implementation of a Recreation Commission.	City Administrator	Year 4

*Refer to other strategies included in Andover Parks and Recreation Playbook 2030.*

## Economic Development & Quality of Life

**Goal:** Attract, retain, and grow thriving people and companies in the City of Andover.

### **Objectives:**

- Increase development activity in identified corridors and infill areas.
- Timely completion of The Heritage development phases.
- Keep mill levy rate among the lowest in the Greater Wichita metro area.
- Maintain/Monitor current City service levels as the city grows.

*(Identified corridors include Yorktown; Andover Road; US-54; 21<sup>st</sup> St.)*



<b>Strategies:</b>	<b>Ownership:</b>	<b>Timeline:</b>
Explore land annexation options	Director of Community Development	Year 1
Develop comprehensive performance measurement program	Assistant City Administrator	Year 1
Explore business licensing requirement(s)	City Clerk	Year 2
Review current economic development policies	Assistant City Administrator	Year 2
Explore land purchasing options to promote industrial and manufacturing development.	Director of Community Development	Year 2
Explore new economic development incentives with special attention to entertainment, retail, and restaurants.	Assistant City Administrator	Year 3
Collaborate with partners to develop a mentor program for entrepreneurship	City Administrator	Year 5



## **Communications & Marketing**

**Goal:** Promote the City of Andover to inform, attract, and retain people and business.

### **Objectives:**

-  Increase social media presence and reach across multiple platforms.
-  Increase marketing efforts for City amenities and businesses.

<b>Strategies:</b>	<b>Ownership:</b>	<b>Timeline:</b>
Hire Public Information Officer to execute communications strategies.	Director of Human Resources	Year 1
Develop a Comprehensive Strategic Communications Plan aimed at citizen education, economic development, event marketing, and generally telling the story of the city	Public Information Officer	Year 2
Explore the creation, promotion and/or coordination of a community calendar with other key organizations	Public Information Officer	Year 4
Explore the addition or improvement of City signage (Wayfinding or otherwise)	Public Information Officer & Director of Public Works & Utilities	Years 1 - 5

## Community Engagement

**Goal:** Create a strong sense of community for all people in the City of Andover through education and engagement.

### **Objectives:**

- Increase connectivity between the North and South areas of the City.
- •Increase inclusion and diversity elements in the City.
- Increase type of community event opportunities.

<b>Strategies:</b>	<b>Ownership:</b>	<b>Timeline:</b>
Develop a plan to enhance youth leadership in the community	City Administrator	Year 2
Expand community events	Director of Events	Year 2
Explore the implementation of a “Citizen Academy” Program.	Assistant City Administrator	Year 3
Explore partnerships with cultural organization and interest groups to create inclusive community events	Director of Events	Year 3
Partner with local organizations to organize volunteer events (City-wide clean up, Friends of the Parks, etc.)	Director of Public Works & Utilities	Year 3
Annually review and update recruiting plan to promote and attract more diverse police department employees	Chief of Police	Years 1 - 5
Execute the pedestrian wayfinding master plan	Director of Public Works & Utilities & Public Information Officer	Years 1 - 5



## *Stakeholder Engagement*

---

The PPMC conducted focus groups and interviews to obtain community input to help guide the City of Andover strategic plan. The PPMC conducted four focus groups with a diverse mix of Andover citizens and six interviews with key community stakeholders throughout May and June of 2021. The purpose of this process is to gain valuable feedback regarding assets, challenges, and opportunities to help equitably guide the City’s strategic planning process.

### **Primary Stakeholder Engagement Themes**

Several primary themes emerged during the stakeholder engagement portion of the strategic planning process. These themes were mentioned with the most frequency, among the most stakeholders.

- ❖ **Commercial Growth:** Stakeholders in the City want commercial growth – primarily restaurants and destination places. However, most of them also mentioned how they appreciate the small-town feel of the City of Andover and want local, small businesses to be supported so they can continue to thrive. Several mentioned the “look” of many shopping areas and the need for cosmetic

improvements. Many also mentioned the lack of a downtown and the desire to create something similar that would have a “downtown feel.”

- ❖ **Residential Development:** According to stakeholders, residential development is doing very well, and it is something the City is known for. There are many beautiful housing options for Andover residents, primarily single-family homes. There were several mentions of the need for more affordable and diverse housing options.
- ❖ **Outdoor & Green Space:** Stakeholders appreciate parks and recreation opportunities in the City and the parks are generally well-kept. Several expressed that Central Park is underutilized but recognized their views could be swayed due to the prior year being so greatly affected by the COVID-19 pandemic. Stakeholders also want more from the 13<sup>th</sup> Street Sports Park. They also mentioned the need for a recreation commission, sports tournaments, and more robust activities for residents of all ages. Several stakeholders also mentioned the lack of walkability that spans the City, particularly sidewalks between neighborhoods.
- ❖ **Andover Public Schools:** The Public Schools in Andover are very highly regarded among stakeholders. This is seen as one of the greatest assets in the City. Stakeholders also agree that schools should continue to be a priority for the community.
- ❖ **Attracting and Retaining New Residents:** Stakeholders are considering the consequences of losing residents, much like the rest of the world. Several stakeholders were specifically worried about keeping youth and young professionals in the City and cited issues such as schools and commercial growth as ways to try and keep them. Several also mentioned the “boomerang model” of accepting that young professionals may leave the City but come back when they are ready to “settle down” or raise children.



- ❖ **Taxes:** Several stakeholders mentioned the lack of tax revenue generated from City of Wichita residents whose students attend City of Andover schools. Some also said that the taxes in Andover are too high (both property and commercial property) compared to those in Wichita.
  
- ❖ **Diversity & Inclusion:** Several stakeholders called for improved diversity of input into City decisions. According to stakeholders, the community also lacks diversity and feels divided based on both income and physical location (north vs. south of Kellogg). Several also mentioned the high cost of housing and lack of diverse housing options contributes to the challenges of inclusion.

### **Interview Data Summary**

1. When you think about the broader Andover community, what do you think is going well? What is the City of Andover's Role, if any, in supporting that success?

- Room to Grow
- Residential Development
- Public Safety
- Andover Public Schools

2. What do you think are the biggest challenges facing Andover? What is the City of Andover's (government) role, if any, in addressing those issues?

- Getting Andover Citizens Excited About Growth
- Bringing in Business
- High Taxes
- Providing for Young Families
- Great Place to Raise a Family
- Diverse
- Clean
- Safe

3. What are the important future trends Andover must address?

- Outdoor Recreation Spaces
- Blight & Development (Residential & Commercial)
- North/South Division
- Diversity & Inclusion

4. How do you want to describe the Andover Community three years from now? What values will need to exist to meet that preferred future?

- A “Destination” Community
- Amenities for All Ages
- Better Restaurants
- Small-Town Feel with Big City Business

5. What barriers must be addressed to reach the preferred future for Andover?

- Getting New Business
- High Taxes

6. When you think about the City of Andover, who do you believe they serve?

- The Community
- Families
- Surrounding Towns

7. What values do you believe the Andover community should stand for?

- Strong Schools
- Safety
- Love for Neighbor and Community

8. What haven't we talked about today that needs to be considered for the community's future?

- Growth of 13<sup>th</sup> Street
- Park Expansions
- Transportation
- Real Estate Taxes

**Focus Group Data Summary**

1. Finish the Sentence: "Andover is a community that..."

- is growing gradually.
- lacks diversity.
- enjoys being Andover.
- is divided. (geographically, politically, schools)
- is growing but wants to keep a small-town feel.
- is visionary and vibrant.

2. What are the best assets or qualities about Andover?

- Safe, Quiet, Tight-Knit Neighborhoods
- Good Public Schools & Higher Education
- Location & Traffic
- Walking Trails, Greenspace, & Sports
- Welcoming
- Infrastructure & Medical Facilities

3. What are the concerns or challenges for the community?

- Location Near Wichita
- Neglect of Local Businesses & "Small Town Feel" vs. Growth
- Walkability & Infrastructure
- Lack of Commercial Development & Vacant Retail Space
- City Codes & Regulations
- High Real Estate Taxes

- Taxes are not being paid by Wichita residents whose children attend Andover schools
- Lack of Recreation Commission/Underutilized Parks & Recreation Opportunities

4. If things remain the same, what are things the community could potentially lose out on?

- Youth & Young Families
- New Restaurants/Businesses
- Additional Housing
- Local Business Development
- Downtown Area
- Traffic Flow Management

5. What stands out as critical issues that must be addressed?

- Supporting Education
- Commercial/Residential Growth
- Diversity
- Independence from Wichita
- High Taxes
- Expensive Rent/Housing

6. What stands in the way of addressing those issues? What barriers must be addressed?

- Change in Mindset
- Cost of Housing
- Lack of Diversity
- Stagnate Business Growth & Real Estate Limitations
- Andover Is Not a “Destination Place”



7. How would you like to describe Andover five years from now?

- Full of Parks
- Cohesive Vision
- Shopping/"Hang Out" Destination & Niche Business Development
- Development on the South Side
- "An integrated Andover."
- "I want to go there."

8. Other feedback?

- Elitist Mindset is Slowing Growth
- More Outdoor Activities are Needed
- Balance Growth with Small-Town Feel



## *Community Input*

---

### **Community Engagement**

As part of the strategic planning process, the PPMC attended Greater Andover Days on Saturday, October 5<sup>th</sup> for two hours, to engage with citizens around the strategic planning process. PPMC staff were on site at the vendor/food truck fair, the carnival, car show, at the entry point where attendance buttons were sold, and by the shuttle drop off site. As attendees entered the activities, PPMC staff asked if they lived in Andover and if they did, they were then asked, “What is the most important issue for Andover to address?” or “What would make Andover better?” Although some citizens did not want to participate, many shared their ideas. Below is a summary of responses, which reflected the goal areas developed by the Steering Committee.

### **Economic Development**

- Additional gas and grocery store options (i.e., Aldi, Braum’s) at preferred locations (i.e., Cornerstone, on 21<sup>st</sup> street, near downtown)
- Additional restaurants: breakfast place that’s not fast food, “mom and pop” places, “sit down” restaurants
- Additional fast food: Chick-fil-a, Chipotle, Food trucks
- Coffee Shops or Starbucks

- Additional retail: boutiques, small business, “mom and pop” shops over chains
- Lower mill levy/taxes
- *Want less*: banks, carwashes, chain businesses/food/restaurants, autobody shops, vacant gas station sites
- *Want growth*: downtown development, minority owned business, commercial growth, more support for businesses, more “destination” places in city

### Quality of Life

- Housing:
  - Clean out the old homes on Mike Street
  - Don't build more apartments
  - Need more rental housing options
  - Tiny home options
  - Relocate trailer community away from main street/gateway into Andover
- Infrastructure:
  - Power lines need to be moved underground
  - Control speeding in neighborhoods/add speed bumps
  - Fix potholes and cracks; repave roads/pave dirt roads
  - Andover Road: crosswalk at Kellogg; expansion- adding an additional lane for left-turns
  - No more LED (purple) lights
  - Sidewalks
  - K-96 on-ramp to Kellogg
  - Clean up litter and streets
- Access & Inclusion
  - LGBTQ+ events and opportunities
  - Don't close the parks for community events
  - Make community more welcoming to outsiders
  - Don't use churches for community functions
  - Open stadiums for residents to use
- Highlight/focus on schools, keep school class size small and involve parents
- Enforce ordinances

- Need more support from Middle School
- Additional Community Events (i.e., Andover days, Mini festivals)

### Community Engagement

- More family events, activities, places
- Diversity, equity and inclusion in the community and schools
- Engage with citizens more and seek out feedback
- Activities, events, and opportunities for kids of all ages (especially toddler age)
- Promote civic engagement, values, and culture
- Implement a Mayor's Youth Council
- Educate around human trafficking issues

### Parks and Recreation

- More sport options outside of school
- Build a waterpark, splashpad, or pool outside of the YMCA
- Add more parks
- Increase recreation classes and affordable summer activity options
- Provide space for community gardens
- Implement a "tree planting for a cause" program
- Provide outdoor meditation/yoga space
- Provide more dog friendly spaces
- Provide skate park space





## *Influencing Factors Report*

---

### **Purpose and Background**

The Public Policy & Management Center at Wichita State University compiled the following data to guide the development of a strategic plan for the City of Andover. This report aids decision makers and stakeholders in the City of Andover as the community considers its future.

### **Protocol**

Attention was given to the impact of several areas including demographics and finance. To assist in defining the impact of these areas, data was collected from a variety of sources including the federal government, local governments and organizations, and other research/data collection agencies.

### **Overview**

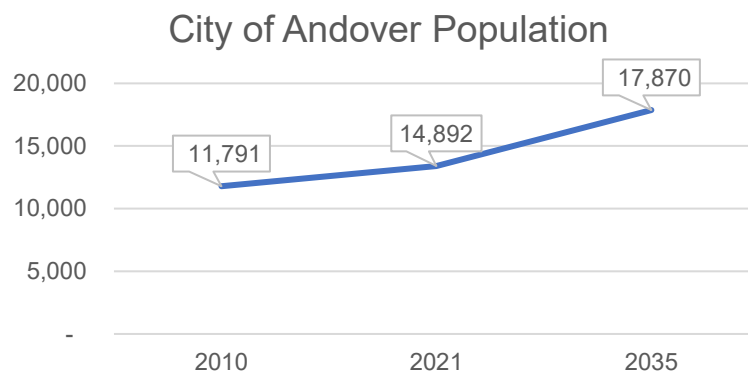
The City of Andover is located in Butler County in South Central Kansas. It borders the City of Wichita and is considered part of the Wichita Metropolitan Statistical Area. The Wichita MSA contains Sedgwick, Butler, Harvey, Kingman, and Sumner counties and is

the largest MSA in Kansas with an approximate population of 640,218 (Greater Wichita Partnership, n.d.).

## **Demographics and Labor Market Information**

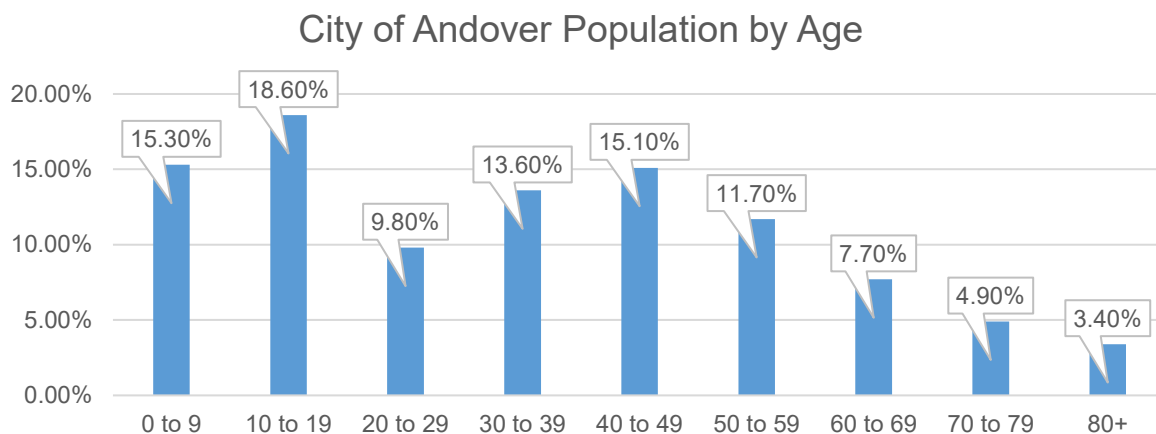
### **Population**

While population growth in Kansas is relatively slow, the City of Andover is one of the fastest growing cities in the state. The current population of Andover is 14,892 and is projected to reach 17,870 in 2035. In 2010, Andover's population was 11,791, indicating the growth rate from 2010 to 2035 (24 years) is predicted to be 51.6% or a little over 2% (2.14%) each year (United States Census Bureau, 2019; City of Andover, n.d.a).



### **Age**

The largest portion of the population in the City of Andover is aged 10-19 (18.60%). The second largest portion is those aged 0-9 (15.30%). An additional 37.50% of the population is 20-49. The remaining portion of the population is 50 years and older



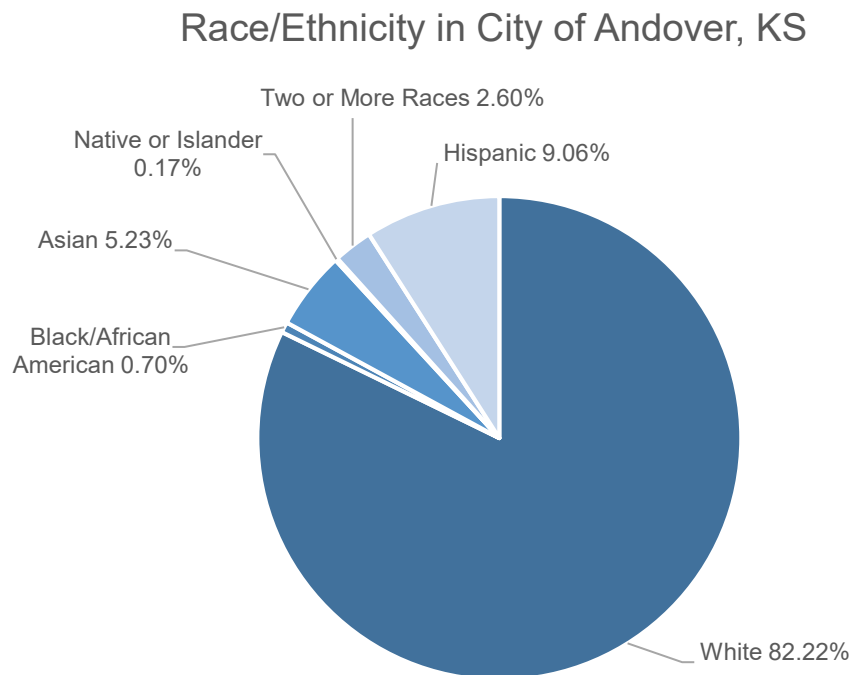
(27.7%) The median age in Andover is 34.8 (Greater Wichita Partnership, n.d.; U.S. Census Bureau, 2019).

### Gender

Overall, there is a near even split by gender for residents of the City of Andover with 51.20% female and 49.80% male (U.S. Census Bureau, 2019).

### Race, Ethnicity & Language

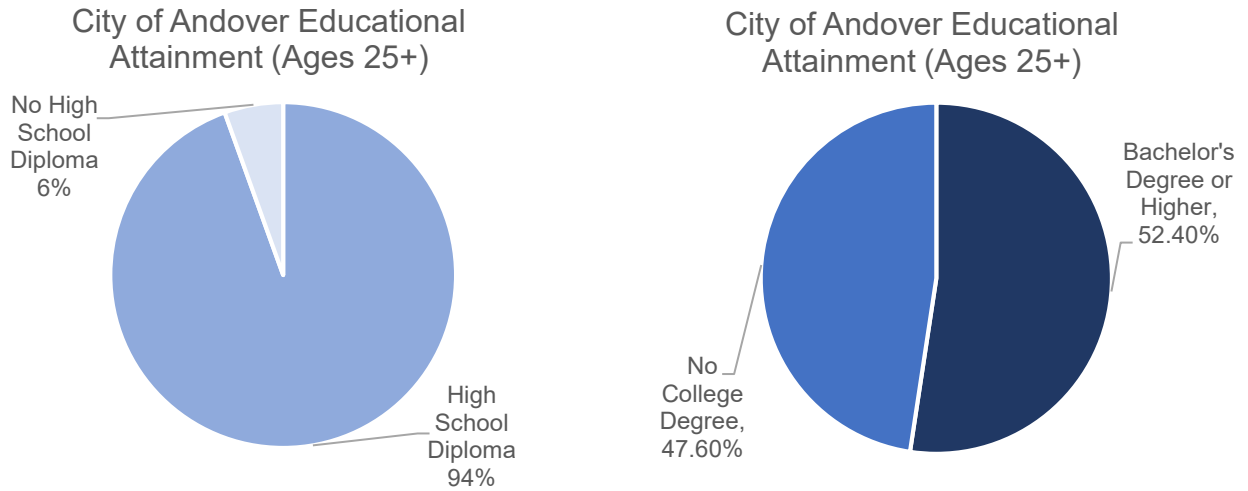
The majority of the population is White alone (82.22%). Almost 10% (9.06%) of the population is Hispanic or Latino. Smaller percentages are Asian (5.23%), Black/African American (0.70%), Native Islander (0.17%), or two or more races (2.60%) (U.S. Census Bureau, 2019).



The majority (89.30%) of the population in Andover speaks English at home, though almost 10% (9.7%) do speak another language at home.

**Educational Attainment, Income, & Poverty**

Nearly all (94.5%) of the residents of the City of Andover over 25 years of age are high school graduates. About half (52.4%) of the residents of the same age have a bachelor’s degree or higher.



The following table compares these rates for the City of Andover, Butler County, the City of Wichita, Sedgwick County, and the U.S. Average:

<b>Educational Attainment</b>	<b>City of Andover</b>	<b>Butler County</b>	<b>City of Wichita</b>	<b>Sedgwick County</b>	<b>United States</b>
High School Diploma	94.50%	92.50%	88.30%	89.60%	88.00%
Bachelor’s Degree	52.40%	29.80%	30.10%	30.90%	32.10%

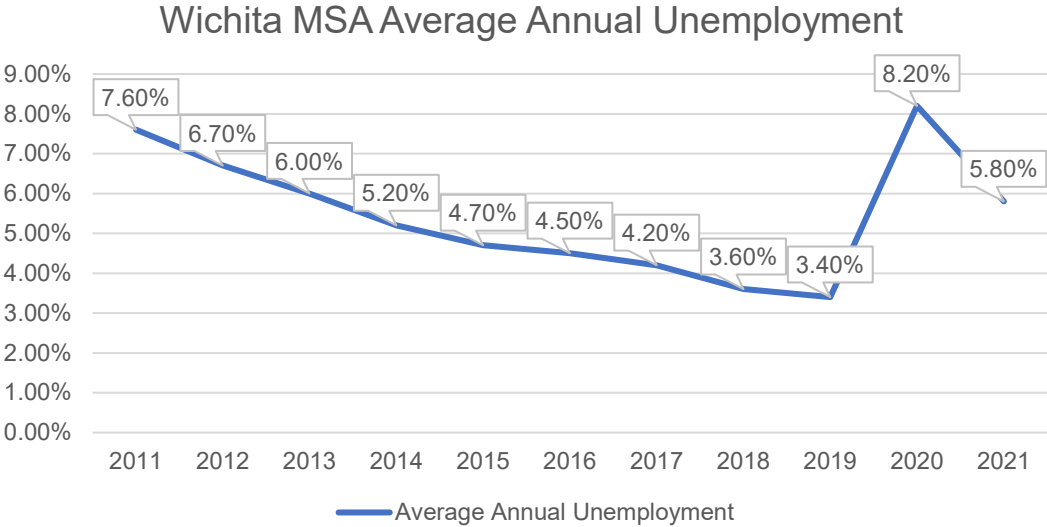
(United States Census Bureau, 2019b)

The median household income in Andover is \$89,302 while per capita income from 2015-2019 was \$37,436. A relatively low number of (6.60%) residents in Andover live in poverty.

**Labor Market & Employment**

About two-thirds (67.40%) of the population in the City of Andover is in the civilian labor force. The unemployment rate in Andover proper is 3.9%. As of March 2021, the unemployment rate in Butler County is 4.2%. The Wichita MSA has a higher rate of 5.3% while the overall rate in the State of Kansas is lower 3.7%. The following chart

shows the average annual unemployment rate for the Wichita MSA, which Andover is part of, over the past 10 years (U.S. Bureau of Labor Statistics, n.d.; U.S. Bureau of Labor Statistics, 2021).



The five largest employers in Andover include healthcare, education, and manufacturing. These are notable industries in Andover as well as the Wichita MSA.

Principal Employers	Employees
USD 385	576
Kansas Medical Center	256
Victoria Falls	142
Butler Community College	138
Vornado	124

(City of Andover, 2020).

**Housing**

There are a variety of housing options in Andover, but there has been a call for an increase in affordable housing options. The median gross rent is \$1,304. Additionally, almost three-fourths (74.30%) of homes are owner-occupied. The median home value of owner-occupied housing is \$201,000 (United States Census Bureau, 2019a). The median home value is high for the area; the median value of homes in the City of Wichita is \$133,400. Butler and Sedgwick County median values are \$148,600 and \$140,700 respectively (United States Census Bureau, 2019b).

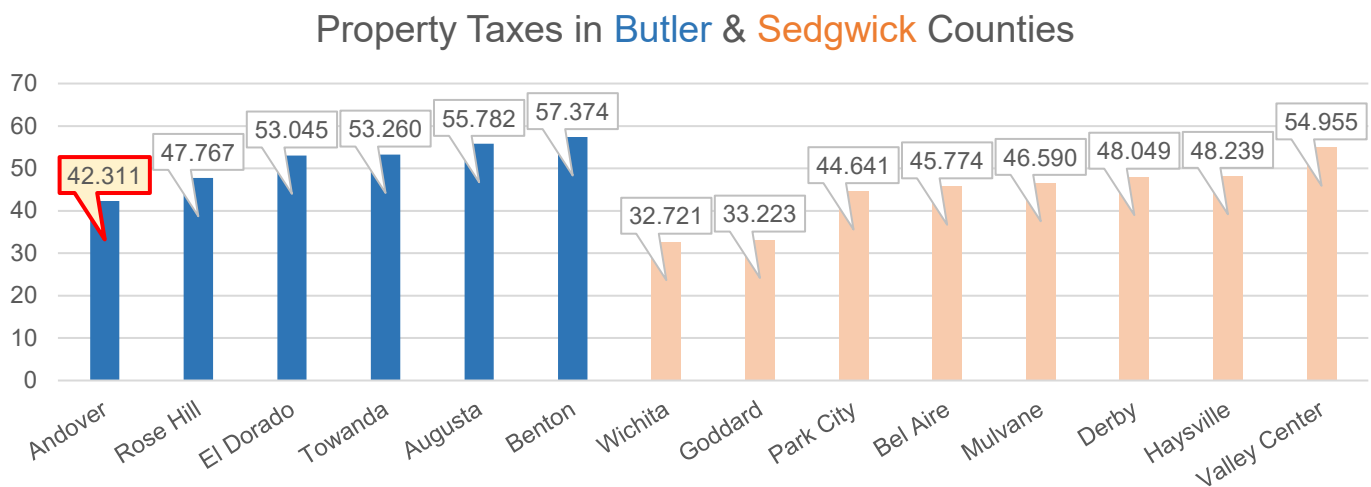
## COVID-19

Like the rest of the globe, the City of Andover has been affected by the COVID-19 pandemic. Property revenue delinquency at the end of 2020 was 5.18% compared to 2.73% in 2019. However, there was an additional \$100,000 of anticipated revenue compared to the projected collection for 2020. Alcohol tax and gas tax revenue both underperformed. Projects and expenditures in the 2021 Adopted Budget are conservative in response to the decrease in revenue.

## Municipal Finance & Taxes

### Property Tax & Revenues

Property tax revenues for the City of Andover reflect a 42.311 mill levy. With the additional state and county, college, and school levies, the total levy is 165.163. This is about the median mill levy rate, with the City of Wichita's being the lowest (116.788) and the City of Benton's being the highest (182.920). Andover has the lowest mill levy rate in Butler County. Wichita, Andover's neighbor to the West, has the lowest mill levy rate in Sedgwick County. The City of Andover's sales tax is 7.50%. This includes a 6.5% State of Kansas tax plus an additional 1.00% for City Street maintenance (City of Andover, 2021; City of Andover, n.d.b). A \$.01 sales tax will begin April 1, 2022 for eight years.



(City of Andover, 2021; Butler County, Kansas, 2020).



In the City of Andover, commercial property tax is assessed at 25% of a property's value. That means commercial property tax is about 2.9% of a property's value in Wichita (City of Wichita, n.d.; Greater Wichita Partnership, n.d.b; Weeks, 2020).

Business personal property tax in Butler and Sedgwick counties is assessed according to Article 11, Section 1 of the Kansas Constitution. The following percentages are multiplied by the appraised values of property to determine the tax:

- Mobile or manufactured homes (used for residential purposes): 11.5%
- Mineral leasehold interests: 25/30%
- Public utilities 33%
- Certain motor vehicles (other than tax-when-tagged motor vehicles): 30%
- Commercial & industrial machinery & equipment: 25%
- Other tangible personal property: 30%
- Watercraft: 5%

(Sedgwick County, n.d.)

The top five principal property taxpayers in Andover include:

<b>Principal Property Taxpayers</b>	<b>Valuation</b>
Founders' Real Estate LLC	\$3,746,768
Kansas Gas & Electric	\$2,716,669
Dillons Companies Inc	\$2,579,935
Flint Hills National Golf Club	\$1,735,163
Paul Properties II Family LP	\$1,458,985

(City of Andover, 2020).

The City of Andover's 2021 Adopted Budget includes \$23,108,229 in revenues. This reflects a 1.08% decrease from the 2020 expected revenues.

<b>City of Andover 2021 Revenues</b>	<b>Budgeted</b>	<b>% of Total</b>
Proprietary Funds	\$ 3,691,424.00	15.97%
Special Funds, Non-Property Tax Supported	\$ 5,328,690.00	23.06%
General Fund	\$ 6,921,599.00	29.95%
Other Property Tax Supported Funds	\$ 7,166,516.00	31.01%
<b>TOTAL</b>	<b>\$ 23,108,229.00</b>	<b>100.00%</b>

(City of Andover, 2020).

### Expenditures

The City of Andover's 2021 Adopted Budget includes \$27,583,986 of expenditures. This reflects a 1.58% reduction for the 2020 planned expenditures.

<b>City of Andover 2021 Expenditures</b>	<b>Budgeted</b>	<b>% of Total</b>
Proprietary Funds	\$ 3,742,951.00	13.57%
Special Funds, Non-Property Tax Supported	\$ 7,878,270.00	28.56%
General Fund	\$ 7,546,421.00	27.36%
Other Property Tax Supported Funds	\$ 8,416,344.00	30.51%
<b>TOTAL</b>	<b>\$ 27,583,986.00</b>	<b>100.00%</b>

(City of Andover, 2020).

Andover has a robust Capital Improvement Plan, which includes \$8,714,500 in capital expenditures for 2021. A few notable projects from the plan include:

- Lake George Pumphouse decorative stone wrap in Central Park
- A parks and recreation system master plan for 2022-2031
- Remodeling of the Lodge at Central Park
- Andover Road 10-foot bike and pedestrian pathway

(City of Andover, 2020).

## *Appendix A: Stakeholder Engagement Raw Data*

---

### **Focus Groups**

<b>Andover is a community that...</b>
Family
Growing Gradually
Proud of Community
Lacks Diversity
Divided (schools, Political, Geographically)
Old Infrastructure and Buildings
Vibrant, Energy, School District is Key
Andover recognized for Housing, Right on Sedgwick County Line
Appreciate can work in Wichita; Interconnected, benefit and detriment
Strengthen in different ways. Need own identity; Not just extension of Wichita
Heritage Project
N/S Route for Kellogg
Not just place to live, but to shop, eat out, stay
Government Visionary, Growth, Change. Need to break down barriers and create environment they want
Coalesce around leadership and Vision
Enjoys Being Andover
suburb of Wichita- Depends on ICT for a lot of things including infrastructure Growing, but want to keep a small-town feel
Connects with its community
Has Good Parks
<b>Best Assets/Qualities</b>
Schools
Hospital
Walking Trails
Greenspace
Education
Local Business
Public Library
Small, so it's easier to get involved and it's a tighter community
Central Park
Location; So close to Wichita
Traffic is Easy.
Past barriers with government; Steps to get business built

Businesses try to locate in Andover but have barriers that city had
More welcoming
Some businesses are frustrated; Balance between regulations and opportunities
Good Schools & Teachers
The Quietness of the Neighborhoods
Limited Chaos and well-known PD with Good Rapport Between Citizens and FD & PD
An Abundance of Schools and Medical Offices
Small Businesses
A good Bridge between Augusta/Rose Hill and Wichita
A Good Bridge OUT of Wichita
Better Experiences
DMV is Faster and Smoother
Growing but still small in size
Balance of Small-town vs. Availability of Amenities
The Center of Everything
<b>Concerns/Challenges</b>
Banks- Personal Feel
Can live, work and bank here
Small Town Feel
Businesses have options
Customers are families
Working with city as partner
Supporting each other
Park Assets
13th Street Park is Struggling
Central Park/Capitol Federal Amphitheater® should be used more
Economic gap
Neglect of Local Business
Push to industrialize
Relies on Wichita- Hesitant of independence
Walkability
Neighborhood sidewalks are dangerous and don't connect to other neighborhoods
Dark-Need more streetlights
Energy; Busting at the seams
Trying to find foothold
Housing and Culinary Program back to Andover
Can get anything needed in Andover
Support students at campus
Commuters and students need affordable housing and childcare.

More afford student housing
Childcare is full
Wichitans that go to Andover Schools but tax Base stays in Wichita
75% of Andover students are from Wichita
Chaos in Wichita flows into Andover,
Want to be part of the solution with crime
Andover is growing but built around an older area of town
Older infrastructure and streets
Growth of apartments are nice, but cost of rent is high and increasing
Bad when key employees PD or Andover residents that can't afford to live in Andover and have to live in Wichita
<b>If things remain the same in the City of Andover, what will happen?</b>
Youth will leave
Young Families will be attracted to the area
Growth of the community will be stifled
Local Businesses will struggle to grow
More Restaurants will be attracted to the area
There will be an increased need for traffic flow management
The divide between North and South Andover will continue to worsen
Zoning changes east of Medical Center
Lack of housing will cause challenges with attracting new residents
Can Andover Support a Downtown Area?
More Restaurants and business will be interested in doing businesses in Andover
<b>Critical Issues</b>
Taxes & High Rent
City Strict with Remodeling
More vacant commercial space
The owner of a big building doesn't live here
Want to lease it for taxes.
Not affordable for mom-and-pop shops
Landscape funding
Community known for the best school district
Support Education
Embrace new businesses
Grow and Thrive
Take advantage of Location
Have own identity
Not suburb of Wichita
Hard to Figure out
Values are welcoming; Positive; Innovative; Willing to partner

Need strategic partnerships
Reach other Directions
The diversity of the City is very challenged
Pockets of the City do not Embrace Diversity
People will not come to Andover if it does not become more diverse
Lack of embracement of Diversity
Education?
<b>How to Address Issues</b>
Change in Mindset
Chamber Business Growth
More Diverse Base of Businesses
Heritage development with diversity
If amount for lease doesn't change, hinders new businesses coming to town
stagnate business growth
need reasons to have to come to Andover
Good shopping, Unique business, music theater in park
Leverage schools with WSU and BCCC
Communicate to Youth and students
More youth input for City Leaders
Use space, eliminate run-down buildings
Andover Square looks bad
13th St. Sports Park
Population
Reliance on Wichita
Small Business Investment
Have to grow, but has to be thoughtfully planned growth
Dreamed of being an "integrated Andover"
Cost of Housing
Racism or Misunderstanding about Race
Lack of Education and willingness to embrace diversity
Unaffordable for businesses to operate in Andover
Money leaves Andover and Goes into Wichita
Out of state owners purchased trailer park and raised prices dramatically
it has driven many on the lower economic scale to wonder what they are going to do
Other properties are being considered by California buys since real property is more affordable in Kansas Compared to those other states
<b>How do you want to describe Andover 5 years from now?</b>
More "hang out spots" or "study Spots"
Night life and Activities (like Chicken N Pickle)

Parks
Unique and Small, Local Businesses
Coffee Shops and Restaurants
Places that are open in the evenings
Community Events
Visionary Leadership
Cohesive Vision for Andover
Continued Engagement with the Community
School district
College
Medical Center
People want to come East and have reasons to stay
Brewery: Niche markets so people are drawn to Andover
New council seems to want change
Walking Trail
Water is a concern
As a pastor as the easiest place to receive the Lord Jesus Christ
A place where everyone says "I want to go there"
Somethings are a Catch 22- if you work toward how, you want it to be it might not be appealing to everyone
How do you marry together "small town feel" and growth?
Have people on the "decision making matrix" that represent the whole of the community
<b>Other</b>
Fireworks KS Fest
Check IN with Community Regularly on the strategic Plan
Don't Get Complacent
More outdoor Opportunities
Be Open-Minded to elevate the City of Andover
Blight at 13th and Andover
Keep up but don't lose the look and character of Andover
Make a "main street" or Downtown
More small business infrastructure
DEI- Not a Diverse Community
Elitist Reputation
Education Driven
Citizens are Bankers, Law, Medical
Overcome by being welcoming and engagement Families at all Levels
Complain about mill levy is higher for college
Extra Burden
City and County are Higher



Housing Booming
Tradeoff to Manage
Retain participative nature of the civil servants at events and festivals
A visible partnership between community and civil servants
Expand at reasonable rate to retain the feeling of community

## **Interviews**

<b>When you think about the broader Andover Community, what do you think of?</b>
Solid Infrastructure
New Housing Development
Room to Grow
Schools are important
Sports/Baseball
Butler Community College is Growing
Vornado Expanding Manufacturing
Andover is Growing
Lots of Residential Growth
City is reaching out to developers and getting those people in- to develop and grow the city
Public Safety
Senior Center
Schools
Concerts in the Park
Public Library
School District- Many People move to Andover for that
Safe
Good Sense of Community
Slower Paced Living
YMCA Wraps it Together
Families move to the Area
City providing opportunity for a safe community (Have a Fantastic PD)
Provide things that families need to spend time together
Schools are the best in state
Nice City
Low Crime
Shopping and restaurants are ok, not great
<b>Biggest Challenge</b>
Ideas like Heritage Square
Get people excited about something and by the time it is built, it is old news
Underutilized parks, stage, Capitol Federal Amphitheater®
Need Activities for all Age Groups
Sports Fields used only during school Year
YMCA is showcase. If large tournaments to fill hotel, eat in restaurants, and use fields

Need Rec Commission, YMCA, & Schools to collaborate
Not a destination city to shop and Eat
Bringing in more specific business types- Grocery, Café, Restaurants
Offering some kind of tax credit for new businesses
Roads need some work
High Taxes
Fire Service Travel Time-Only having one station
No Newspaper
Taxes are high- it's difficult to buy a house-cost of living is higher
Every family is different, and their needs are different, so they leave Andover to meet their needs
City should see what people need to Provide to the community
Addressing those issues
Listen to people and put together a plan to meet their needs
Provide for young Families
Lack of commercial development
not been very pro-business historically, very rule drive/unwavering on rule
Unwilling to bend small rules to attract business
one of the highest taxes in state
20% higher tax than Sedgwick County
County and City have not been very worried about what high taxes would do to real-estate development
new mayor is most pro-business in 20-some years
Council and City Manager don't want to bend any rules to help
Taxes are high- it's difficult to buy a house-cost of living is higher
People want to be in Andover Schools but not in Andover
Won't Deviate from business codes/regulations
Businesses say they don't to do business in Andover Anymore
<b>How would you describe the city of Andover now?</b>
New Mayor knows about Andover
Law Enforcement Changes. Chief Retires. Want officers to not leave because of better opportunities
Need Succession planning to tell the community and create peace of mind
City Council is right to grow and help businesses
Need to Focus on Big Picture including curb appeal of business
Double standard for businesses and home
Great Place to Live/Raise a Family
Amazing School System
Diverse
Clean
Supportive of Seniors
Friendly, Small-town feel
Interactive Fire/Police/City Admin
Safe
Inviting Space for all people to live

Friendly for Families, College kids, and Senior Citizens
<b>What are the important future trends?</b>
Relationships have government entities work together
Motives are Good
Focus on Trust as a whole and not personal interests
For success, keep Andover and Surrounding areas top of mind
Need Investment Strategy for continuous Improvement
Need Less red-tape and more leadership
Focusing more on the 13th street sports park- Should be a priority
Getting more amenities in that area: Splash Park Space
911 System- Grow that to make response times better on southern side of city
Identify that the school district grows and people want to live in the city
How to accommodate for housing
Police/Fire; Parks; Keep up with Quality of Life because taxes are higher
City got lucky on School District-Which is good
Flint Hills National gave the city a national identity
Retail issues need to be fixed to create a more downtown area
Growth has been hodgepodge
Andover road has nice buildings and not so nice buildings
Industrial next to retail
Need redevelopment in certain areas including demolition
City divided by 400, north-side the main area and south-side is stepchild
Never done anything to incentivize the south side- city wouldn't help developing on the south side
Harder to see south of Kellogg- need to get commercial to go south
Maybe sales tax income to be used on development- 21 <sup>st</sup> street, need tax incentive for someone to build something special and fill it in
Andover crossing looks blighted and it's the top intersection
<b>How do you want to describe the City three years from now?</b>
Need to look inward. How to keep people through work and play
Need different businesses
Healthcare, MFG, digital and Tec Sectors to Grow
How leverage benefits of living in Andover with Additional Jobs
Company looks at taxes and build Wichita
Andover as a place to "get away"- not just a place to live
To be a destination to explore and visit
Have to have amenities that attract people there
Capitol Federal Amphitheater® attracts people
Amenities for all ages and tourist attractions
Better Restaurants
Retain Small Town Feel
Keep Police and Fire
Listen to Neighborhoods when Developing
Community offers attractions to bring people there- neat park or destination

13th Street is the biggest opportunity to make it a special park
Staying true to being a safe, clean community to support the families and gives access and security for everyone that lives there
South side developed more, Attract more business
Needs more Housing
Taxes are hurting housing making tax payments higher than a couple miles west
Good Variety of Housing in Andover, Strictly the taxes hurting development
Central park and other recent developments are nice, but it came at a price. Someone has to pay for the nice things
Best way to reduce taxes is through commercial development to expand the tax base
Commercial Development requires people moving to the city
<b>Transformative Issue</b>
Have great amenities
Capitol Federal Amphitheater® was transformational but a Destination
"something" in the community that is multi-use would be transformative
Build it into the plan
<b>Barriers to Be Addressed</b>
Getting people to come open businesses
Senior Center Involvement
Need to more seniors to join- particularly younger (50+) Seniors
<b>When you think about the City of Andover, who do you believe they serve?</b>
Their Community
They serve all surrounding towns
Serve Families- Quiet community
Taxes are high on homes
<b>Values to Stand for...</b>
School system is Good
Safe Community
People know People
Crime rate is low
Good mid-western values
Everyone is friendly, caring, and nice
Safe community
treat people well
love for community
<b>Other</b>
Growth of 13th Street Park Expansions
13th street updates
Transportation/One Main Street
Fund Improvements/ Fire/ Police
Maintain Services
Balance Low Taxes & Quality of Life
Plan out the growth- Homes or businesses?
grow the south side of Kellogg

People are attracted to the small hometown feel
Hands are tied based on policy and regulation
If staff would support a deviation, the council won't support it
Amend or start over on regulation to allow for more flexibility
Flexibility on paving of the street's sanitary hookups etc. Not something major
Just real Estate taxes are too high
Andover Crossing looks like a "junky-old center" but it's the #1 intersection in town
Not a vibrant looking corner
Looks like it could be a bad area in a good spot
Andover was created and formed with no real development plan

## *Appendix B: Community Input Raw Data*

<b>Economic Development</b>
Aldi
Braum's
Breakfast places (2)
Chick-fil-a (6)
Chipotle
Coffee shops
Commercial growth
Diversity in business/restaurants (2)
Downtown development
Food trucks
Gas station by Dillon's
Grocery store in cornerstone
Grocery store on 21 <sup>st</sup> street
Grow local networking
Less banks
Less carwashes (2)
Less chain restaurants
Local business development
Lower mill levy
Lower taxes (5)
Martini/Cigar Lounge
Minority businesses
Mom and Pop restaurants (2)
More boutiques/retail (3)
More fast-food choices
More grocery stores near downtown
More local businesses (4)
More restaurants (12)
No more apartments (2)
No more autobody shops
No more fast food
Shopping Options (3)
Starbucks with a drive thru
Support for businesses
Vacant gas station by Dillons
Wichita not growing into Andover

<b>Quality of Life</b>
Andover days
Clean out the old homes on Mike Street
Clean-up streets
Enforcing ordinances
Fix the cracks on Andover Road by high school
K-96 on ramp to Kellogg
Keep school class size small
Leave central park alone
Left lane turn on Andover Road- expanding to allow left turns the length of the road
Like small businesses
Litter (2)
Lot of speeding in residential areas (2)
Lower taxes
Lower traffic (2)
Make it feel like a small town
Middle school support
Mini festivals
More dog friendly places
More summer options for all socioeconomic levels
No more purple lights
Not welcoming to outsiders
Pave dirt roads (2)
Phone lines going over school causing blackouts
Potholes
Power lines need to be moved underground
Putting in crosswalk at Kellogg and Andover
Relocate trailer community away from main gateway
Rental housing
Sidewalks
Speed bumps in neighborhood
Splash pad for kids
Street improvements (2)
The fire department
Tiny home options
<b>Community Engagement</b>
Amenities
Children's activities (3)
Close the park for events
Continue city events
Culture



Diversity (4)
End large use of churches for community functions
Family court system in Butler County
Family events/places (2)
Focus on school
Human trafficking
LGBTQ+ Events in community
Mayor's youth council- civic engagement for kids
More arts for kids
More community events (2)
Open the stadiums for residents to use
Parent involvement
Promoting values
Request more feedback from citizens
Things to do
<b>Parks and Recreation</b>
Community gardens
Meditation spaces/yoga outdoor space
More parks and rec classes
More sports outside of school
Parks and rec facilities
Pool or waterpark outside of YMCA (4)
Skate Park
Small toddler/kid events
Splash pad (8)
Tree planting for a cause

## *Appendix C: Influencing Factors References*

---

Butler County, Kansas. (2020). 2020 Butler County, KS Tax Levy Sheet. Retrieved from <https://www.bucoks.com/DocumentCenter/View/8127/FL20-2020-Levy-sheet?bidId=>

City of Andover. (2020, December). 2021 Adopted Budget Book. Retrieved from <https://online.flippingbook.com/view/69166788/20/>

City of Andover. (2021) Property Tax 101. Retrieved from [https://www.andoverks.com/DocumentCenter/View/9394/Mill-Levy-101\\_2021?bidId=](https://www.andoverks.com/DocumentCenter/View/9394/Mill-Levy-101_2021?bidId=)

City of Andover. (n.d.) Comprehensive Plan/Planning Reports. Retrieved from <https://www.andoverks.com/424/Comprehensive-PlanPlanning-Reports>

City of Andover. (n.d.) Finance Department. Retrieved from <https://www.andoverks.com/317/Finance-Department>

City of Wichita. (n.d.) Taxes. Retrieved from <https://www.wichita.gov/Economic/Pages/Taxes.aspx>

Greater Wichita Partnership. (n.d.) Demographic Data. Retrieved from <https://greaterwichtapartnership.org/data-resources/demographics>

Greater Wichita Partnership. (n.d.) Pro-Business, Low Tax Environment. Retrieved from <https://greaterwichtapartnership.org/locate-expand/taxes>

Sedgwick County. (n.d.) Business Personal Property. Retrieved from <https://www.sedgwickcounty.org/appraiser/personal-property/business-personal-property/>

United States Census Bureau. (2019). Andover City, Kansas Quick Facts. Retrieved from <https://www.census.gov/quickfacts/fact/table/andovercitykansas/RHI725219>

United States Census Bureau. (2019). Wichita city, Kansas; Andover city, Kansas; Sedgwick County, Kansas; Butler County, Kansas; United States Quick Facts. Retrieved from <https://www.census.gov/quickfacts/fact/table/andovercitykansas,sedgwickcountykansas,butlercountykansas,US/EDU635219>

U.S. Bureau of Labor Statistics. (n.d.) Mountain-Plains Information Office: Wichita. Retrieved from [https://www.bls.gov/regions/mountain-plains/ks\\_wichita\\_msa.htm#eag\\_ks\\_wichita\\_msa.f.3](https://www.bls.gov/regions/mountain-plains/ks_wichita_msa.htm#eag_ks_wichita_msa.f.3)

U.S. Bureau of Labor Statistics. (n.d.) Datasets, Tables & Calculators by Subject:

Wichita, KS Metropolitan Statistical Area. Retrieved from

[https://data.bls.gov/timeseries/LAUMT204862000000003?amp%253bdata\\_tool=XGtable&output\\_view=data&include\\_graphs=true](https://data.bls.gov/timeseries/LAUMT204862000000003?amp%253bdata_tool=XGtable&output_view=data&include_graphs=true)

U.S. Census Bureau. (2019). American Community Survey 5-year estimates. Retrieved from Census Reporter Profile page for Andover, KS. Retrieved from

<http://censusreporter.org/profiles/16000US2001800-andover-ks/>

Weeks, B. (2020, Aug. 15) Wichita property tax on commercial property: High. Voice for

Liberty. Retrieved from <https://wichitaliberty.org/taxation/wichita-property-tax-on-commercial-property-high-2019/>