

CITY *of* ROSE HILL **STRATEGIC PLAN**

Prepared by

CENTER FOR URBAN STUDIES

HUGO WALL SCHOOL OF PUBLIC AFFAIRS

WICHITA STATE UNIVERSITY

July 2014



**WICHITA STATE
UNIVERSITY**

**HUGO WALL SCHOOL
OF PUBLIC AFFAIRS**

City of Rose Hill Strategic Plan

June 2014

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
BACKGROUND	3
INFLUENCING FACTORS	10
FINANCIAL ANALYSIS.....	30
GOALS & STRATEGIES.....	34
BUSINESS INCENTIVES	42
JOBS INFLOW/OUTFLOW	47
APPENDICES	
LISTENING TOUR NOTES	52

City of Rose Hill Strategic Plan Executive Summary - May 15, 2014

The City of Rose Hill Strategic Plan Steering Committee recommended the following goals to guide City leaders as they consider future public investment and service delivery. The recommendations were gathered through community participation.

GOALS

- Develop and support programs that improve the quality of life while maintaining the valued small town character.
- Promote the image of Rose Hill and create a unique identity. Ensure “caring” community values are shared with future generations.
- Develop a City Capital Improvement Plan (CIP) or master plan for sewer, water and other City facilities. Continue to support the City’s renewal of existing aged infrastructure. Support consistent efforts to improve access to and navigation through the community.
- Expand housing options to ensure diversity and availability for all current and potential residents. Identify specific programs and tools to address housing choices consistent with the community’s values and principles.
- Determine the community’s guiding principles/positions on growth. Initiate methodical planning and objectives to accomplish growth goals.
- Continue to keep utility and debt reduction costs at the forefront of financial management and planning.

Recommended strategies for each goal are outlined in this report. The plan also calls for the City to appoint a community-based “leadership team” to continue work on some of the goals. The team would have representatives from City staff, city council, Mayor, school board, school administration, clergy, senior center, business community, chamber of commerce, historical society, recreation commission, Rose Hill Development, Inc., library, Boy Scouts, and Girl Scouts.

PROCESS

Strategic planning allows the City Council to be proactive rather than reactive to capitalize on any economic momentum, grow the community and maintain and improve the quality of life for its residents. Leaders are concerned about the languishing growth and understand the urgent need to adequately plan to best create and manage a new era of community growth.

The Center for Urban Studies at the Hugo Wall School of Public Affairs worked with the City of Rose Hill and a 13-member steering committee to prepare this strategic plan for the community. The process began in November, 2013 and continues through June, 2014. The lead WSU consultant was Gayle Martin, public affairs associate, Center for Urban Studies.

COMMUNITY PARTICIPATION

To identify the appropriate strategic planning issues, the WSU team facilitated eight listening tours in November, December and January with the following Rose Hill groups: business community, city employees, historical society, faith community, seniors, school district, community at large (public meeting) and city council members. Additional input came from utility bill survey responses and individual stakeholder interviews.

STEERING COMMITTEE

A diverse steering committee was appointed by the Mayor and council members with six members appointed by the elected officials and seven individuals recommended by the city staff. The committee was charged with organizing the public input and focusing it into a working document. The chair of the steering committee was appointed to assist with meeting facilitation and present updates to the City Council. All steering committee meetings were open to the public. Steering committee members were Harold Beedles, chair; Mayor Jason Jones; Greg Rodman; Sandy McRae; Terry Whiteside; Jeff Kill; Bill Baker; Danny Cunningham; Cindy Bradford; Lavonda Norrod; Dillan Curtis; Rob Fraizer, and Bob Sage.

The Hugo Wall School of Public Affairs appreciates the dedication of the steering committee members and the community's response to requests for input.

City of Rose Hill Strategic Plan

June 2014

In consultation with the Rose Hill community and City staff, the Center for Urban Studies at the Hugo Wall School of Public Affairs, Wichita State University, presents this strategic plan draft to the City Council for consideration. The plan provides goals and strategies decided through community participation that offer guidance for public investment and service delivery. It is designed to help position City government to meet the community's future needs.

BACKGROUND

In late 2013, the City of Rose Hill, Kan., contracted with the WSU Center for Urban Studies to develop a community-wide strategic plan.

Rose Hill is classified as a third class city, the smallest category of incorporated cities in Kansas. With a population of 3,932 in 2012, the city in South Central Kansas is considered a bedroom community in which most residents commute to other communities to work. Many Rose Hill residents work in nearby suburbs, in the county seat of El Dorado or in Wichita which is Kansas' largest city.

The city is part of the Wichita Metropolitan Statistical Area (MSA) which encompasses Sedgwick, Butler, Harvey and Sumner counties, and is the largest metro area in Kansas with 2010 population of 623,061 persons.

Located just inside the Butler County line adjacent to Sedgwick County, Rose Hill is the fourth largest city in the state's largest county as measured in square miles. Rose Hill's retail business base encompasses one grocery store, two banks and several small businesses. The 2012 Rose Hill Chamber membership roster listed 57 business members.

Government

The city's governance structure involves a mayor-city council format. All elected officials serve four-year terms. In 2009, the City combined city administrator and city clerk duties into one full-time position. The City employed 32 individuals in 2013.

Population Trends

Rose Hill benefitted from strong growth in the early 2000s but the steady increase in population has dwindled in recent years and remains stagnant. The community and its upper middle class residential housing stock have suffered economically due to the 2008 downturn and the problems in Wichita's aircraft manufacturing industry. Aircraft plant layoffs and closings have contributed to an increase in out migration in Rose Hill. Several homes in newer subdivisions remain unsold or have been vacated as residents relocate to follow industrial jobs.

Enrollment in what residents view as a tremendous asset – the Rose Hill public school system - has declined in recent years.

Education

The city can claim a highly educated population. In addition to the popular 4A-classified USD 394 Rose Hill public school system, Butler Community College has established the Early College Health Sciences Academy at the high school complex.

The academy is an innovative approach to educating high school students in the health sciences. A partnership between USD 394 and Butler Community College (BCC), the health sciences academy enables high school juniors to start taking courses for college credit while they are still in high school. By the time students graduate high school, they earn enough credit to qualify academically as a college junior or to be near completion of an associate's degree.

Admission into the Academy is competitive, and USD 394 students are given first priority. Students in the Academy are matched with a mentor in an area of their interest and discover their potential by exploring different healthcare career pathways. All of this prepares students for a seamless transition from high school to college and quickly moves them into a career in healthcare. Academy costs are placement testing and current BCC tuition rates. Students can check out core curriculum books from USD 394, as the school district pays for the books and lends them to Academy students.

Upper-level high school students can also gain community college credit through a partnership between the district and BCC. Rose Hill residents have access to several nearby institutions of higher learning including Wichita State University with a satellite campus in nearby Derby,

BCC's additional campuses in El Dorado and Andover, Newman University, Friends University and various technical institutes and colleges in Wichita.

Demographics

Rose Hill residents' average annual income of \$83,648 is higher compared to average incomes in Butler County and in Kansas. The highly educated population goes hand in hand with higher income potential.

Resembling many Kansas rural communities, the city's residents are predominantly white. Research indicates the lack of diversity could be attributed to high housing costs and lack of local jobs.

Housing

The current city was founded in 1892 when the railroad constructed a depot. The southeast section of the city is referred to as "Old Town". Most of the homes in Rose Hill were constructed between 1970 and 1990 as the population boom continued at a steady pace.

A current housing concern is the lack of medium to upscale apartments, and starter and mid-range homes.

Two new housing developments and an existing development are in progress but are struggling to sign contracts for new homes or to sell the lots. A city housing incentive program that waived residential property taxes on new homes in specific new developments was adopted with hopes of attracting new residents. The incentive program was short-lived when local citizen opposition led to a city council vote to discontinue the program.

Industry

Industry in Rose Hill is scarce. The average Rose Hill resident commutes 25 minutes to his or her place of employment, higher than the statewide average of 19 minutes. Most residents work in manufacturing and educational services. The largest employers within Rose Hill are in education, health and social service fields.

Both the City and Butler County offer incentives for business attraction (See Appendices)

For many years, growth in Rose Hill was steady despite the lack of a long-term, well-defined plan. New residents were attracted to a strong public school system and safe community.

Community Characteristics

The city's recent priorities are reflected in an 11-member police department, a local emphasis on family recreation, the latter exemplified by the highly popular new nine-acre pond and community fishery and walking trail at the School Street Park. These services are costly to maintain and increase city budget expenses which may lead to higher taxes.

Property Taxes

The City of Rose Hill's mill levy has been stable over the last several years. The mill levy was 44.411 (in 2011); 45.305 (in 2012), and 44.113 (in 2013). Slightly more than 5 mills of the 2013 City levy are dedicated to debt service.

The total property tax levy for Rose Hill homeowners is higher than its regional competition. Nearby Derby in Sedgwick County is the city's major regional competition for industry, retail and new residents. A home valued at \$150,000 in Rose Hill (Butler County) in 2013 carried annual property tax of \$2,946 while a similar property in Derby (Sedgwick County) required \$2,346 in property tax. Factors contributing to the difference include Rose Hill's debt service on its \$8 million KDHE mandated wastewater facility and the Butler Community College tax levy.

In contrast to property tax comparisons, the City of Rose Hill's sales tax rate of 7.40% is lower than nearby Derby at 7.65%. This could be promoted as a marketing incentive for new residents and business development.

Impetus for Planning

Economic realities make it more difficult for all local governments in Kansas to balance the need for growth and the cost of services.

Strategic planning will allow the City Council to be proactive rather than reactive to capitalize on any economic momentum, grow the community and maintain and improve the quality of life for its residents.

Leaders are concerned about the languishing growth and understand the urgent need to adequately plan to best create and manage a new era of community growth.

PROCESS

The Center for Urban Studies at the Hugo Wall School of Public Affairs worked with the City of Rose Hill and a 13-member steering committee to prepare this strategic plan for the community. The process began in November, 2013 and continued through May, 2014.

Listening tours

To identify the appropriate strategic planning issues, the WSU team facilitated eight listening tours in November, December and January with the following Rose Hill groups:

- Business community (20 attendees)
- City employees (12)
- Historical Society (33)
- Faith community (9)
- Seniors (20)
- School district (12)
- Public meeting – community at large (70)

Additional input

In addition to the 176 listening tour individuals, 40 residents completed and returned printed surveys enclosed in City utility bills. A dozen stakeholders and each city council member were interviewed individually by the WSU consultant who compiled the comments into written reports used by the steering committee.

Steering committee

A diverse steering committee was appointed by the Mayor and council members with six members appointed by the elected officials and 7 individuals recommended by the city staff. The committee was charged with organizing the public input and focusing it into a working document. The chair of the steering committee was appointed to assist with meeting facilitation

and present updates to the City Council. All steering committee meetings were open to the public.

Steering committee members were Harold Beedles, chair; Mayor Jason Jones; Greg Rodman; Sandy McRae; Terry Whiteside; Jeff Kill; Bill Baker; Danny Cunningham; Cindy Bradford; Lavonda Norrod; Dillan Curtis; Rob Fraizer, and Bob Sage.

Committee members participated in an orientation meeting on November 5, 2013. At a January 28, 2014 session, the committee identified its vision statement and began identifying common themes and related goals using the summary information from the listening tours and individual interviews. At a February 13 meeting, the group continued to refine its goals and on February 25 prioritized its list of goals when each member present voted for his or her top three choices. This process defined short and long-term goals for City consideration in the next one to 10 years. The committee developed strategies for each goal. Committee members, guided by the WSU facilitator, sometimes worked in three-to-five member groups, consistently sharing their comments and topics as a body of the whole.

The steering committee also heard presentations by David Alfaro, Butler County Economic Development and Rose Hill School Superintendent Randall Chickadonz. Committee members were invited to a City Council meeting to hear a presentation on the City's water supply by a representative of the City of Wichita Public Works and Utilities department.

TIMETABLE

Steering Committee Chair Harold Beedles and WSU Consultant Gayle Martin presented a first draft of the strategic plan to the steering committee on April 1 and received feedback from committee members within a week. The first draft of the plan was provided to the city council the week of April 21. The draft plan was posted on the City Web site for public comment due May 1. Mr. Beedles and Ms. Martin presented the first draft to the city council at its May 5 meeting. Input from the council and public were due May 23. A final draft of the plan was provided to the city staff for distribution and Web posting on June 3. Mr. Beedles and Ms. Martin presented the final plan to the City Council on June 16.

OBSERVATIONS

Several themes emerged during the listening tour and interview sessions including community pride surrounding the school district and Butler County satellite campus, and small town values ranging from “friendly and caring residents” to “family-oriented” to “safe.” The new walking path and fishing pond at the School Street Park were praised along with a desire to increase and focus on “quality of life” amenities in the community.

Access to the metropolitan area of Wichita was seen as an attribute despite concerns about the best ways to improve the road system for Rose Hill commuters. Consensus surfaced that the community needs to do a better job of (1) attracting retail businesses and industry to provide local jobs; (2) retaining young people and encouraging natives to return to Rose Hill; and (3) building partnerships with the school system, churches, BCC and Butler County.

Concerns were consistently aired about street maintenance, high taxes and utility bills, lack of starter and moderately-priced homes, the railroad crossing traffic interruptions, traffic flow in town and to and from Wichita, city budget and fiscal constraints and the future of the sole grocery store.

City of Rose Hill
Strategic Plan
Influencing Factors
April 22, 2014



Purpose and Background

Purpose and Background

The City of Rose Hill is developing a strategic plan. To assist in these efforts, the Hugo Wall School (HWS) of Urban and Public Affairs at Wichita State University has prepared an influencing factors report, or an environmental scan of the community. This report includes important information that will help guide decision makers and advisors as the community's desired future is considered.

Protocol

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

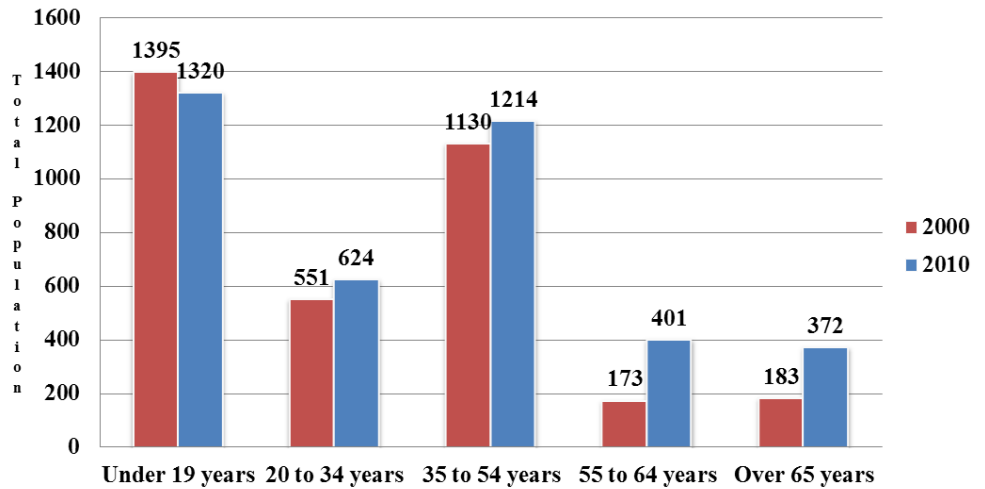
Rose Hill is located in Butler County, Kansas. Within this report, data relative to Rose Hill is included as well as external national, state, and county data where appropriate. National, state and Butler County data is used to illustrate how Rose Hill is responding to various influencing factors comparatively.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

Demographics Trends

Age

From 2000 to 2010, the total Rose Hill population grew by fifteen (15) percent from 3,432 to 3,931. Some age groups grew in population, while some declined. The sector of the population 19 years and younger declined by 5

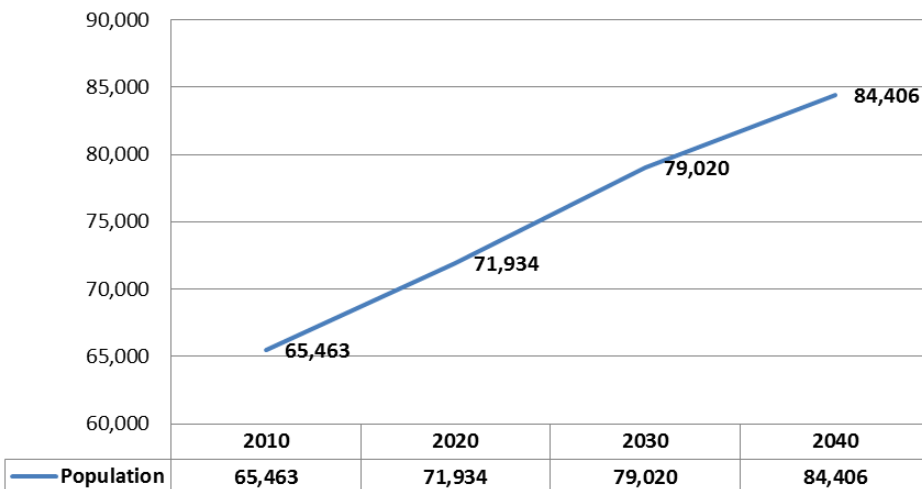
Chart 1: Age: Rose Hill



percent. The age group between twenty (20) and thirty four (34) years grew by thirteen (13) percent. Also growing was thirty five (35) to fifty four (54) years of age; this age group grew in population by 7 percent from 2000 to 2010. The age groups growing at the fastest rate are those fifty five (55) to sixty four (64) years of age, and the sector over sixty five (65). Between 2000 and 2010, the 55 to 64 sector grew by 132 percent, and the over 65 sector of the population grew by 103 percent.

The total population of Rose Hill grew at a faster rate than the state of Kansas, the latter whose total population grew by 6 percent from 2000 to 2010. Rose Hill residents 65 years and older grew at a much faster rate than the state of Kansas from 2000 to 2010; Rose Hill saw a 103 percent growth in this sector compared to a 6 percent growth at the state level.

Chart 2: Population Projections: Butler County

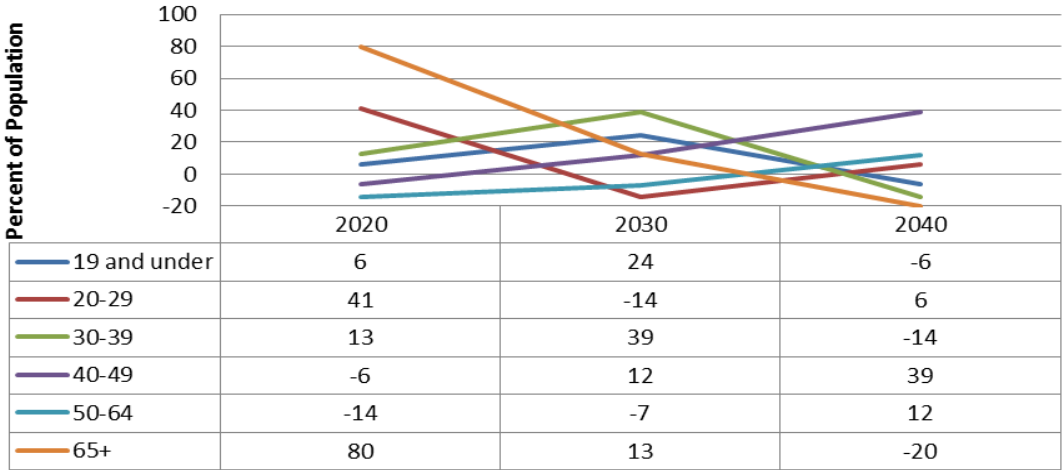


Butler County is projected to grow in population over the next 30 years. The Center for Economic Development and Business Research (CEDBR) at Wichita State University projects the population in Butler County will grow by twenty eight (28) percent by 2040.

Demographics Trends

CEDBR projects that the age demographics of Butler County will also change over the next 30 years. The population 19 and under in Butler County is projected to increase by 25 percent by 2040, and the total population 65 and over is expected to increase by sixty two (62) percent during the same time period.

Chart 3: Population Projections by Age: Butler County



Trend Considerations

The Aging Population

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

Housing

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

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

Care giving

As the population ages and the financial burdens placed on family member caregivers increases, there will be an increased need for care giving services.

- 47 percent of caregivers are employed
- 71 percent of employed caregivers work full time
- 65 percent of all caregivers are age 35 to 64

Nationwide there is an enormous cost to employers in lost productivity as a result of family member caregivers.

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

A significant number of large companies, 25 percent, have implemented workplace programs for caregiver and elder care. These programs have seen positive results including:

- Increased retention of highest performers from 77 percent to 91 percent;
- Reduction of absences and decreased benefit claims;
- Decrease in turnover, lateness, and absenteeism; and
- Positive impact on employee health costs.

Transportation

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

Potential options for senior transportation include:

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

Life Expectancy

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

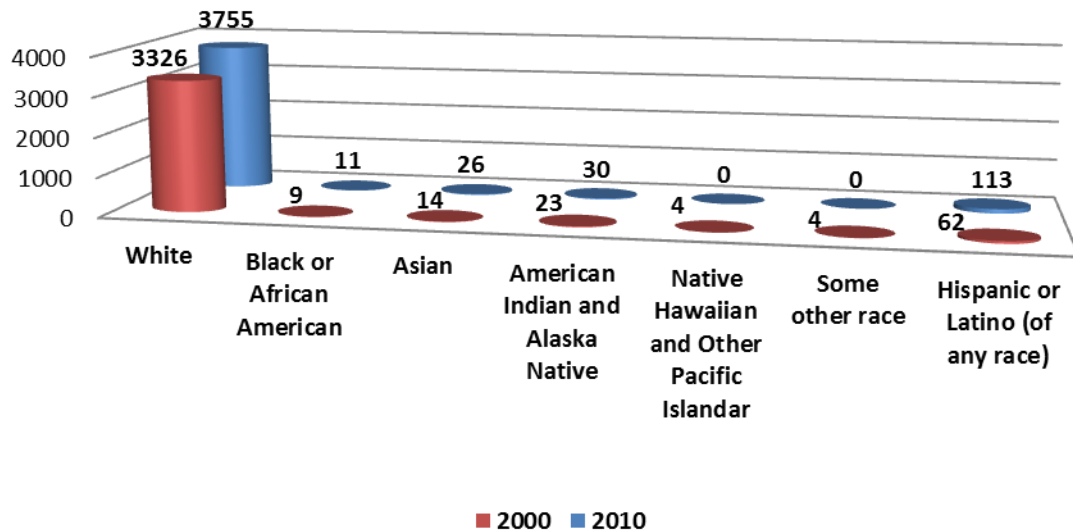
Concerns of the “20 Somethings”

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

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

Race

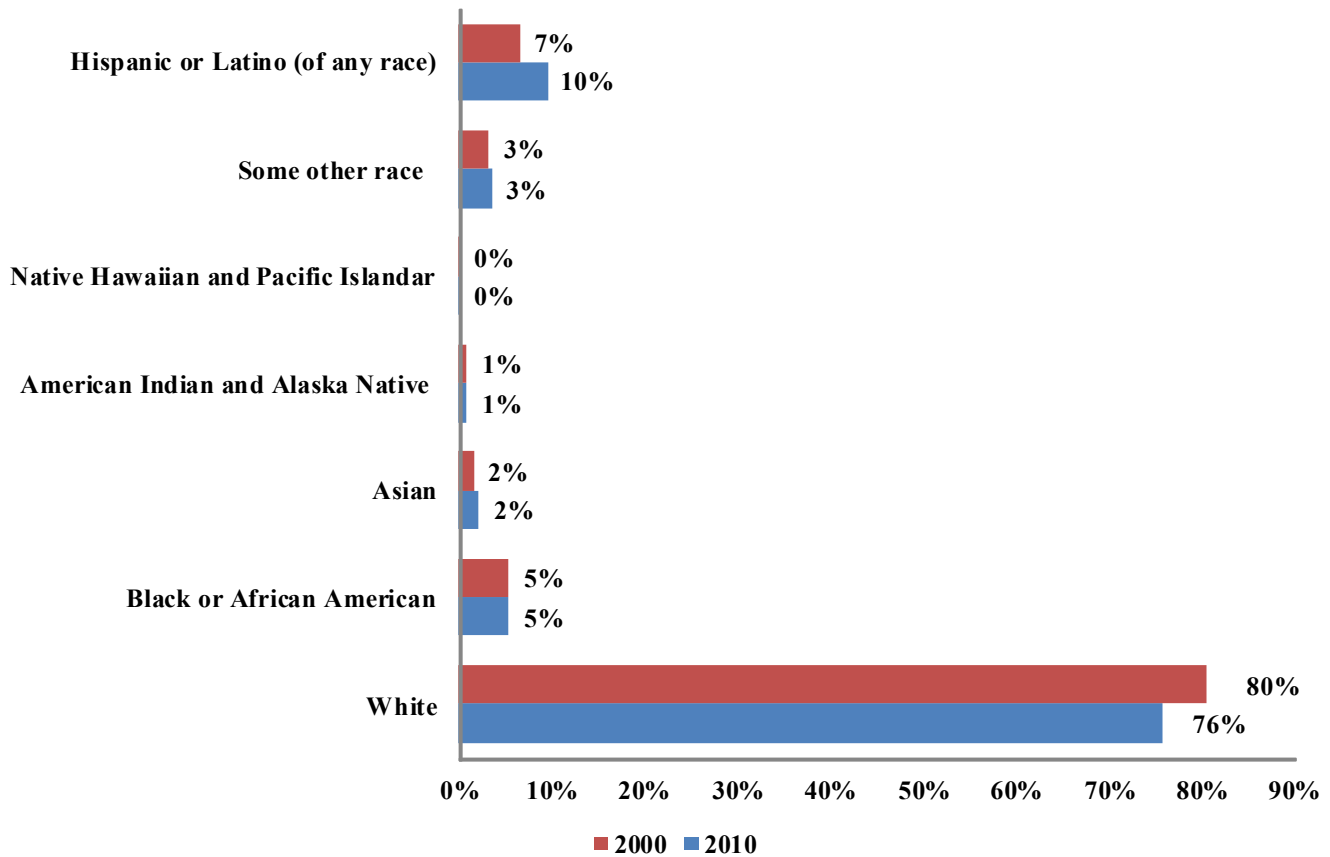
Chart 4: Population Composition by Race: Rose Hill



The racial composition of the Rose Hill community is becoming slightly more diverse. In 2000, the white population made up 97 percent of the population, and in 2010, 96 percent of the Rose Hill population was white. The Asian population, although a very small percentage of the total population, is growing at the fastest rate (86%). The African American population grew 22 percent from 2000 to 2010. The Hispanic/Latino population also grew substantially, 82 percent from 2000 to 2010. In 2000, the Hispanic/Latino population comprised 2 percent of the population and in 2010 accounted for 3 percent of the population. The white population grew by 13 percent from 2000 to 2010. Native Hawaiian and Other Pacific Islander and those declaring ‘some other race’ categories declined slightly.

The population of the state of Kansas was more diverse than the City of Rose Hill in 2000. The state continues to become more diverse at a faster rate than Rose Hill. The white population of Kansas decreased from 80 to 76 percent from 2000 to 2010. The Hispanic population accounted for 10 percent of the population of Kansas in 2010, up 3 percent from 2000, whereas the Hispanic/Latino population in Rose Hill comprised 3 percent of the population in 2010, up 1 percent from 2000. The African American population remained steady as a percentage of the total population in the state of Kansas. In Rose Hill, the African American population increased 22 percent from 2000 to 2010.

Chart 5: Population Composition by Race: Kansas



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

As communities continue to become more diverse, potential challenges will need to be addressed such as communicating with immigrant populations in their native language, providing services to help better integrate immigrants into the population (such as English as a Second Language classes), and determining the best way to communicate with and provide services for immigrant populations.

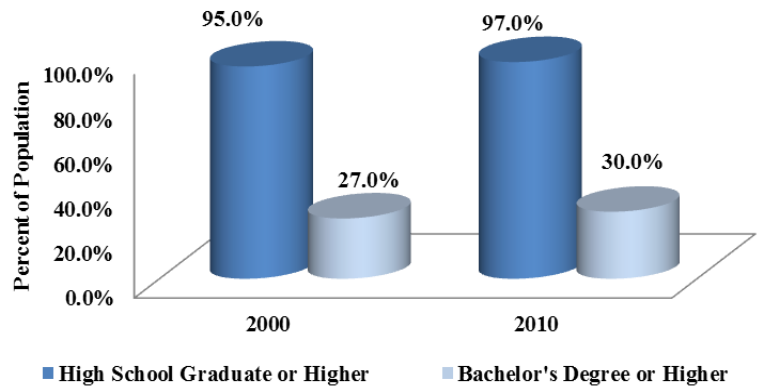
Demographics Trends

Education

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

Approximately ninety seven (97) percent of the Rose Hill population 25 years and older has received a high school diploma or higher (i.e. some college, associates degree). The Rose Hill population that earned a bachelor’s degree or higher increased slightly from 2000 to 2010, approximately twenty seven (27) percent in 2000 to thirty (30) percent in 2010.

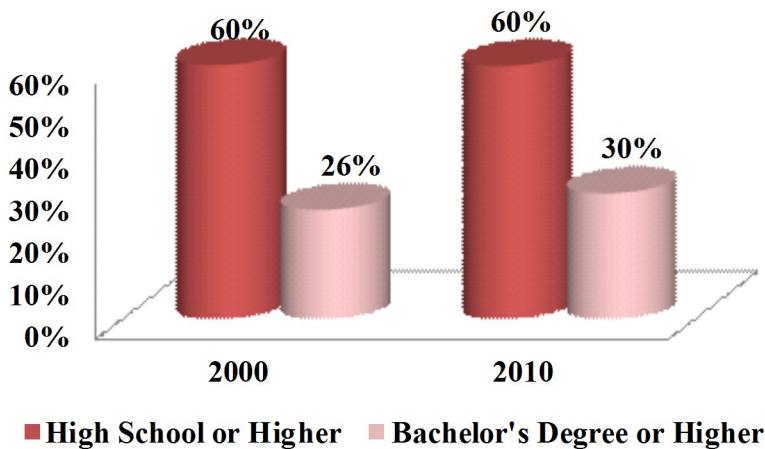
Chart 6: Educational Attainment: Rose Hill



When compared to the educational attainment of individuals 25 or older

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

Chart 7: Educational Attainment: Kansas



Education is an important factor to consider for future planning because educational attainment and availability of education have historically been tied to economic growth in communities. Residents’ education and income levels are consistent predictors of urban growth. Similarly, investments in education have been shown to increase labor productivity and reduce the incidences of social problems such as drug abuse, crime,

welfare dependency, and lack of access to medical care, all of which can weigh heavily on the economy.

Demographics Trends

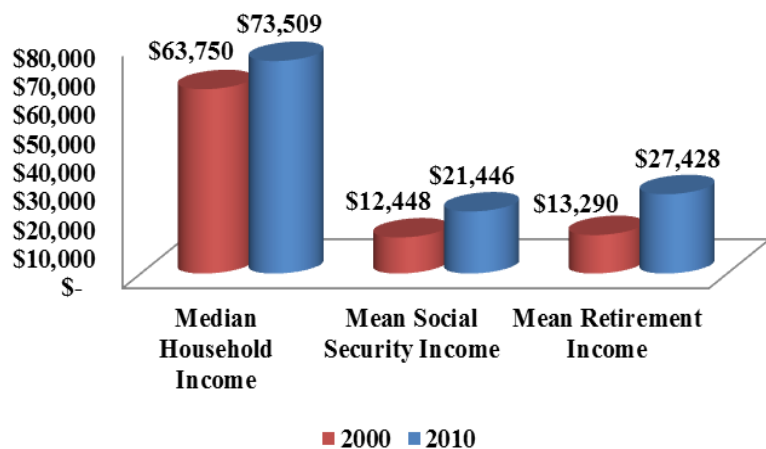
Higher levels of educational attainment in an economy often increases the human capital in the workforce, which leads to increased labor productivity and a higher level of output among workers. Higher levels of educational attainment also promote innovative thinking and exposure to new technologies,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

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

Income

The Rose Hill community's median household income was \$73,509 in 2010, up 15 percent from 2000, when the median household income was \$63,750. The median Social Security income in 2010 was \$21,446, up seventy two (72) percent from 2000, when the median Social Security income was \$12,448. In 2010, the mean retirement income was \$27,428, up 106 percent from 2000, when the mean retirement income was \$13,290.

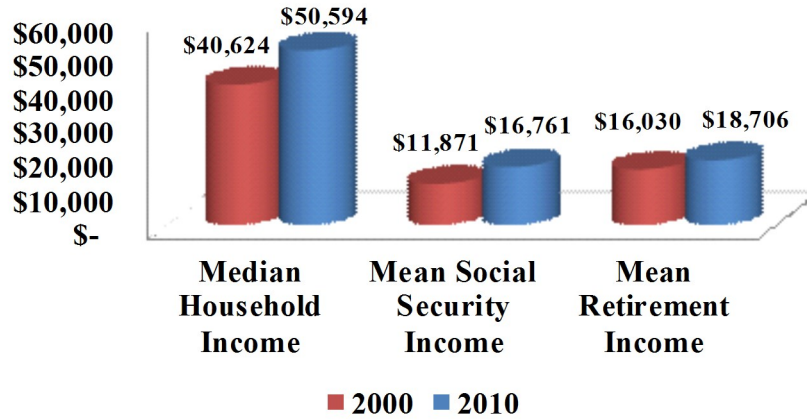
Chart 8: Population Income: Rose Hill



Median household income across the state of Kansas grew at a greater rate than median household income in Rose Hill from 2000 to 2010; in 2010, the median household income across the state of Kansas was \$50,594, up twenty five (25) percent from 2000, when the median household income was \$40,624. The median household income in 2010 was 26 percent higher in Rose Hill than across the state of Kansas.

Demographics Trends

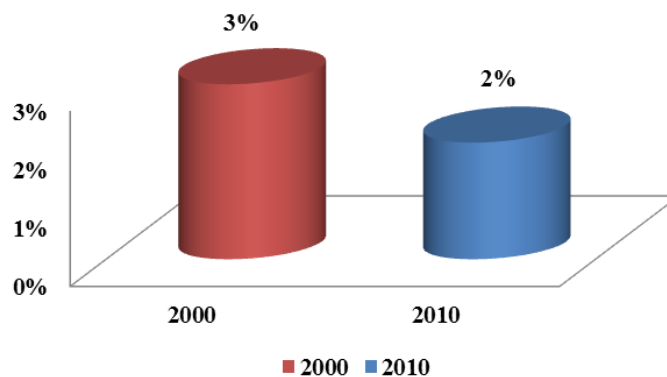
Chart 9: Population Income: Kansas



Mean Social Security income also grew at a slower rate across the state of Kansas, although the mean total dollar amounts received through Social Security income are higher in Rose Hill than across the state; in 2010, the mean Social Security income across the state of Kansas was \$16,761, up forty one (41) percent from 2000, when the mean Social Security income was \$11,871. Mean retirement income grew at a slower rate across the state of Kansas than in Rose Hill; the mean retirement income across the state of Kansas was \$18,706 in 2010, up seventeen (17) percent from 2000, when the mean retirement income was \$16,030. The mean retirement income in 2010, however, was 29 percent greater across the state of Kansas than in Rose Hill.

The percentage of families living below the federal poverty line decreased from three (3) percent of the Rose Hill population in 2000 to two (2) percent of the Rose Hill population in 2010. Approximately nine (9) percent of families in Kansas were living below the federal poverty line in 2010.

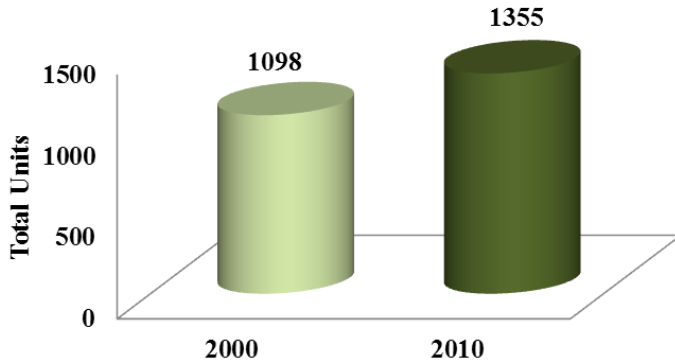
Chart 10: Families Living in Poverty: Rose Hill



Housing Trends

Rose Hill Housing Trends

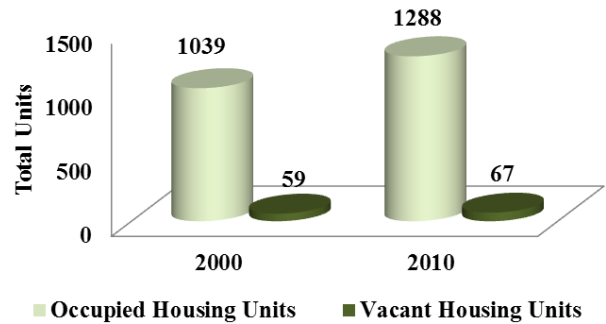
Chart 11: Total Housing Units



The number of housing units in Rose Hill has increased from 1,098 in 2000 to 1,355 in 2010, growing by twenty three (23) percent.

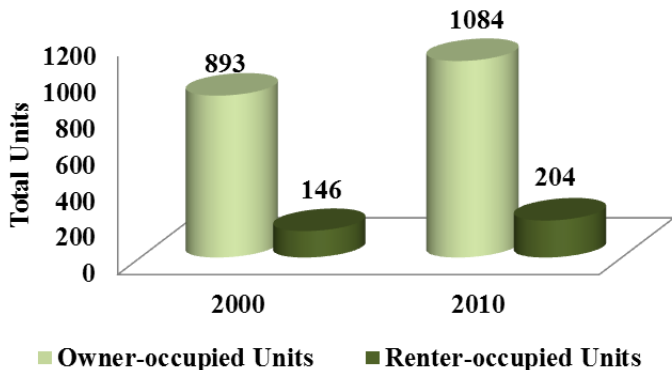
In 2000, 1,039, or 95 percent of these units were occupied, and in 2010 1,288, or 95 percent were occupied.

Chart 12: Occupied vs. Vacant



Of the occupied housing units, 893 (86 percent) were owner occupied in 2000 and 146 (14 percent) were renter occupied. In 2010, 1,084 (84 percent) of the occupied housing units in Rose Hill were owner occupied, and 204 (16 percent) were renter occupied. The number of owner occupied units grew by 21 percent, and the number of renter occupied units increased by 40 percent over the decade.

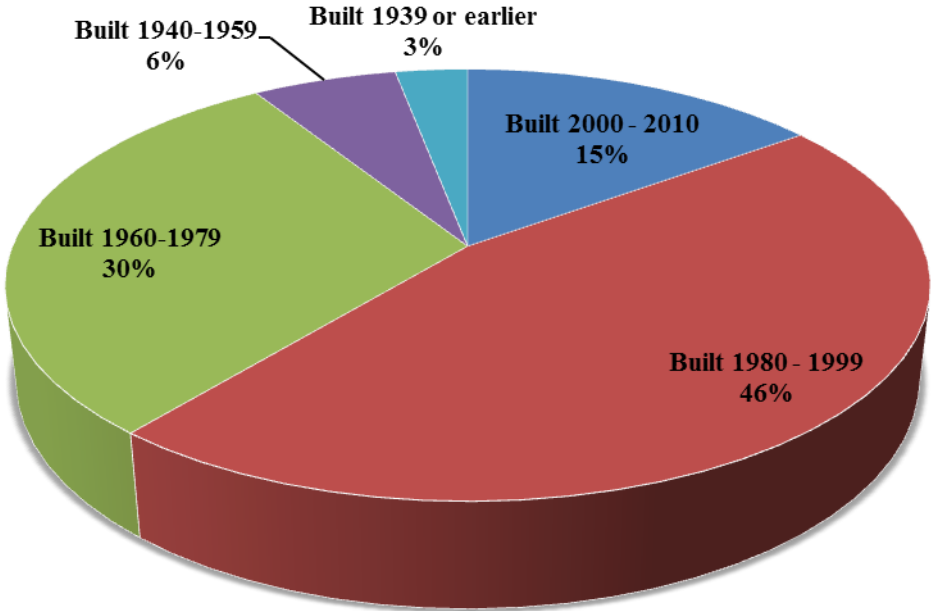
Chart 13: Owner vs. Renter



Housing Trends

About 39 percent of housing stock in Rose Hill was built before 1980. Three (3) percent was built in 1939 or earlier; six (6) percent was built between 1940 and 1959; and thirty (30) percent was built between 1960 and 1979. Of the sixty one (61) percent built after 1980, forty six (46) percent was built between 1980 and 1999, and fifteen (15) percent was built between 2000 and 2010.

Chart 14: Housing Stock - Year Built: Rose Hill



National and State Trends in Housing Type and Size

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

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

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

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

Trends indicate that multifamily housing, including garden apartments, condominiums and mid-rise apartments, will experience increasing demand during the next several decades. Multifamily living can be the preferred housing types for young people just starting out in their careers, senior citizens who cannot or elect not to maintain a full-sized home and others who do not necessarily want the burdens that come with

Housing Trends

single-family home ownership. Communities may want to encourage the development of multifamily housing structures for a number of reasons.

Multifamily housing choices provide economic vitality to the community, because they provide appealing options to residents.

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

An inadequate supply of affordable housing essentially limits economic growth, because residents who pay high prices for housing, including housing related expenses such as homeowners insurance, property taxes, and repair costs, have less disposable income to spend on other goods and services. Similarly, businesses cannot expand their workforces without enough housing available to workers and their families.

Powerful trends at the national and state level influence the City of Rose Hill's economic viability. The labor and employment section investigates the impact of national and state trends on the City of Rose Hill. Economics drives growth, tax base and ultimately resources and needs for future investment; all critical factors for future planning.

Federal Trends

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

- Growing Work Force – anticipated total labor force growth 2018 of 8.2%.
- Aging Work Force – a 43% rise in the number of employees aged 55 or older, who will comprise 24% of the total labor market.
- Increasingly Hispanic Work Force – the total number of workers, who are Hispanic, will grow by 33%.
- More Service Jobs and Less Manufacturing Jobs – anticipated 12.5% growth in service sector jobs and a 9% decrease in manufacturing jobs.
- Areas of Growth – professional & business services, health care & social assistance, and small-box & boutique retail trade.
- Areas of Slow Growth or Job Loss – manufacturing, government, and large-box retail trade.
- More Education Required – positions requiring a Bachelor's degree will increase by nearly 17%, Associate's degree by 19%, and post-secondary vocational training by 13%.
- Growth in “Middle Market” Companies – In recent years, “middle market” companies have added 2 million workers, nationwide. The middle market businesses are defined as having annual sales between \$10 million and \$1 billion. There are approximately 200,000 “middle market” businesses, which are 3% of all companies. This 3% of all businesses provide close to 34% of all private employment or 41 million jobs. The vast majority of these “middle market” companies are expected to grow within the next year. “Middle market” businesses tend to be more stable, which enables them to focus on innovation.

Kansas Employment Trends (2001-2010)

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

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

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

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

Kansas Employment Growth (2008-2010)

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

Labor and Employment

Rose Hill Employment Trends

In 2000, 71 percent of the Rose Hill community was employed, while 25 percent were not in the labor force and 2 percent were unemployed. In 2010, the unemployment rate increased to 3 percent of the population, and the percentage of individuals not in the labor market decreased to 24 percent of the population. The percentage of employed persons in Rose Hill remained the same over the decade.

Chart 16a: Employment Status 2000

■ Employed ■ Unemployed ■ Not in Labor Force ■ Other

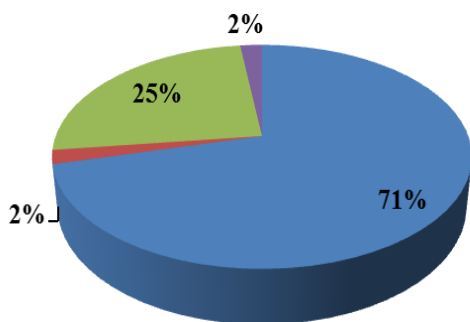
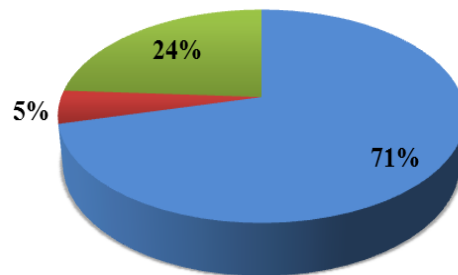


Chart 16b: Employment Status 2010

■ Employed ■ Unemployed ■ Not in Labor Force



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

In 2000, a majority of Rose Hill residents worked in management, business, science and arts (40 percent), or sales or office occupation (26 percent). Zero percent of the population worked in farming, fishing and forestry. Nine (9) percent of the employed community worked in a service occupation and seventeen (14) percent worked in production, transportation, and material moving. Those employed in natural resources, construction, and maintenance made up eleven (11) percent of the population.

Chart 17: Resident Occupation 2000

■ Management, Business, Science, and Arts
 ■ Service occupations
 ■ Sales/Office
 ■ Natural Resources, Construction, and Maintenance
 ■ Production, Transportation, and Material Moving

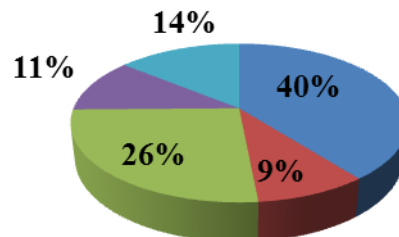
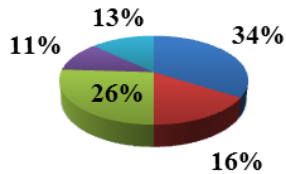


Chart 18: Resident Occupation 2010: Rose Hill

- Management, Business, Science, and Arts
- Service occupations
- Sales/Office
- Natural Resources, Construction, and Maintenance
- Production, Transportation, and Material Moving



In 2010, a lesser percent of individuals worked in management, business, science, and arts (34 percent, down 5 percentage points from 2000); sales and office occupations increased to sixteen (16) percent of the employed population; and farming, fishing and forestry occupations remained the same (0 percent). Occupations seeing an increase in prevalence in-

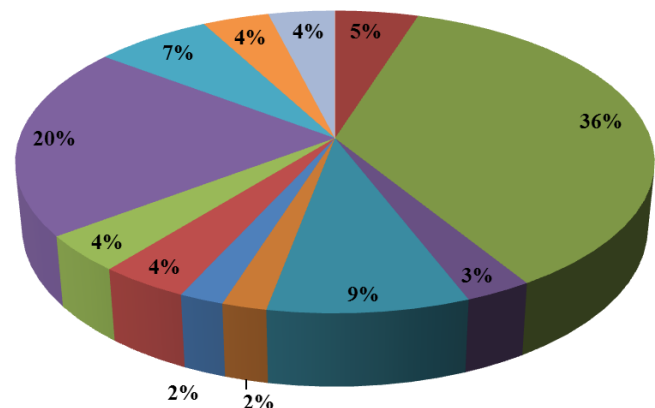
clude: service occupations (16 percent, up 7 percentage points from 2000). Natural resources, construction, and maintenance remained steady (11 percent). Production, transportation, and material moving decreased by 1 percentage point (13 percent, down 1 percentage point from 2000).

Industry

The Rose Hill community provides employees for a number of different industries. In 2000, manufacturing was the top industry employer, employing thirty seven (37) percent of the community. Educational services, and health care and social assistance was second in 2000, employing twenty one (21) percent of the community. The retail trade industry employed nine (9) percent of the population, making it the third largest industry in 2000. Arts, entertainment and recreation, and accommodation and food service (7 percent of the employed population) and construction (5 percent of the employed population) were the fourth and fifth largest industries, respectively in 2000.

Chart 19: Industry 2000

- Construction
- Manufacturing
- Wholesale trade
- Retail trade
- Transportation and warehousing and utilities
- Information
- Finance and insurance, and real estate and rental leasing
- Professional management services
- Educational services, and health care and social assistance
- Arts, entertainment and recreation, and accomodation and food services
- Other services, except public administration
- Public administration

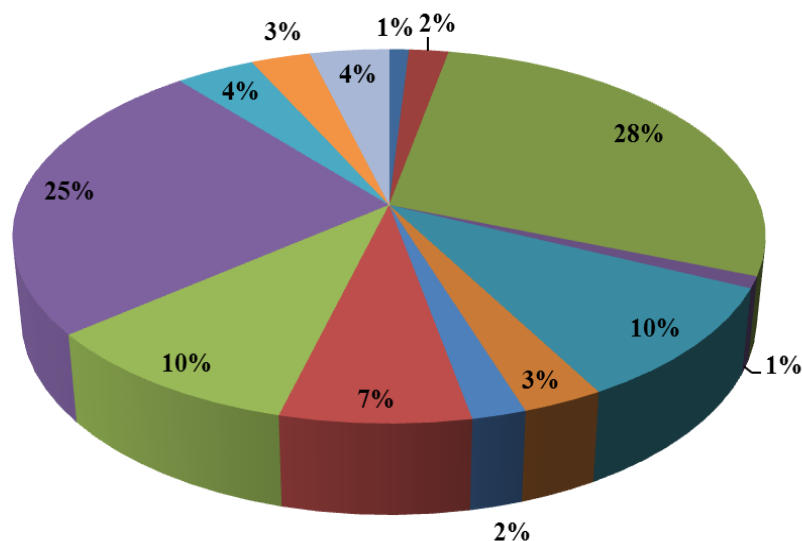


Labor and Employment

In 2010, manufacturing remained the top industry, employing twenty seven (27) percent of the employed population residing in Rose Hill, dropping 10 percentage points from 2000. Educational services, and health care and social assistance remained the second largest industry in 2010 (25 percent of employed population), although educational services, and health care and social assistance also did not make up as large of a percentage of the workforce in 2010 as it did in 2000 (25 percent in 2000, up 4 percentage points from 2000). Those employed by the retail trade industry grew from 2000 to 2010 (up 1 percentage points from 9 percent to 10 percent of the employed population), making it the third largest employer in 2010. The fourth largest employer, professional management services, employed only 4 percent of the employed population in 2000 and grew to 10 percent in 2010. Industries that also saw growth from 2000 to 2010 include: finance, insurance, real estate and leasing; transportation, warehousing and utilities; agriculture, forestry and hunting and mining and public administration. Additional industries experiencing a declining trend from 2000 to 2010 included: whole sale trade; construction and other services, except public administration.

Chart 20: Industry 2010

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



**City of Rose Hill
Strategic Plan
Financial Analysis
March 30, 2014**



CITY OF ROSE HILL FUND ANALYSIS

General Fund	<ol style="list-style-type: none"> 1. Quite balanced over the past five years, with annual fluctuations. 2. About one in six dollars is attributable to the General Fund.
Employee Benefits	<ol style="list-style-type: none"> 1. Fund has been in surplus, but with health insurance uncertainties, this is sound financial management. 2. Employee benefits are about 5% of the budget.
Library Fund	<ol style="list-style-type: none"> 1. The Library Fund was established in 2009. 2. This is a pass through fund. 3. This represents less than 2 percent of the budget.
Special Street and Highway	<ol style="list-style-type: none"> 1. This fund is supported by shared revenues from the State of Kansas gasoline tax based upon uniform State distribution formulas. 2. This fund is limited to street-related expenditures and represents costs of salaries, equipment and materials related to street work.
Capital Improvement Reserve Fund	<ol style="list-style-type: none"> 1. This fund is best described as a savings account for smaller capital improvement projects.
Street Only City Sales Tax	<ol style="list-style-type: none"> 1. This source was initiated in 2010, with expenditures arising in 2011. 2. After originally adopted for arterial streets, the fund was changed a few years after its adoption to include all streets. 3. While there is substantial reserve, expenditures are increasing in 2013 and are expected to increase in 2014. 4. Street-only city sales tax is about 4% of the budgeted city revenues.
Equipment Reserve	<ol style="list-style-type: none"> 1. This fund is a savings account for major equipment. 2. This fund is probably underfunded, as major expenditures for equipment must be budgeted independently. 3. Equipment reserve expenditures are less than 1% percent of the budget.
Other	<ol style="list-style-type: none"> 1. This fund includes park and recreation funds generated from state-collected alcohol tax and distributed by formula, minor police and park grants, and historic preservation activity. 2. The "Other" category represents less than 1% of the total budget.
Capital Projects	<ol style="list-style-type: none"> 1. "Capital Projects" represents work in progress in the form of major construction initiatives. 2. Projects have included water, sewer, city hall, subdivision work, industrial park, and many other initiatives over this period. 3. Most of these projects are bonded, and many are supported by grants or special assessments on new development.
Bond and Interest	<ol style="list-style-type: none"> 1. This fund represents the principal and interest payments for city debt to pay off major capital improvement projects. 2. Debt payments represented 14% of the city budget. 3. Debt payments appear to be growing.
Water	<ol style="list-style-type: none"> 1. This fund represents expenditures for treated water from the City of Wichita and internal distribution system costs. 2. Working with a sole supplier of water limits negotiation leverage on purchase price of water. 3. Rose Hill faces an inverted rate scale in which high usage increments are billed at a substantially higher rate than normal consumption. 4. Water represents about 13% of the city budget.
Sewer	<ol style="list-style-type: none"> 1. The sewer fund captures the revenues and expenditures for wastewater collection and treatment. 2. The city was mandated to rehabilitate the entire treatment system in 2008 in order to meet state permit requirements. 3. Cost for the improvements was approximately \$8 million. 4. Sewer debt is responsible for about 37% of the city's \$14 million indebtedness.
Miscellaneous Notes	<ol style="list-style-type: none"> 1. Total city indebtedness is \$14 or \$3,585 per capita. 2. Communities with growth are typically saddled with debt associated with that growth. 3. Mill levy is stable with past three years levy of 45.3, 44.1 and 44.2 mills. 4. One mill generates \$24,162.
Source	Annual audited financial statements and 2014 budget.

CITY OF ROSE HILL REVENUES AND EXPENDITURES BY FUND, 2008-2012 (from annual audits)

Fund	2008	2009	2010	2011	2012	Percent Total		5 Year Impact
						Rev.	Expd.	
General Fund								
Revenues	1,155,389	925,507	1,169,350	1,277,239	1,094,558	16.2%		
Expenditures	1,025,730	1,166,810	1,089,858	1,141,605	1,190,784		18.6%	
Net Surplus/(Deficit)	129,659	(241,303)	79,492	135,634	(96,226)			7,256
Employee Benefit								
Revenues	226,076	279,458	260,059	291,598	318,425	4.7%		
Expenditures	212,158	248,248	266,001	262,239	277,738		4.3%	
Net Surplus/(Deficit)	13,918	31,210	(5,942)	29,359	40,687			109,232
Library								
Revenues	-	78,032	82,328	87,236	108,205	1.6%		
Expenditures	-	78,032	82,328	87,236	106,504		1.7%	
Net Surplus/(Deficit)	-	-	-	-	1,701			1,701
Special Street/Highway¹								
Revenues	132,368	126,228	127,316	123,298	122,363	1.8%		
Expenditures	134,028	127,015	115,781	128,118	144,126		2.3%	
Net Surplus/(Deficit)	(1,660)	(787)	11,535	(4,820)	(21,763)			(17,495)
Equipment Reserve²								
Revenues	5,000	2,500	5,000	5,000	5,000	0.1%		
Expenditures	5,092	5,092	420	-	40,000		0.6%	
Net Surplus/(Deficit)	(92)	(2,592)	4,580	5,000	(35,000)			(28,104)
Capital Improvement Reserve³								
Revenues	2,500	2,500	7,500	5,000	7,500	0.1%		
Expenditures	-	-	-	20,000	20,000		0.3%	
Net Surplus/(Deficit)	2,500	2,500	7,500	(15,000)	(12,500)			(15,000)
Street-Only Sales Tax Fund								
Revenues	-	-	355,081	311,123	266,871	4.0%		
Expenditures	-	-	9,572	68,669	258,045		4.0%	
Net Surplus/(Deficit)	-	-	345,509	242,454	8,826			596,789
Other⁴								
Revenues	79,219	136,733	94,762	2,033	6,053	0.1%		
Expenditures	62,408	173,644	78,771	4,685	18,189		0.3%	

Net Surplus/(Deficit)	16,811	(36,911)	15,991	(2,652)	(12,136)	0	(0)	(18,897)
Capital Projects⁵								
Revenues	2,007,969	2,373,534	2,481,328	1,448,830	1,879,637	27.9%		
Expenditures	2,370,949	1,774,695	2,703,863	2,098,087	1,428,721		22.3%	
Net Surplus/(Deficit)	(362,980)	598,839	(222,535)	(649,257)	450,916			(185,017)
Bond and Interest⁶								
Revenues	673,514	716,034	656,270	812,342	958,885	14.2%		
Expenditures	746,641	729,957	684,632	841,134	936,841		14.6%	
Net Surplus/(Deficit)	(73,127)	(13,923)	(28,362)	(28,792)	22,044			(122,160)
Water⁷								
Revenues	804,095	1,642,107	812,859	916,800	824,572	12.2%		
Expenditures	861,481	1,672,621	876,027	1,050,637	863,057		13.5%	
Net Surplus/(Deficit)	(57,386)	(30,514)	(63,168)	(133,837)	(38,485)			(323,390)
Wastewater								
Revenues	5,744,437	3,563,358	1,353,454	1,178,909	1,152,279	17.1%		
Expenditures	5,680,385	3,198,882	1,200,777	1,057,324	1,110,997		17.4%	
Net Surplus/(Deficit)	64,052	364,476	152,677	121,585	41,282			744,072
Total								
Revenues	10,830,567	9,845,991	7,405,307	6,459,408	6,744,348	100.0%		
Expenditures	11,098,872	9,174,996	7,108,030	6,759,734	6,395,002		100.0%	
Net Surplus/(Deficit)	(268,305)	670,995	297,277	(300,326)	349,346			748,987
Cash Balances⁸								
Beginning Year Balance	2,089,630	1,821,325	2,492,320	2,789,597	2,489,911			
Ending Year Balance	2,200,519	2,768,883	2,852,431	2,789,107	3,144,417			
Net Increase/(Decrease)	110,889	947,558	360,111	(490)	654,506			1,054,787
¹ State money funding declined. Additional costs included snow removal costs.								
² Countywide upgrades to emergency services and school upgrades.								
³ Special projects include: road improvement to wastewater facility (co-funded by county, township) & School St Park bridge project.								
⁴ Primarily includes economic development and council special projects.								
⁵ Capital projects is current account of projects in progress at the end of the year.								
⁶ Bond refunding as approved by bond counsel.								
⁷ Various transfers out of sales tax and water as well as bond refunding.								
⁸ 5 Year Impact was calculated by subtracting 2008 beginning year balance from the 2012 ending year balance.								

**City of Rose Hill
Strategic Plan
Goals & Strategies
April 4, 2014**



GOAL 1 – ROSE HILL STRATEGIC PLAN – APRIL 4, 2014

Develop and support programs that improve the quality of life while maintaining the valued small town character.
(Goal 1)

Objectives	Short 0-1 yr	Medium 1-5	Long 5+	Ongoing	Recommended Lead Org.	Recommended Partner(s)	Recommended Strategies
Develop partnerships among churches, school district and other community groups to address community needs	1			1	Churches	School district, Leadership Team *	Establish an ongoing RH Leadership Team. City does initial appointments.*
Promote, preserve quality of K-12 schools including athletics	1			1	School district	City, community groups, BCC, residents, students	*Utilize new RH Leadership Team.

*Leadership Team – City of Rose Hill appoints team leader and eventually transfers responsibilities and leadership out to non-City team members. Organizations represented City staff, city council, Mayor, school board, school administration, clergy, senior center, business community, chamber of commerce, historical society, recreation commission, Rose Hill Development, Inc., library, Boy Scouts, Girl Scouts.

GOAL 2 – ROSE HILL STRATEGIC PLAN – APRIL 4, 2014

Promote the image of Rose Hill and create a unique identity. Ensure “caring” community values are shared with future generations.
(Goal 2)

Objectives	Short 0-1	Medium 1-5	Long 5+	Ongoing	Recommended Lead Org.	Recommended Partner(s)	Recommended Strategies
Market Rose Hill public schools	1			1	School district		Consider hiring marketing/community engagement staff specialist. Investigate Derby model of school district/city sharing the employee.
Invest in streetscape improvements (lanterns, banners, etc) in older and newer developments. Improve entryways with possible signage along entrance fence lines.	1			1	City	Park and Tree Board	Contact Kansas Main Street program leaders and communities for more information.
Expand Community Service Day, Fall 2014	1			1	School district	Community (churches, city, chamber), Leadership Team	Utilize partners to improve 2014 event.
Gain part-time project directors at minimal cost.	1			1	City		Contact area universities, colleges and BCC for possible student interns. Define projects.
Raise awareness of RH assets. Better promote community assets		1			City	School district	Contract for specialists in “community branding” Define scope of the project. Hire specialist in the field. Develop print materials. Explore using water tower as billboard to promote the community.

Promote the image of Rose Hill and create a unique identity. Ensure “caring” community values are shared with future generations.

(Goal 2)

Broaden information base of professionals who interact with potential new RH residents		1		1	Chamber	Local realtors	Sponsor an open house for area realtors
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GOAL 3 – ROSE HILL STRATEGIC PLAN – APRIL 4, 2014

Develop a City Capital Improvement Plan (CIP) or master plan for sewer, water and other City facilities. Continue to support the City’s renewal of existing aged infrastructure. Support consistent efforts to improve access to and navigation through the community.
 (Goal 3)

Objectives	Short 0-1	Medium 1-5	Long 5+	Ongoing	Recommend Lead Org.	Recommended Partner(s)	Recommended Strategies
Ensure water supply		1		1	City	City of Wichita, Butler County, WAMPO, REAP Water Resources Committee, newly-formed Butler County Water Resources Committee	Continue to investigate all potential water suppliers.
Improve Rose Hill Road		1		1	Butler Co	City, WAMPO, KDOT, Butler County	Develop and adopt a comprehensive Capital Improvement Program (CIP)
Improve street maintenance/develop sustainable street maintenance program	1			1	City	KDOT, Butler County	Develop & adopt CIP
Construct new road to alleviate railroad obstruction			1		City	KDOT, Butler County, Railroad	Develop & adopt CIP
Fund water and sewer improvements/aging infrastructure		1		1	City	KDHE	Develop & adopt CIP
Improve sidewalks	1			1	City	WAMPO, grants	Develop & adopt CIP

GOAL 4 – ROSE HILL STRATEGIC PLAN – APRIL 4, 2014

Expand housing options to ensure diversity and availability for all current and potential residents. Identity specific programs and tools to address housing choices consistent with the community’s values and principles.
 (Goal 4)

Objectives	Short 0-1	Medium 1-5	Long 5+	Ongoing	Recommended Lead Org.	Recommended Partner(s)	Recommended Strategies
Encourage apartment complex building	1			1	City	Developers, State housing agency (KS Rural Housing)	Continue to work with potential developers. Locate land and infrastructure.
Address issue of current housing vacancies	1			1	City	Developers, local realtors	Promote filling existing home vacancies.
Provide additional housing for new residents and to accommodate growth		1		1	City or developers	State housing agency	Encourage new housing developments in all income ranges.
Create partnerships to address housing issues. Explore new concept of multi-generational, seniors and young families			1	1	City	RH Leadership Team (See Goal 1)	
Strengthen City code enforcement	1			1	City		Continue to fund position

GOAL 5 – ROSE HILL STRATEGIC PLAN – APRIL 4, 2014

Determine the community's guiding principles/positions on growth. Initiate methodical planning and objectives to accomplish growth goals.
 (Goal 5)

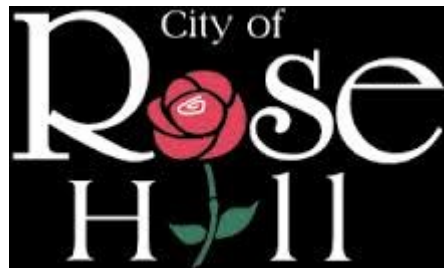
Objectives	Short 0-1	Medium 1-5	Long 5+	Ongoing	Recommended Lead Org.	Recommended Partner(s)	Recommended Strategies
Adopt a sophisticated planned growth program		1			City	Consultant, WAMPO	Move forward with comprehensive plan.
Support growth to retain existing businesses		1		1	City	Chamber, Butler Co Economic Dev., RH Dev. Inc., KDOC	Explore the issue.
Support growth to recruit new businesses	1			1	City	Chamber, Butler Co Economic Dev., RH Dev. Inc., KDOC	Continue current incentive programs for new businesses.

GOAL 6 – ROSE HILL STRATEGIC PLAN – APRIL 4, 2014

Continue to keep utility and debt reduction costs at the forefront of financial management and planning.
 (Goal 6)

Objectives	Short 0-1	Medium 1-5	Long 5+	Ongoing	Lead Org.	Partner(s)	Strategies
Keep high utility costs as highly visible at city council level		1		1	City		City staff works with city council.
Secure additional revenue to offset debt		1		1	City	Chamber, RH Dev. Inc., Butler Co Economic Development	Investigate sales tax rates of surrounding and comparable cities. Increase awareness of revenue from alcohol taxes.
Reduce costs when possible		1		1	City	Water supplier	
Take advantage of opportunities to replace aging infrastructure		1		1	City	KDHE	Develop & adopt CIP

**City of Rose Hill
Strategic Plan
Business Incentives
April 22, 2014**



Retail/Commercial Business Incentive Program 2012-2013

City of Rose Hill, Kansas

Rose Hill Chamber of Commerce

Rose Hill Development, Inc.



In 2012-2013, two businesses took advantage of the retail/commercial business incentives in the City of Rose Hill.

The following retail/commercial business incentives were in effect in Rose Hill for 2012-2013 but have been discontinued indefinitely and are under review.

The City of Rose Hill, the Rose Hill Chamber of Commerce, and Rose Hill Development, Inc., were desirous of stimulating new retail and commercial development and welcoming new businesses to the community. The three parties worked for the authorization of the following incentives in 2012 and 2013:

CITY:

- Not to exceed \$500.00 subsidy upon condition that the new business owners have provided adequate proof of an executed one year lease to the office of the City Clerk and have established an account in the same name as the business owner. The City of Rose Hill agrees to pay for City Water and Sewer utility charges assessed to the business (including the Account Set-Up Fee), until such time the \$500.00 subsidy is depleted.

OR: In the case where the new business owner is not responsible for the Water and Sewer utility, the City will provide the following, in lieu of a utility subsidy:

Not to exceed \$500.00 permit fee waiver for construction/remodel associated with a new retail/commercial business upon condition that the new business owners have provided adequate proof of an executed one year lease to the office of the City Clerk and all other related documents and applications.

AND:

CHAMBER:

- \$375.00 cash for start-up costs of a new retail/commercial business upon condition the business meets all criteria listed below.

To qualify for the Rose Hill Retail/Commercial utility subsidy or permit fee waiver and the Chamber cash incentive, the following criteria must be met:

- (1) Business must be a new business coming into Rose Hill and located within the corporate city limits of Rose Hill, Kansas.
- (2) Minimum one-year lease must be executed and copy attached to Incentive Program Application, or applicant must provide proof of ownership of facility if applicable.
- (3) Applicant must comply with all City Codes, City Regulations, Water/Sewer Policies and be current on all taxes and special assessments.

Application to be submitted to the City Administrator. Application period is December 1, 2012 through December 31, 2013. Chamber cash incentive was available to the first four eligible businesses.

BUTLER COUNTY Business Incentives 2014

State Incentives

The structure of Kansas financial incentives, tax levies and tax credits has been thoroughly planned to be fair and favorable for a business. Our tax base ensures that no single industry is disproportionately burdened. The incentives reflect an awareness of what it takes to attract and retain the companies that provide jobs for Kansans and our state is constitutionally restrained from overspending.

A quick listing follows:

No merchant inventories tax since 1989

No intangibles tax in Butler County

Non-collection of sales tax for expansions or new plant sites

Machinery and equipment tax exemption

High Performance Incentive Program

Tax credit for research

Tax credit for day care facilities

Sub-Foreign trade zones

Butler County Incentives

Many of the state tax incentives were created to assist local counties or cities with economic development efforts. As a result, the state incentives are made available through a city or county on behalf of the business. Additional local incentives are listed below.

Industrial Revenue Bonds

A business can use Industrial Revenue Bonds (IRBs) as a low cost tool to help finance its projects. In addition, the bonds allow for a reduction or abatement of the property taxes created by the increased value of the project and the non-collection of the sales tax that would be collected on the project.

Local Property Tax Abatement

Each city can adopt a property tax abatement policy. A few cities in Butler County have adopted policies that allow abatement for up to 10 years. These policies are based upon the number of new jobs that are created and the amount of new capital investment that the business brings to the county.

Training Programs

Butler County and its communities participate with the state in supplying access to the state training funds. The KIT, KIR and SKILL programs are made available to both existing and new businesses in the state. In addition to state programs, Butler Community College will work to develop any custom programs that a prospect might need. The KIT and KIR funds can be accessed to help pay for this type of training. The SKILL program is available to help train a large force of people over a long period of time.

Community Development Block Grant Program

A business may apply for financial assistance from the state through a city or county. Butler County participates in applying for CDBG funds where applicable and where the business can hold a project while it waits for the state to award these funds. The CDBG program is useful if a business needs a low-interest loan, but it does place constraints upon the business.

Micro-Loan Program

Butler County Community Development has been awarded funds to be made available for small start-up and existing businesses in the county. These funds are subject to the state CDBG guidelines and are to be used to stimulate self-employment activities. Loans can be made for working capital, equipment, land and building.

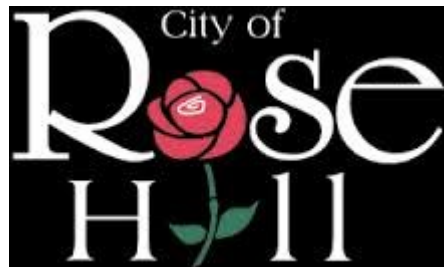
For more information, contact:

David Alfaro, Director

Butler County Community Development

(316) 322-4325

**City of Rose Hill
Strategic Plan
Jobs Inflow/Outflow
April 22, 2014**



Primary Jobs: City of Rose Hill Residents – 2011

Inflow/Outflow Report

Slightly more than 93 percent of the residents of Rose Hill in 2011 were employed outside the city. Slightly fewer than seven percent lived and worked in the city. Total employment in 2011 amounted to 690 with 556 individuals working in Rose Hill but living outside the city.

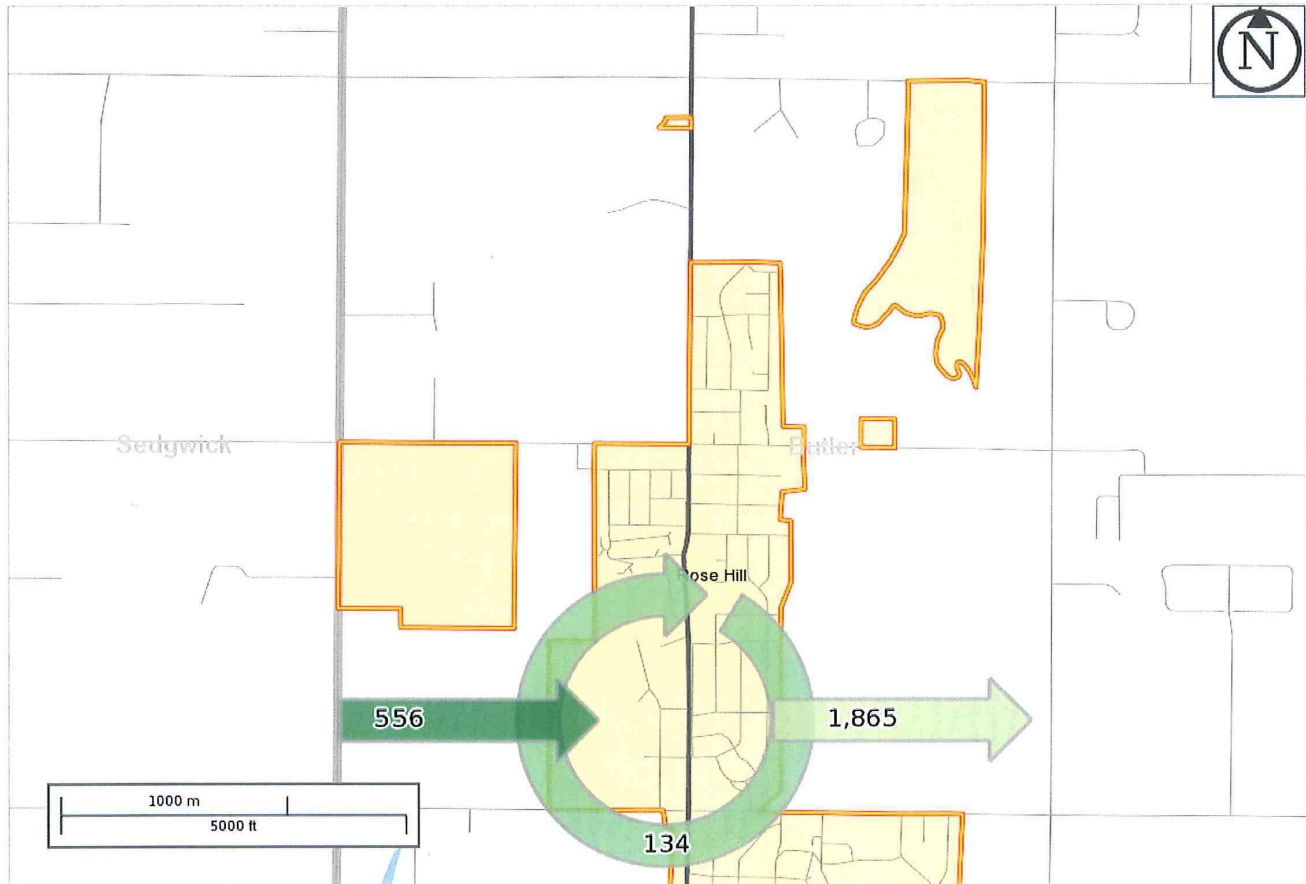
Job creation at the local level is a critical issue for Rose Hill and should be addressed by the community in the near future.

See following three pages.

Inflow/Outflow Report Primary Jobs for All Workers in 2011

Created by the U.S. Census Bureau's OnTheMap <http://onthemap.ces.census.gov> on 04/10/2014

Inflow/Outflow Counts of Primary Jobs for Selection Area in 2011 All Workers



Map Legend

Selection Areas

Analysis Selection

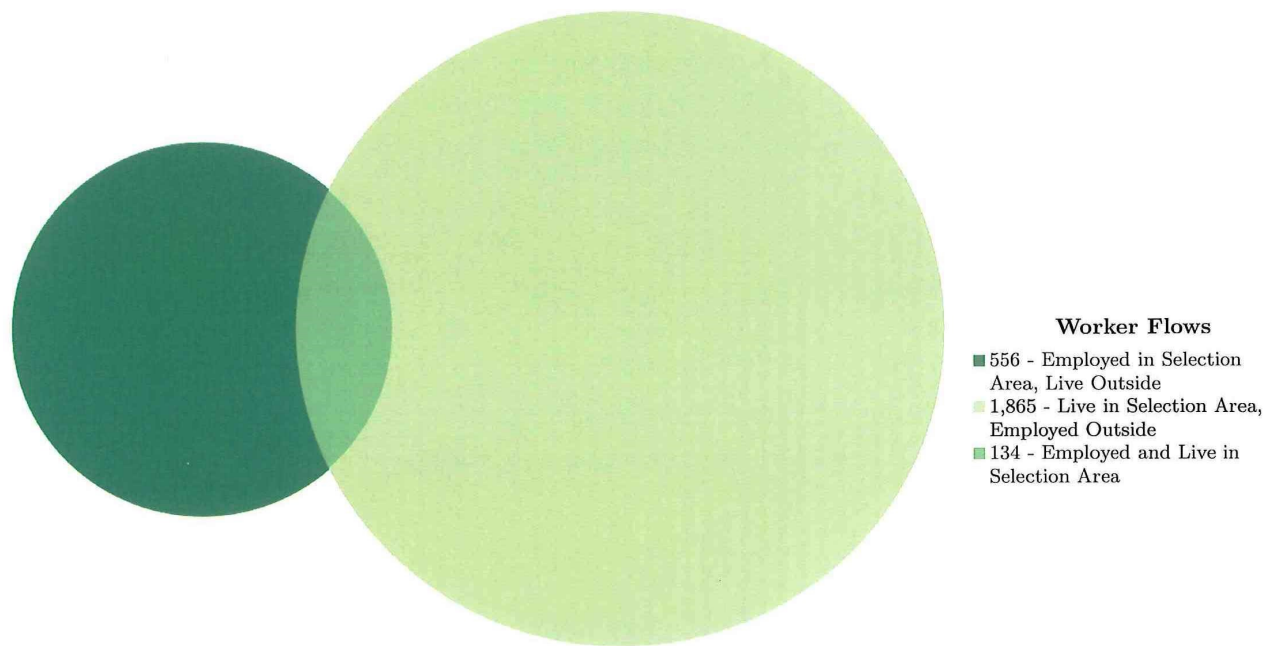
Inflow/Outflow

- Employed and Live in Selection Area
 - Employed in Selection Area, Live Outside
 - Live in Selection Area, Employed Outside
- Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.



Inflow/Outflow Counts of Primary Jobs for Selection Area in 2011

All Workers



Inflow/Outflow Counts of Primary Jobs for Selection Area in 2011

All Workers

Worker Totals and Flows	2011	
	Count	Share
Employed in the Selection Area	690	100.0
Employed in the Selection Area but Living Outside	556	80.6
Employed and Living in the Selection Area	134	19.4
Living in the Selection Area	1,999	100.0
Living in the Selection Area but Employed Outside	1,865	93.3
Living and Employed in the Selection Area	134	6.7

Additional Information

Analysis Settings

Analysis Type	Inflow/Outflow
Selection area as	N/A
Year(s)	2011
Job Type	Primary Jobs
Selection Area	Rose Hill city, KS from Places (Cities, CDPs, etc.)
Selected Census Blocks	96
Analysis Generation Date	04/10/2014 12:13 - OnTheMap 6.2
Code Revision	a12f12cf37f990b17ae7dd6623f608d9384e8f29
LODES Data Version	20130430

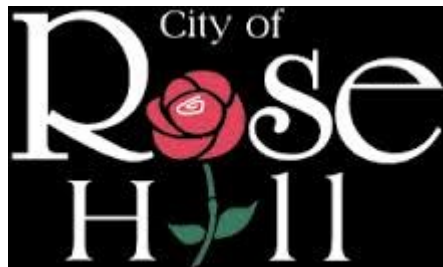
Data Sources

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2011).

Notes

1. Race, Ethnicity, Educational Attainment, and Sex statistics are beta release results and are not available before 2009.
2. Educational Attainment is only produced for workers aged 30 and over.
3. Firm Age and Firm Size are not available before 2011.
4. Firm Age is only available for All Private Jobs and only for Work areas.
5. Firm Size is only available for All Private Jobs and only for Work areas. For firms 1 year and older, firm size is the national size of the firm in March of the previous year.

**City of Rose Hill
Strategic Plan
Appendices
April 22, 2014**



City of Rose Hill Strategic Planning
Describe Community Now—Listening Tours – 2013, 2014

	Businesses	City Council	City Employees	Community Meeting	Faith Based	Historical Society	School	Seniors
Good schools		XXXXX	X		X	X	X	X
Safe	X	XXXXX	X	X		X	X	X
Small town atmosphere*	X	XXXXX		X*		X	X	X
Bedroom community	X	XXX	X			X	X	
Stagnant business growth		XX	X				X	
Family oriented		X	X				X	X
Accessible to metro area		XXX						
Stagnant residential growth			X				X	
Diverse	X				X			
High water/ sewer bills		X						
Feeling our hands are tied		X						
Recreation areas (pond, etc for fishing derby, improved sidewalks, lighting)		X						
Disappointing Recreation Center, sports, lack of youth activities			X					
“Plain” community identity, lack of uniqueness			X					

**City of Rose Hill Strategic Planning
Describe Community Now—Listening Tours – 2013, 2014**

	Businesses	City Council	City Employees	Community Meeting	Faith Based	Historical Society	School	Seniors
Lack of local business support					X			
Realistic dreams vs. financial reality					X			
Lack of housing including first-time starter homes					X			
All houses look the same					X			
More newcomers to balance long time residents						X		
Butler Community College satellite						X		
Frugal				X		X		
Lack of volunteers						X		
Problem retaining residents (empty nesters)								X
Religious		X						
Athletics - strong		X						
Residents mostly professional		X						

Community meeting input (one mention each)

*Small town atmosphere – friendly , helpful, nice, growing, quiet, caring, genuine people, quaint, civic pride, workable, home, neighborly, spirited, progressive, community (not just a place to live).

City of Rose Hill Strategic Planning
Describe Community Now—Listening Tours – 2013, 2014

Community meeting input (one mention each)

Big city ideas
Churches
Close-minded
Complacent
Diverse
Expensive
Grocery store - good
Inward looking
New businesses
Parks
Potential
Senior opportunities
Unhappy
What could be
Old

Other category:

Just the right size
If I wanted bigger, I would move to Derby or Andover
Street maintenance
Stop ignoring Old Town

**City of Rose Hill Strategic Planning
Assets —Listening Tours – 2013, 2014**

	Businesses	City Council	City Employees	Community Meeting	Faith Based	Historical Society	School	Seniors
Assets								
Good schools	X	XXXX	X		X		X	
City parks (pond)	X	XXX	X		X			X
Grocery store	X	XX				X	X	X
Public safety services/Safe	X	XX				X	X	X
BCC	X	X				X	X	X
Recreation Center	X				X	X	X	X
Senior Center	X		X			X	X	X
Churches	X				X	X	X	
Access to metro area, WSU	X	X					X	
Industrial Park	X	X						X
Small size/ traditions, events		XX					X	
Library	X						X	X
Airport	X						X	
Athletics	X	X						
Athletic facilities (accessibility)								X
Bank							X	
Casey's Store		X						
Chaplaincy program					X			
City water and sewer facilities		X						
Community pride							X	
Dedicated, responsive city staff			X					
Fine arts	X							
Giving & active community			X			X		
Handicap Accessibility								X

**City of Rose Hill Strategic Planning
Assets —Listening Tours – 2013, 2014**

	Businesses	City Council	City Employees	Community Meeting	Faith Based	Historical Society	School	Seniors
Assets								
Housing stock		X					X	
Local newspaper	X							
Medical facilities	X					X		
Museum								X
Nursing home/ assisted living	X						X	
Parental support							X	
Partnerships (community)							X	
Physical appearance	X							
Pizza Hut		X						
Post Office						X		X
Recycling	X							
Room to grow	X							
Safe sidewalks to school		X						
Railroad as town founder								X
Trees		X						
Veterinarian						X		
Youth programming					X			

**City of Rose Hill Strategic Planning
Challenges — Listening Tours – 2013, 2014**

	Business	Council	City Emp	Community	Faith	Hist Soc	School	Srs
CHALLENGES								
Fiscal/funding/budget	X	XXXX	X	X	X			
Street maintenance	X	XXXX	X	X (13)		X		
Railroad trains/lack of overpass/ safety issues	X	X		X (3)		X	X	X
Utility/water costs high	X	XX		X (6)	X	X		
Taxes - high	X	XXX		X (6)	X			
Housing (lack of rental, low income, starter, senior)	X	X	X	X (8)			X	
Access to Rose Hill (roadways)	X	X		X (7)	X		X	
Businesses - lack of		XX	X	X (7)			X	
Business retention (including medical)				X (5)		X	X	X
Business recruitment success		X		X (8)		X	X	
Infrastructure upkeep - water and sewer			X	X (2)	X		X	
Water supplier (current & future)	X	X	X					
Park improvements	X	X		X				
Restaurant - sit down - lack of				X (2)		X		X
Volunteers - lack of		X		X (2)		X		
Employment - lack of local jobs			X				X	X
Challenges (one or two mentions)								
Access to local schools (traffic & street planning)					X		X	
Attracting natives to move home/ young families			X					
Attracting & visibility for new resi- dents				X			X	
Aviation slowdown		X						
Butler Community College			X					
Bedroom community					X			
Behavior						X		
Building inspection						X		
Business needs - examine what they need		X						
Business promotion	X	X						
Captive audience - lack of		X						
Citizen connections			X					
Citizen involvement - lack of (including youth)		X		X (2)				
City Web site - improvements needed			X					

CHALLENGES (cont.)	Businesses	Council	City Emp	Community	Faith	Hist Soc	School	Srs
Communicating city issues to public (finances) transparency			X	X (2)				
Commun. engagement/new residents young adults, youth				X		X		
Community info center - centralized repository					X			
Community needs - way to identify legitimate needs					X			
Destination element - lack of						X		
Eating						X		
Employment - lack of local jobs			X				X	X
Employment - lack of Summer jobs					X			
Entertainment options - lack of		X		X			X	
Grocery store - keep				X (2)				
Growth - city interests vs. farm interests						X		
Growth - keeping up/too fast				X(4)	X			
Growth - lack of			X	X (4)				
Growth - no consensus		X		X				
Growth - planned (lack of) balance small town benefits	X			X (2)				
Hardware store - lack of				X		X		
Housing - tax abatement issue return		X						
Industrial park - environmental effects		X						
Industry recruitment/to generate taxes				X (2)			X	
Industrial park expansion				X				
Land ownership	X							
Location - not on major thoroughfare		X						
Negatives - focus on			X					
Post office south sidewalk								X
Post Office - keep				X (2)				
Proactive council - lack of; unwillingness to listen		X						
Public transit to metro area services						X		
Recreation Cntr programming/more for all ages			X	X				
Regulatory - state and federal implications			X					
Resistance to change from natives		X						
Retail/service competition - Andover, Derby		X		X				
Retention of empty nesters		X						
Roads - future planning		X		X				
School bullying							X	
School staffing - aging							X	
Self-interest vs. community interest			X					

CHALLENGES (cont.)	Businesses	Council	City Emp	Community	Faith	Hist Soc	School	Srs
Special projects - lack of followup						X		
Spray park - lack of		X						
Streets - codes for new development		X						
Taxes - competition between SG & BU counties							X	
Taxes for adequate school funding				X				
Taxes - township road system funding inadequacies					X			
Town square - lack of				X		X		
Traffic flow - decisions that ultimately affect					X	X		
Transparency with businesses, citizens		X		X				
Vacant buildings			X					
Youth Center - lack of	X							
Youth programming - Summer					X			
Youth retention								X
CHALLENGES (cont.)								
Community Meeting additional comments (one mention)								
Large comm. amenities without bus. tax base to support				X				
Athletics over academics (schools value)				X				
Become an open community				X				
Better elevation				X				
Catering to special interest groups				X				
City employees - no vision, too many				X				
Dedicated parks department - lack of				X				
Dry cleaning store				X				
Economically competitive				X				
Emergencies - only one through street				X				
First impressions - is direction or purpose clear?				X				
Focus on recruiting military families				X				

CHALLENGES (cont.)	Businesses	Council	City Emp	Community	Faith	Hist Soc	School	Srs
Grocery store closes - what happens to our taxes				X				
Growth sustainable				X				
Grocery store - keep				X				
Handicap accessibility at library, post office				X				
Improve Rose Hill's appearance - citizens wash cars				X				
Inward looking				X				
Keep gas station				X				
Lack of Town Center/Downtown (renew trade area)				X				
Lack of direction or purpose				X				
Locals supporting local businesses				X				
Losing small town identity				X				
Small business support				X				
Market schools as way to grow				X				
Maintain real estate values				X				
More organized City employees				X				
Neighborhood blight - Old Town				X				
No highway to widen in growth of Park				X				
Open communication - reach out to others				X				
Parks				X				
Police protection				X				
Previous City leadership				X				
Put Rose Hill on the map				X				
School board				X				
Speed limits				X				
Teens roaming & smoking pot				X				
Working traffic lights				X				

**City of Rose Hill Strategic Planning
Values —Listening Tours – 2013, 2014**

	Business	Council	City Emp	Community	Faith	Hist Soc	School	Srs
VALUES								NA
Schools - good	X	X	X	X	X	X	X	
Safe/Good public safety	X	X		X		X		
Small town atmosphere		X	X	X	X	X		
People	X		X		X	X		
Churches	X		X	X				
Parks & walking paths		X						
Accepting/open community	X			X				
Affordable housing				X				
Air quality (fresh air)						X		
Chaplain service in emergency situations	X							
Clean, well kept properties (except roads)				X				
Close-knit community				X				
Community pride (deep)			X					
Community response to needs					X			
Easy to navigate community				X				
Family oriented				X				
Friendly, sincere people		X		X				
Growth & provisions of businesses and schools				X				
Leadership				X			X	
Medium size community				X				
Middle class atmosphere				X				
Military residents - active and retired				X				
Peaceful, quiet community				X				
Public safety services	X							
Rec Center & programming				X	X			
Recreation areas (pond, etc)				X				
Right size community				X				
School staff, curriculum, facilities							X	
Senior Center					X			
Sidewalks		X						
Simplicity				X				
Sports		XX						
Trees		X						
Businesses need competition				X				62

**City of Rose Hill Strategic Planning
Opportunities —Listening Tours – 2013, 2014**

	Business	Council	City Emp	Community	Faith	Hist Soc	School	Srs
OPPORTUNITIES								
Business expansion & retention (including medical)				X	X			X
Traffic flow improvements	X			X		X		
Community pride & community engagement		X	X	X				
Growth - planned			X	X		X		
Street improvements/maintenance			X	X				X
Youth activities - non-athletic				X		X		
63rd Street speed limits	X							
Amenities improvements			X					
Auditorium - large						X		
Build on small town benefits		X						
Business recruitment focus rather than residential				X				
Business incentives & abatements		X						
Business operating hours expansion					X			
Business park expansion						X		
Business partnerships (new)	X							
Business promotion		X						
Business stability - vacant commercial space							X	
Business support (local)	X							
Business-friendly improvements, local, start-ups							X	
"Buy local" campaign				X				
Church partnerships				X				
Citizen engagement: public mtgs, community events			X					
City council liaison to RHHS StuCo				X				
City identity - build for business & trade, add jobs				X				
City staff expansion			X					
City-school-rec commission partnerships		X		X				
Cleaner runoff water into our lake				X				
Community band to play at park in Summer				X				
Community Center								X
Community garden				X				

OPPORTUNITIES (cont.)	Business	Council	City Emp	Community	Faith	Hist Soc	School	Srs
Community protocol						X		
Dry cleaners/laundry/alterations shop				X				
Discussion about mill levy makeup			X					
Elected officials' exposure, interaction			X					
Event Center/Community Center						X		
Family oriented				X				
Fine arts support						X	X	
Food events			X					
Growth - balanced retail-industrial, population				X			X	
Growth - new developed neighborhoods attached to city				X				
Growth (room for)	X		X					
Hire knowledgeable personnel				X				
Historical Society building						X		
Housing				X	X			
Housing - affordable				X				X
Housing - infill to maintain existing units		X						
Housing - no tax abatements for new homes		X						
Housing - older home revitalization		X						
Housing - residential subdivision				X				
Housing - more apartments				X				
Housing - senior citizen								X
Industrial & commercial business expansion		X						
Industrial park expansion				X				X
Infrastructure improvements - sewer and water			X					
Land for growth							X	
Leadership positions - fill them		X						
Library expansion				X				X
Library expansion at another location						X		
Sell community with marketing help from realtors				X				
Movie theater						X		
Networking to identify family needs - improve					X			
New business from Udall						X		
No business expansion due to red tape to start				X				

OPPORTUNITIES (cont.)	Business	Council	City Emp	Community	Faith	Hist Soc	School	Srs
Outside activities for children			X					
Park activities (walk-run tracks, dog & skating park, volley)		X		X				
Park equipment improvements				X				
Parks - more				X				
Partnerships continuance	X							
Pedestrian & bicycle amenities			X	X				
Petty crimes				X				
Planning obtainable goals for next generation		X						
Positiveness		X						
Post Office sidewalk								X
Product/service development (new)	X							
Public transportation for elderly				X				
Railroad overpass/underpass						X		
Recreation Center expansion			X	X				
Recreation facilities expand to attract visitors				X				
Recruit military from McConnell AFB				X				
Restaurant - sit down				X				
Retain RH high school grads		XX						
Rose Hill Road expansion (county project)	X							
Safety issues								X
Schools - maintain quality				X				
School resource officers in middle & elem schools		X		X				
School system marketing/higher visibility							X	
Schools - neighborhood elementary				X				
Sidewalks - more				X				
Small, quiet, pretty, clean & well kept city				X				
Street planning (NS main, developments, fewer dead end		X		X				
Student population increase							X	
Swimming pool or skateboard park				X (6)				
Tax environment friendly to job creation				X				
Town Center - develop to offset spreading out				X				
Transparency - city council agenda packet online		X						
Youth Center	X							
Youth involvement		X						

**City of Rose Hill Strategic Planning
Three to Five Years — Listening Tours – 2013, 2014**

	Businesses	Council	City Emp	Community	Faith	Hist Soc	School	Srs
Three to Five Years								
Access to community (Infrastructure/easier way)	x							
Affordable living				x				
Business Recruitment/restaurants, retail, hardware, sporting	x		x	x	x			x
City partnerships					x			
City Promotion/branding, uniqueness	x		x					
Community interaction/engagement/intergenerational/volunteerism			x	x				
Community values (Clean, peaceful, respectful, unity, small community atmosphere)				x				
Destination spot (airport/bed and breakfasts/shoptainment)	x						x	
Growth (toward airport, population increase)				x			x	
Newspaper reporter (good)				x				
Housing (affordable, more options, senior apts)	x		x	x			x	
Industrial growth	x			x				
Infrastructure improvement (water & sewer)			x					
Employment- Capable work force, more job opportunities, employment hotline	x			x				
Auditorium (larger)							x	
Library (expand)				x				
Technical training at local level (high school and post high school)								x
Taxes (lower)			x					
Park improvements-Skateboard, Scooter, expand School Street pond				x				
Recreational opportunities (expanded)				x				
Sidewalks (replace downtown)				x				
Family oriented					x			
RHHS graduates returning as residents							x	
Revitalized				x				
Safety				x				
Schools (More citizen involvement, more support)				x				
Finance base - stable					x			
Street maintenance				x			x	
Swimming pool				x				
Tennis court				x				
Utility bills (lower)				x				
Street/road improvements, upgrades for traffic flow				x				x
Youth Center	x			x				

City of Rose Hill Strategic Plan
Stakeholder Interviews
November 2013 – January 2014

1. How would you describe the community now?

Safe bedroom community (2)

Easy access to the Wichita area for work

Small town feel

A “static” community

Trying to find its identity and what it would take to attract businesses

Safe, quiet community with excellent schools

As a non-resident as I come in to town I consider it a clean, friendly, open space community.

2. What are the community’s greatest assets?

Small town atmosphere

School system - Excellent school system with small class size that attracts families

Public safety

Quality of life

Tremendous recreation center-athletics

Parks-pond, walking trails and sidewalks

Family-oriented community that upholds traditional values

Schools, Police Department, Recreation Commission, Fire Department, Post Office, City Lake, local businesses that we do have

A mix of rural living residents and in town, community, convenience of getting to Wichita and other larger Butler County communities for special shopping and service needs.

Recreation center

3. What are the community’s challenges?

Challenging to get word out, hard to get real estate agents to promote Rose Hill Schools

High taxes (higher than Andover), little bit out of control which leads to a “hard sell”

Not sure if community wants to grow, not going to attract businesses without more rooftops

Not sure if key people want City to grow

Biggest challenge is taxes; get even with Andover-tough to get people to drive 5 more miles

Growth (2)

Future ability to have a tax base that meets the community's needs

Taxes, high property taxes, inherited Butler Community College property tax despite 75% of students come from Sedgwick County

Not big enough for theaters

Need to get that sense of community

Use businesses we have

Activities for teenagers, so mobile = less of a problem

Location-great spot to slow-growth helps city, if it does not grow it will die

Spent more money than what tax base can carry

Obtaining and paying for community amenities and infrastructure comparable to a larger community with the limited business tax base in Rose Hill

No "downtown" business district

Narrow and very busy main road that needs expanded

Too many trains during a normal day. Town needs a an overpass over train tracks

City needs a separate Parks Department with a managerial level director in charge of department with dedicated annual funds to go to improvements, annual maintenance and capital improvement projects. No turf maintenance programs in parks which includes weed control, fertilization, aeration, irrigation in all community parks.

Cooperation and partnerships between local government entities to successfully obtain quality of life amenities to attract new business and community members to Rose Hill

Limited employment opportunities for new community members

Very limited affordable rental housing/apartments that single people or younger new families can afford to rent while starting their families and lives.

No master parks plan in place

The length of the town.

Demands on families with so many family obligations difficult to get involved as citizen.

There are great community events. Chamber also hosts nice events and community garage

4. What do you value most about your community?

Safety (police, fire, EMS) (2)

Public service

Small town

Hometown feel

Wholesome atmosphere, located just outside the city

Safe and quiet community with friendly, caring community members

Parks are great resource and seeing housing market build up.

5. What creates the feeling of community here?

Schools

Kind and generous community members who truly care about the well-being of other community members.

The people involved in Chamber, city efforts the Recreation Center is amazing for community.

6. What opportunities are possible for the community?

Location

Promote school

Public discussion about growth

Growth

Island annexation

More of a bedroom community

Expand business base

Always been a service business community, need industries

See the big picture

Grow commercial properties to help the city (\$\$)

So much opportunity for growth as an outlying community that is safe and has an excellent school system. With population growth will come added services, restaurants, etc.

Larger business tax base if local government entities can work together to create a better community with greater quality of life amenities that are available in other communities such as nicer and more abundant parks with new outdoor sports and recreational facilities, swimming pool, bigger recreation center, nicer roads.

Progressive leadership that creates partnerships and cooperation between organizations to obtain unified goals and objectives.

Highlighting the education services, the sense of community, the engagement of citizens in city functions and decision making. Integration of business, government, social services and education sectors.

7. What vision do you have for your community in the next 3 to 5 years?

Hope they grow

More partnerships

Schools involved in selling of community

Government and business-join to sell the community

A vibrant community that invites and accepts change and growth yet keeps the “small town” atmosphere

Local government entities working together to create partnerships to obtain goals of the new strategic plan.

All roads in Rose Hill are drivable and well maintained

Newly created parks department with a managerial level Parks Director that will incorporate a turf maintenance program for parks that will have an annual budget that allows for annual renovations and capital improvement projects

Newly created master parks plan

New housing developments required to have curb and gutting and sidewalks along all streets and a small public accessible park for each new development

Population growth, expansion of schools and business, housing marketing filling up and continued community image of clean and friendly town.

8. What vision do you have for your community in the next 5-10 years?

Continue to grow

Natural normal growth north to Andover

Transportation issues

Four-lane between Andover and Rose Hill

Continue to expand corridor, ease to Wichita

\$74 million road improvement from Rose Hill to Andover. Funding for that issue requires doing it in phases (63rd one project)

Thriving, healthy community

Quality of life- 1 cent sales tax initiative so the city can pay for annual bond payments for new swimming pool, outdoor sports amenities, rental lodge for wedding/reception/reunion/meetings, finish School Street Park and upgrade all existing parks and renovate and add on to recreation center and any other future quality of life amenities needed.

New local businesses and new community members as a result of the new quality of life amenities and new perception that Rose Hill is a progressive community.

To start a foundation for community under CKCF to build endowment for unforeseen needs and support the growth of the community.

9. What could prevent that vision from occurring?

Fiscal issues

Reluctance to understand the importance of growing the tax base. High taxes will kill the community and flight of the population will result

Stagnant, non-progressive, non-cooperative leadership of our local government entities

Community members not willing to pay for new amenities

Lack of engagement, \$\$ and will.

10. What is critical to make that vision a reality?

Funding

Encourage new industry, retail, residential growth. Provide incentives to make that happen

Commitment and cooperation of our local government entities to work together to obtain the new goals and objectives of new strategic plans.

Progressive and cooperative leadership from our paid local government managers and superintendents and elected/ volunteer boards.

Community members willing to pay for a better quality of life in Rose Hill.

Focus and getting all sectors involved in the vision.

11. What do YOU personally want regarding your community?

Get out of your own way to grow. Want to see commitment on the part of the City Council and Chamber of Commerce to make the above happen. Educate the populace as to the need for a growing tax base. Better overall quality of life in Rose Hill. Our schools have set a good example for our city on how to be progressive and keep up with the needs of our community members, now the city needs to follow suit. Thriving community that uses assets to their best.

12. What have we not talked about today regarding your community?

Got to start thinking shop at home FIRST!

City of Rose Hill Strategic Plan
Stakeholder Interview
Tim Voegeli, Owner, Apple Market Grocery, Rose Hill
December 4, 2013

1. How would you describe the community now?

I have needed to restructure my grocery store due to competition and competitors some of whom have “pricing protection” in Kansas. As owner of the business since 1979, I notice that the quicker Rose Hill residents can get to Wichita, the less we see of Rose Hill as a separate community. People who move out here are used to a larger scale of retail.

2. What are the community’s greatest assets?

The people and quality of life like the new walking path. The best shoppers in my business are the Rose Hill natives who are 70 and older. Often, my store is a family shopping experience. I watch the kids of my customers grow up.

3. What are the community’s challenges?

We don’t have a downtown or town square which would make a nice gathering place. The train and school traffic can sometimes be a problem and we need a community center. People who do move here like to stick around and the new walking path adds to our quality of life. I think to keep the town, we need to grow south and out east to strengthen retail trade here. We need to work on our community identity. To get the big boxes to come as they did for Derby, we have to grow our population. The signage here is not helpful to my grocery store. We need to get the right businesses, unique and specialized businesses. Our residents are out of town during the day. The military folks shop at the commissary including the retired ones. We need to get a Rose Hill marketing package together. Getting outsiders to visit Rose Hill is a challenge right now.

4. What do you value most about your community?

A nice community where kids can grow up and the police know you.

5. What creates the feeling of community here?

Most of the natives know each other and help each other out. It’s a friendly atmosphere.

6. What opportunities are possible for the community?

Local leaders should analyze the business climate here including the tax incentives and the industrial park. The community should have events going all the time for interest groups such as bicyclists and motorcycle enthusiasts. I am a cyclist and several of us ride Greenwich Road from 47th to Rose Hill Road regularly. You may find a lot of cyclists from out of town in Rose Hill on a Saturday morning.

City of Rose Hill Strategic Plan
General Public Input
November 2013 – January 2014

1. How would you describe the community now?

A safe bedroom community with easy access to the Wichita area

2. What are the community's biggest assets?

Good amenities (schools, parks, police, fire, and EMS services supported by good city employees)

3. What are the community's challenges?

Poor roads

Catering to special interests

Lack of transparency

City Management (does not pertain to Police Department)

Lack of citizen participation in council meetings due to unapproachable nature of the council (citizens treated as adversaries if they voice concerns)

Citizens perceive council members to be intimidating

Unwillingness of news media to report concerns that negatively reflect on the performance of the City Clerk/City Administrator and Public Works Director

High taxes / high water bills

Severe lack of street maintenance in "Old Town" Rose Hill. Maintenance of streets in Old Town does not seem a priority! If the City decides to bring our obstacle course called a street back up to the quality it was in when we moved here in 1970, we will undoubtedly be charged a massive fee! Once again I repeat (Shame on the City!)! Where is the "Strategic Planning" in this?

There is little for preteens and teens to do. If they aren't in sports, there is little for them to gather and socialize. I know several would like to see a skate park go in somewhere here in town. They like to ride bikes and scooters but there is nowhere to safely ride here in town.

Most store owners don't like the kids riding on their property and the parks here in town aren't set up for what they need it to be.

4. What do you most value about your community?

Good amenities

Safety (police, fire, EMS)

We are not a part of the founding families and were the recipients of lots of hard work, sweat and determination that went in to forming the Rose Hill we fell in love with. We are proud to have been a part of this community for many years.

5. What are the possibilities (opportunities) for the community?

Growth (if the right leadership is in place), current Mayor and Chief-of-Police are part of this "right" leadership. Improvement / guidance in two other areas are required.

Health and wellness of the community. Bike and walking (pea gravel) trail or sidewalk along Rose Hill Road north to Sienna Ranch. Tennis court added to one of Rose Hill's public parks.

6. What have we not talked about today regarding your community?

In 1969, we began looking around for a place outside of Wichita to move. It had to be within commuting distance but without the negative influences developing in Wichita. We found a lovely place in Rose Hill. There were few if any sidewalks in town but the streets were safe and well maintained.

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**City of Rose Hill Strategic Planning
Survey Responses -(Utility Billing) February 2014—Top Responses**

Describe Rose Hill (3 words)

Public safety (17)
Small town (17)
Friendly (15)
Quiet community (11)
Bedroom community (7)
Expensive/high taxes (7)
Good schools (5)
Family oriented (4)

Value about community

Public safety (14)
Small town atmosphere (11)
School system (9)
Sense of community (7)
Friendly (6)
Quiet/peaceful (6)

Community challenges

Retail/restaurants (20)
Road/street improvements (14)
Utility bills (9)
High taxes (9)

Community opportunities

Retail/restaurants (23)
Recreational activities (14)
Planned growth (4)
Community involvement (3)

See/experience 5 yrs from now

Retail/restaurants (21)
Road/street improvement (10)
Slow/planned growth (8)
Remain a small town (6)
Reduce/lower utility bills (5)
Lower taxes (4)

52 surveys returned