

AGENDA

Independence City Commission

February 16, 2022

Civic Center Memorial Hall 9:00 AM

I. SPECIAL SESSION

A. Call To Order

II. EXECUTIVE SESSION

A. Consultation With An Attorney On Matters That Would Be Deemed Privileged In An Attorney-Client Relationship.

III. ITEMS FOR COMMISSION ACTION

A. Discuss The City Hall Project And Any Related Action.

Documents:

[RCA -CITY HALL BID - 02102022 - REVISED 02082022.PDF](#)
[02102022 CITY HALL PRESENTATION.PDF](#)

B. Consider Authorizing A Request For Proposals For A Consultant For A Communication Tower.

Documents:

[RCA - COMMUNICATION TOWER - 02162022.PDF](#)

C. Consider Approval Of The Housing Needs Analysis Findings.

Documents:

[RCA HNA JANUARY 2022.PDF](#)

D. Consider Finalizing Strategic Plan Retreat

Directives.

Documents:

[DRAFT STRATEGIC PLANNING SESSION GOALS ACHIEVED
2021.PDF](#)

IV. EXECUTIVE SESSION

A. Personnel Matters Of Non-Elected Personnel.

V. ADJOURNMENT



REQUEST FOR COMMISSION ACTION
CITY OF INDEPENDENCE
February 10, 2022

Department Administration

Director Approval David Cowan

AGENDA ITEM Consider action regarding the 1916 City Hall project:

1. Consider setting the date of March 4, 2022 to receive bids for renovation of 1916 City Hall.
2. Consider authorizing a contract with HBK for design services to convert the former EMS building into evidence storage for the Police Department (required if relocating to 1916 City Hall).

SUMMARY RECOMMENDATION Set the bid date and authorize the design contract.

BACKGROUND Treanor HL will present the final design and bid documents for the rehabilitation of 1916 City Hall to the Commission for approval. Unless the Commission has modifications, TreanorHL is requesting permission to release the documents on February 11, 2022 with bids due on March 4, 2022. A Guaranteed Maximum Price (GMP) submission presentation would be presented on March 24, 2022 for City Commission approval.

The City will contract with HB&K to do the renovation design of the building at 225 E. Main and will be working the CMAR McCownGordon to provide cost to be included with the March 24, 2022 GMP presentation. The cost of HB&K's architecture drawing package will be billed hourly and is not to exceed \$15,000. HBK's MEP Consultant will review current systems to determine the ability to reuse and will bill hourly for a fee not to exceed \$8,750. If approved, a contract will be prepared by the City Attorney with HBK for these services.

POSSIBLE MOTIONS (Select One)

I move to approve the 100% construction documents and setting the date of March 4, 2022 to receive bids for the rehabilitation of 1916 City Hall, and authorize design services for the 225 E. Main evidence building.

I move to not authorize bidding of the 1916 City Hall but continue with the Fire/EMS addition already under contract

I move to not authorize bidding of the 1916 City Hall and to place a hold or terminate the contract for the Fire/EMS addition.

SUPPORTING DOCUMENTS 100% Bid Documents (previously provided)

City Hall Renovation

Consider Action Regarding The 1916 City Hall Project:

1. Consider setting the date of March 4, 2022, to receive bids for renovation of 1916 City Hall.
2. Consider authorizing a contract with HBK for design services to convert the former EMS building into evidence storage for the Police Department (required if relocating to 1916 City Hall).

A.





CITY HALL RENOVATION – 100% CONSTRUCTION DOCUMENTS INDEPENDENCE, KANSAS



City Hall and Public Safety Center
Feasibility Study and Master Plan
INDEPENDENCE, KANSAS

August 15, 2019

FEASIBILITY STUDY and MASTER PLAN

1. What is the condition of the existing facilities?
2. What program and/or departments should be in the City Hall?
3. How much space (square footage) is required to accommodate the program?
4. How does this program vary from the option developed in prior years?
5. What design options accommodate the desired program?
6. What are the desired concept options and their pros and cons?
7. How much does each option cost?
8. What other projects are anticipated in the City and what are their estimated costs?
9. How could the project be funded?
10. Conclusions

What is the condition of the existing facilities?

- 19,600 square foot, three-story building
- Historic masonry and concrete structure
- Ability to recognize tax-credits



Independence City Hall, Historic Rendered View from Northwest



Independence City Hall present day, view from Northwest

SECTION I. INTRODUCTION

OVERVIEW

Independence City hall is a classical revival style building. It has been serving the municipal functions of Independence for just over 100 years as it was built in 1915 as a means of gathering all of the City Departments into one structure, including the Fire and Police departments. Located prominently facing West at the corner of North 6th Street and East Myrtle. This assessment was commissioned to provide a framework to make long range decisions and plans for use of the Independence City Hall Building. The Historic character and overall physical condition evaluation report was prepared by The City Historian and Fire Department has served the community for the better part of a century and though it may not be prudent to continue to utilize the building to house all of the city departments, certainly there are uses which would continue to serve the needs of the community and city functions.

and physical history. An on-site visual survey and photographic documentation of the exterior and interior of the building were made to determine the existing historic fabric, character defining features of the building, and general conditions. An extensive analysis of the building was not made.

HISTORY AND USE

The need for a centralized location for all the departments of the city was realized as early as 1909 and six years later the contract to build the City Hall was signed in 1915. The Independence City Hall was completed in 1916 to much fanfare. The building cost, including furnishings, was \$45,000. At the time the population of the City of Independence was 135,000. The changes made to the interior of the building have altered the original spaces which in some cases no longer communicate the historic associations they once conveyed.

STATEMENT OF SIGNIFICANCE

Independence City Hall is listed on the National Register of Historic Places as Part of the Independence Downtown Historic District. Rose and Peterson Architects out of Kansas City, Kansas designed the building.



Original Independence City Hall



Independence City Hall building location map
Google Maps, 2017.

METHODOLOGY

Available historic plans, photographs, newspaper clippings and descriptions were reviewed to understand the building's history and develop a basic knowledge of the City Hall's use



SECTION II. GENERAL CONDITIONS

BUILDING DESCRIPTION

The building is rectangular with office and meeting spaces on the west and the fire station on the east side of the building. The City Hall is located near the heart of Independence Kansas. The central block is two and a half stories tall with two stories for each of the east and west original blocks. There is a one story addition on the west end. A wide paved path leads to the West entrance with stone and concrete steps leading to a single door with sidelights. This entrance is outlined with projecting brick piers and a shaped terra cotta hood. The building is constructed of red brick in running bond with a rough stone foundation and smooth water table. The roof is flat with parapet walls.







EXTERIOR CONDITIONS

SITE

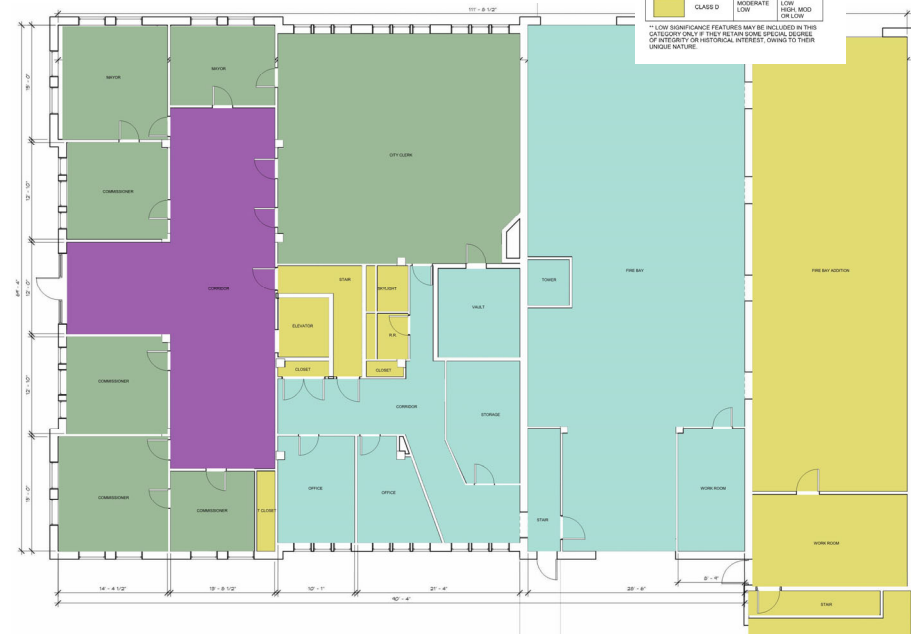
Associated Landscape Features
The primary entrance to the City Hall is on the west side of the building. A sidewalk extends from the street to the historic concrete stair and limestone cheek walls. The condition of the concrete stair is poor due to many areas of cracking and spalling in the concrete. There is separation between the concrete stairs and limestone cheek walls. To maintain

safety for building users and occupants, the crumbling areas of the concrete stair require repair. A non-historic ramp is present at the South Entrance of the building. The ramp itself is in good condition and does not appear to require repair. The handrail is in fair condition and should receive maintenance, however the ramp and railing should be assessed for compliance with accessibility standards. There are area wells on the north and south

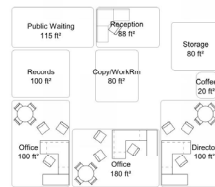
COLOR LEGEND	SIGNIFICANCE	INTEGRITY
	CLASS A	HIGH
	CLASS B	HIGH MODERATE
	CLASS C	HIGH MODERATE LOW
	CLASS D	MODERATE LOW LOW HIGH MOD OR LOW

** LOW SIGNIFICANCE FEATURES MAY BE INCLUDED IN THIS CATEGORY ONLY IF THEY RETAIN SOME SPECIAL DEGREE OF HISTORICAL OR HISTORIC INTEREST, OWING TO THEIR UNIQUE NATURE.

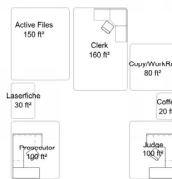
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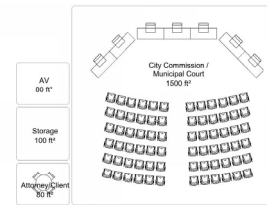
How much space (square footage) is required to accommodate the program?



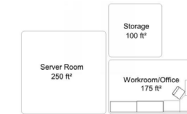
Housing Authority



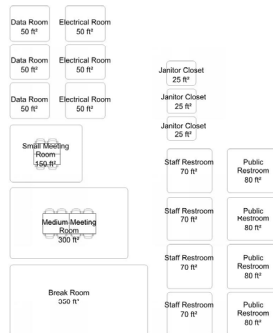
Court Clerk



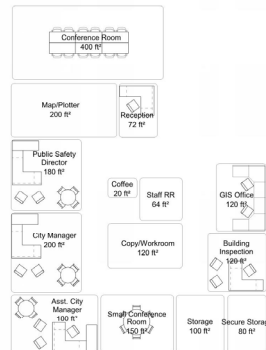
City Commission



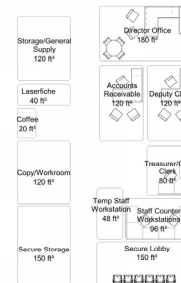
Information Technology



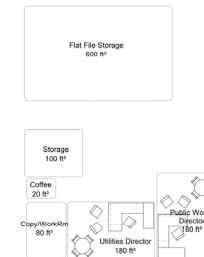
General Support Spaces



Administration

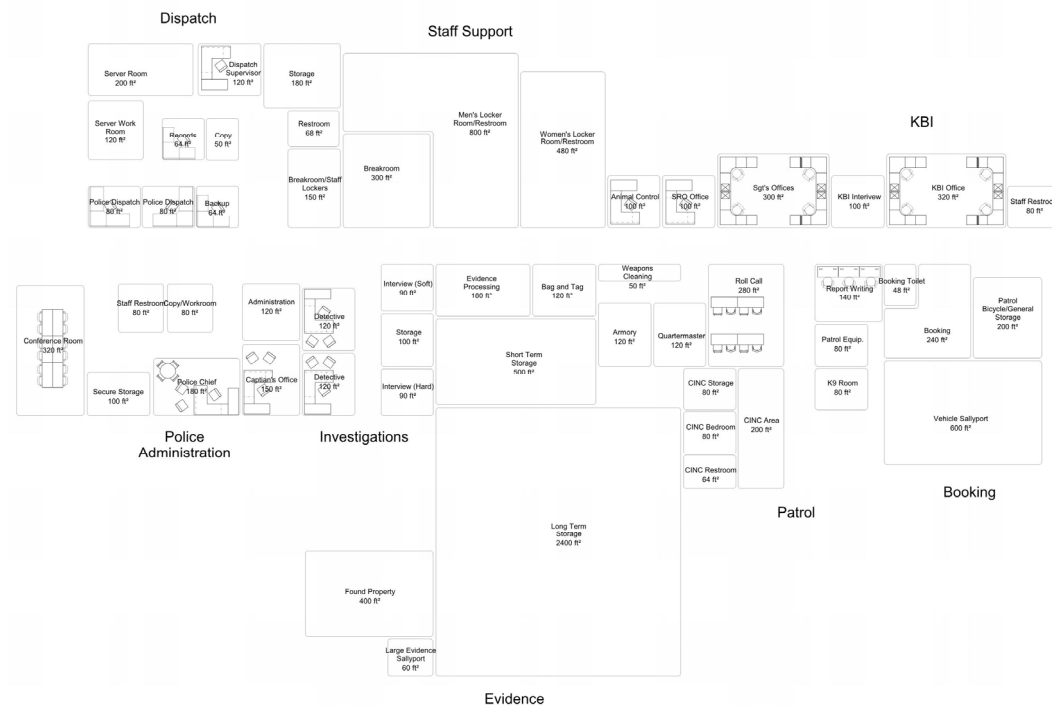


City Clerk



Public Works/Engineering

How much space (square footage) is required to accommodate the program?



City of Independence, Kansas

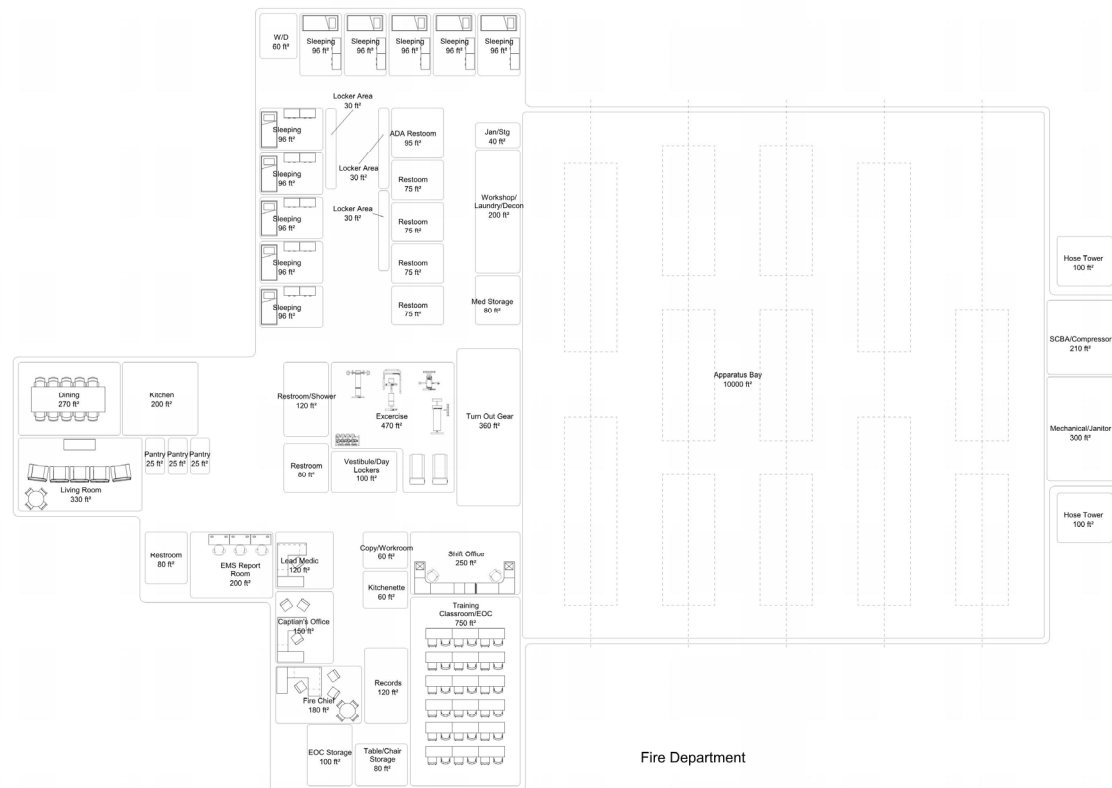
City Hall Master Plan - Police

1/8" = 1'-0"

08/01/19

TREANORHL

How much space (square footage) is required to accommodate the program?



City of Independence, Kansas

City Hall Master Plan - Fire

$$1/8" = 1'-0"$$

March 2017

TREANORHL

How does this program vary from the option developed in prior study?

City Departments

- Modified “Administration” to current staffing and operational needs
- Modified “Finance and Clerk” to current staffing and operational needs
- Modified “Housing Authority” to current staffing and operational needs
- Reduced “Court Clerk” to share support with “Finance”
- Removed “Training Room”; use Commission Chamber or other City spaces

How does this program vary from the option developed in prior study?

Police Department

- Evidence storage increased due to recent trends and current storage requirements
- Added “Found Property” room to accommodate increased property collection
- Added “Child in need of Care” area to include a bed area, restroom, processing and storage
- Modified dispatch to remove County dispatch stations and added server room; space to be designed to ICC 500 standards
- Added a K9 kennel
- Included Emergency Operations Center with Fire Department program
- Increased office area for KBI to match current staffing levels

How does this program vary from the option developed in prior study?

Fire Department

- Added EMS report room
- Revised “Training Room” to be the “Emergency Operations Center”; space to be designed to ICC 500 standards
- Increased “Apparatus Bay” to include a 5th bay to accommodate current equipment

How much space (square footage) is required to accommodate the program?

- Developed on “HOW” the City works
- Comparison to prior programs

PROGRAM SUMMARY

<u>Department</u>	<u>Prior Program</u>	<u>Revised Program</u>
City Departments	15,467 gsf	13,870 gsf
Police Department	12,854 gsf	16,402 gsf
Fire/EMS Department	18,232 gsf	22,671 gsf
<u>General Public Spaces</u>	<u>3,924 gsf</u>	<u>0 gsf</u>
TOTAL	47,611 gsf	52,943 gsf

Delta 6,390

What design options accommodate the desired program?

- Used program requirements developed with stakeholders
- Developed concepts that accommodated the entire program

What design options accommodate the desired program?

Option 1a:

- Renovation of 1916 City Hall Building for City Departments
- New Public Safety Building at NE corner of 6th Street and Myrtle Street

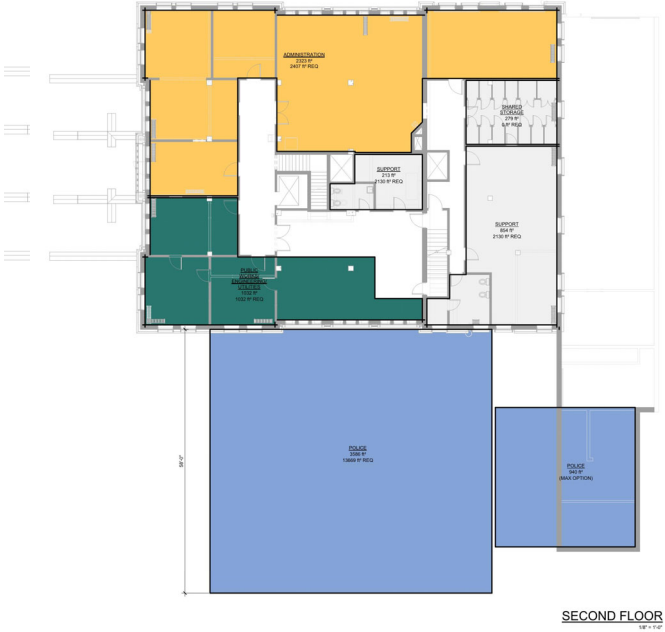
Option 1b:

- Renovation of 1916 City Hall Building for City Departments
- Public Safety Building Addition to Existing Apparatus Bay

Option 2:

- Renovation of and Addition to 1916 City Hall Building for City Departments and Police Department
- Fire Department Addition to Existing Apparatus Bay

Option 2: Renovation of and Addition to 1916 City Hall Building for City Departments and Police Department



- LEGEND
- ADMINISTRATION
 - COMMISSION ROOM
 - SUPPORT
 - POLICE
 - FINANCE & RECORDS
 - INFORMATION TECHNOLOGY
 - PUBLIC WORKS
 - COURT CLERK
 - HOUSING AUTHORITY
 - FUTURE

What are the desired concept options and their pros and cons?

Option 2:

- Locates Police Department in an addition to the 1916 City Hall; requires addition to the historic building.
- Displaces Housing Authority.
- Remotes Municipal Court from Court Clerk
- Separates Police from Fire Department duplicating some program spaces
- Separates Emergency Operations Center from Dispatch creating staffing inefficiencies.
- Utilizes temporary apparatus bay for permanent apparatus bay; requires addition to accommodate current and future vehicle needs.
- Requires separating the lot at the Temporary City Hall building; requires new utility service to new building.
- Limits a portion of land for future development.
- Does not utilizes existing parking lot adjacent to 1916 City Hall.

How much does each option cost?

- Construction costs
 - 1916 City Hall
 - Interior Demolition
 - Renovation
 - Exterior Improvements
 - Site Work
 - Utility Upgrades
 - Public Safety Building
 - New Construction
 - Site Work
 - Utility Upgrades
 - Contingency
- Project (soft) costs.
 - Professional fees
 - Ste survey
 - Hazardous material abatement
 - Geotechnical survey
 - Bid Printing
 - Construction testing
 - Furniture/ Fixture/ Equipment
 - Owner's contingency

(These costs reflect 2020 dollars and escalation expenses should be applied for any project beyond 2020.)

How much does each option c

Option 2:

- Renovation of and Addition to 1916 City Hall Building for City Departments and Police Department
- Fire Department Addition to Existing Apparatus Bay *(These costs represent 2020 dollars)*

Independence Kansas
City Hall Options

Option 2

1916 City Hall & Public Safety Building Addition @ App Bay

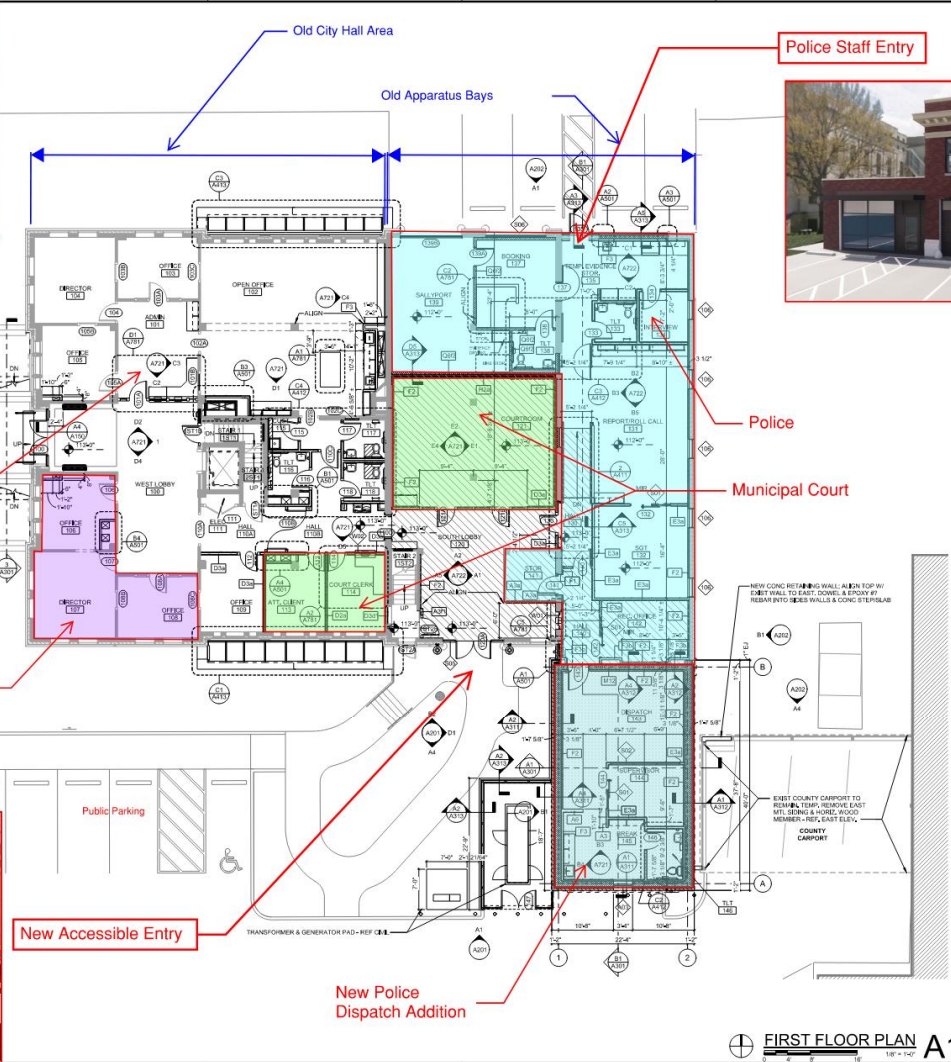
Summary of Costs

2020 Dollars

Program Name	Square Footage	Average \$/SF	Sub-Total
1916 Building			
Demolition Costs	21,600	\$ 5	\$ 108,000
Renovation Costs	-	\$ -	\$ -
Basement	4,500	\$ 180	\$ 810,000
First Floor	8,100	\$ 160	\$ 1,296,000
Second Floor	6,500	\$ 160	\$ 1,040,000
Attic	2,500	\$ 25	\$ 62,500
Exterior Improvements (Roof, Windows, Masonry Restoration, Waterproofing)	21,600	\$ 60	\$ -
Site Work / Parking Lot	21,600	\$ -	\$ -
Utility Upgrades/Generator	21,600	\$ -	\$ -
RENOVATION SUB-TOTAL	21,600	\$ 154	\$ 3,316,500
Police Addition to 1916 Building			
New Construction			
First Floor	6,065	\$ 285	\$ 1,728,525
Second Floor	4,612	\$ 285	\$ 1,314,420
ICC 500 Requirements	1,411	\$ 100	\$ 141,100
Site Work / Parking Lot	32,277	\$ 10	\$ 322,770
New Utilities/Generator	32,277	\$ 15	\$ 484,155
ADDITION SUB-TOTAL	32,277	\$ 124	\$ 3,990,970
New Fire Facility			
New Construction			
Apparatus Bay (remodel and addition)	12,760	\$ 10	\$ 127,600
First Floor	9,911	\$ 250	\$ 2,477,750
ICC 500 Requirements	1,000	\$ 120	\$ 120,000
Site Work / Parking Lot	22,671	\$ 10	\$ 226,710
New Utilities/Generator	22,671	\$ 25	\$ 566,775
NEW CONSTRUCTION SUB-TOTAL	22,671	\$ 155	\$ 3,518,835
SUB-TOTAL			\$ 10,826,305
Design Contingency		5%	\$ 541,315
TOTAL CONSTRUCTION BUDGET			\$ 11,367,620
SOFT COSTS			
Professional Fees	8.5%		\$ 966,248
Reimbursable Expense Allowance			\$ 5,000
Site Survey Allowance			\$ 7,750
Hazardous Material Abatement Allowance			
Geotechnical Survey Allowance			\$ 3,500
Printing / Bidding & CA Expense Allowance			\$ 8,000
Construction Special Inspections Allowance			\$ 55,000
Furniture, Fixtures, and Equipment	3%		\$ 341,029
Owner's Contingency	5%		\$ 568,381
SOFT COST TOTALS			\$ 1,954,907
TOTAL PROJECT COSTS			\$ 13,322,528



CITY HALL RENOVATION – 100% CONSTRUCTION DOCUMENTS INDEPENDENCE, KANSAS



GENERAL PLAN NOTES:
 A. TRANSPOSE AND FROM FACE OF METAL STUD OR FACE OF EXISTING FRAMING WALL, UNLESS NOTED OTHERWISE.
 B. DOOR MARKS SHALL BE REPRODUCED IN ALL EXISTING DOORS TO REMAIN. ALL OTHER DOORS ARE NEW.
 C. ALL NEW FLOORING SHALL BE 3/4" THICK PLANK AND BE SOUND CONSIDERED AS REQUIRED FOR THE INSTALLATION OF SCHEDULED FINISHES, TOPPING.



TREANORHL
 1720 Main Street, Suite 200
 Independence, Kansas 67301
 Phone: 781-345-1234
 Fax: 781-345-1235
 Email: info@trea-norhl.com

CITY OF INDEPENDENCE, KANSAS
CITY HALL RENOVATION
 120 N. 6TH STREET
 INDEPENDENCE, KANSAS 67301

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Issued For: 10000
 Date: 01/28/22

NO.	REVISION	DATE

A101

FIRST FLOOR PLAN

Treanor, NO. HP0001101.DWG



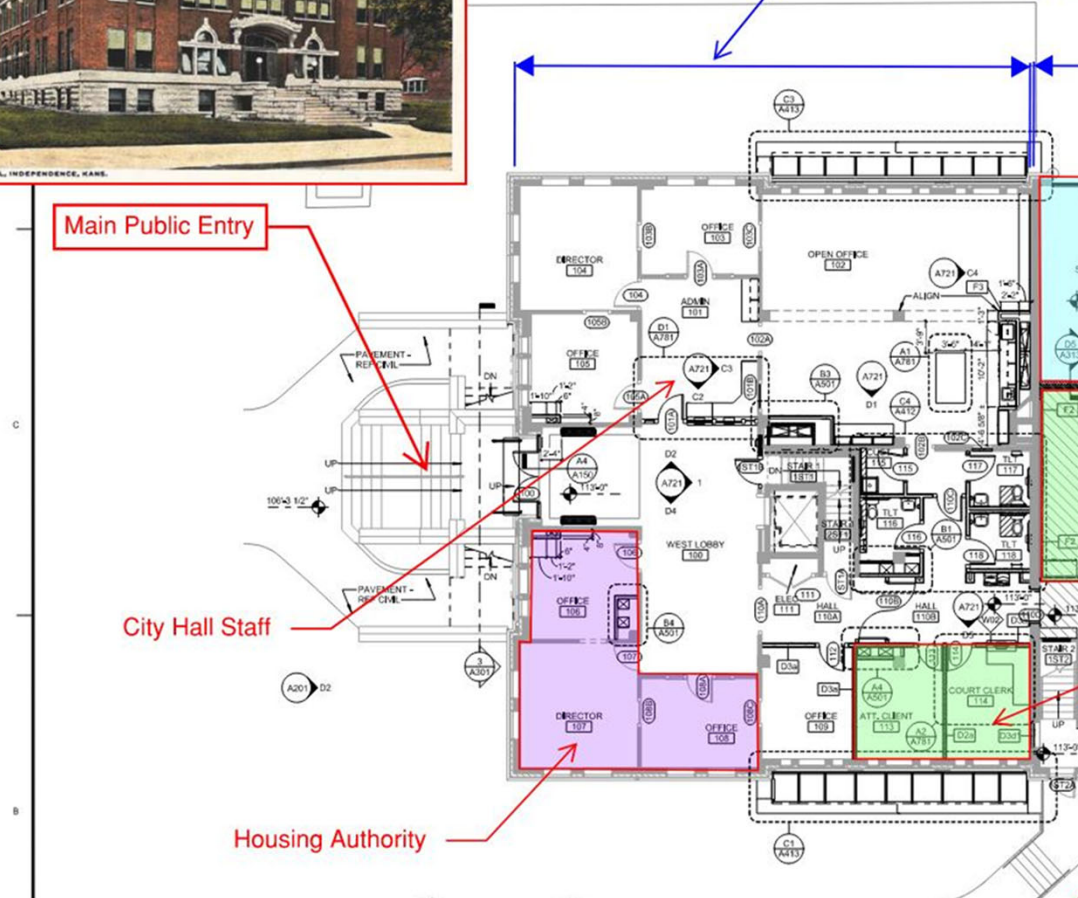
Main Public Entry

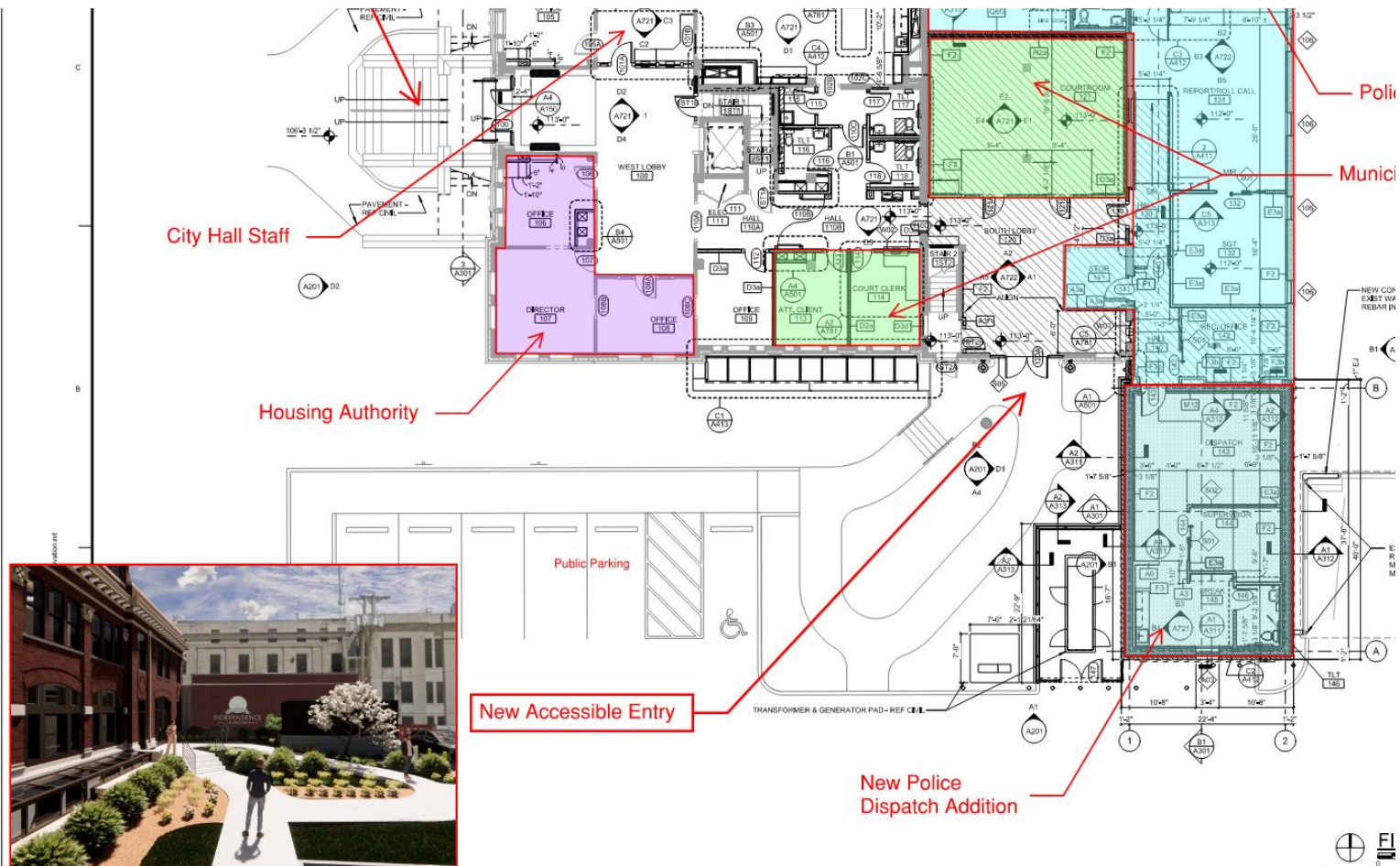
City Hall Staff

Housing Authority

Old City Hall Area

Old App

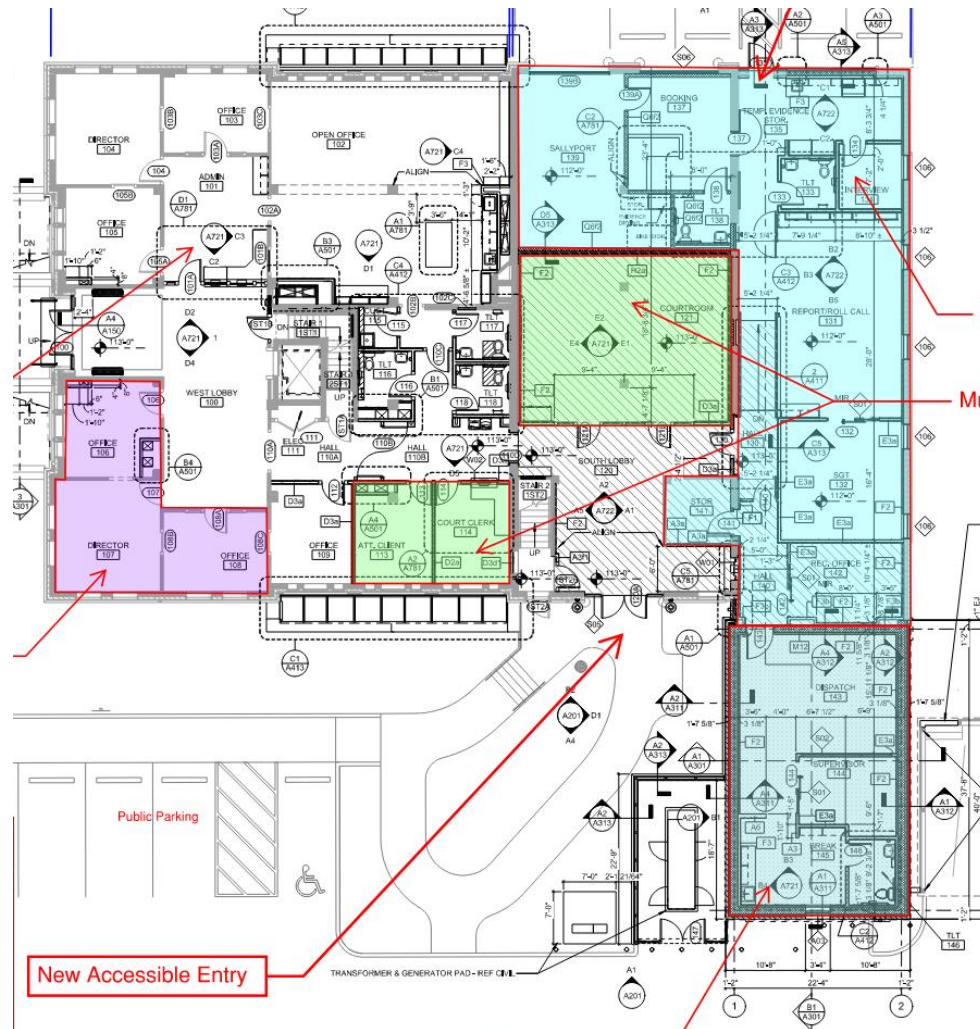


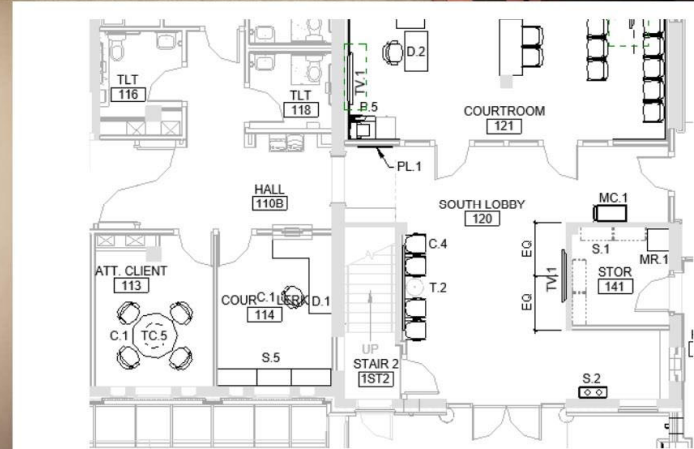
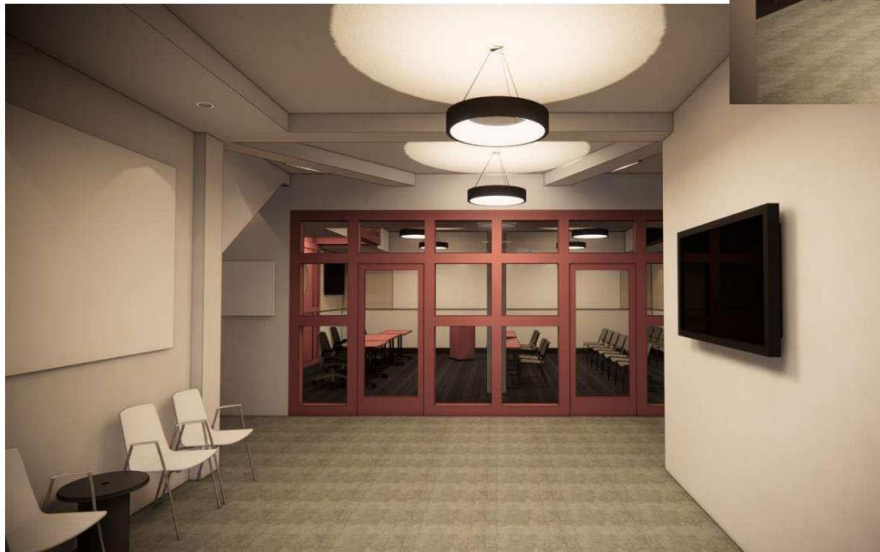




Accessible Entry - Before & After







TREANORHL

INTERIOR - SOUTH LOBBY

Independence, KS - City Hall Renovation and Addition

01/07/22



INTERIOR - MUNICIPAL COURT

Independence, KS - City Hall Renovation and Addition

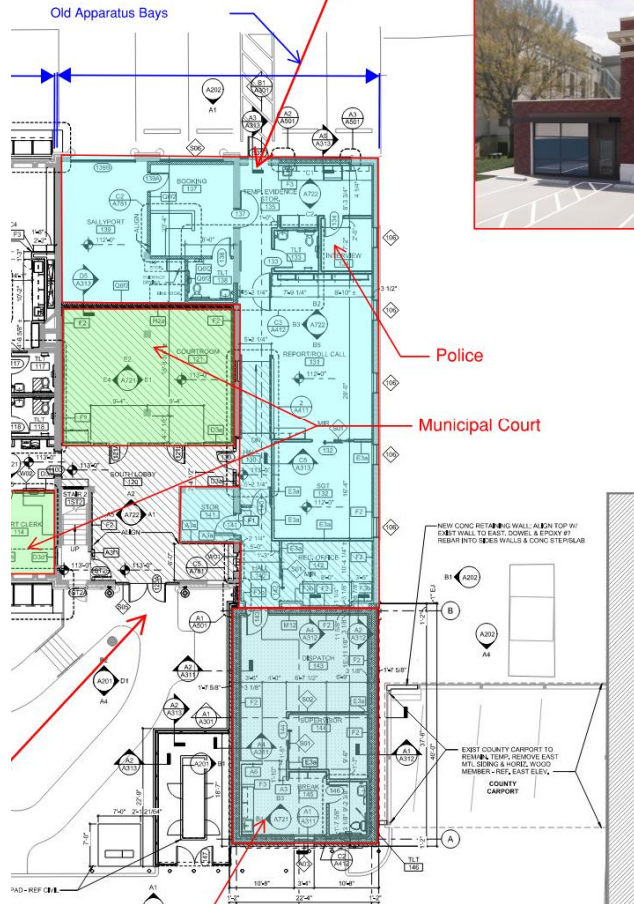
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01/07/22

Hall Area

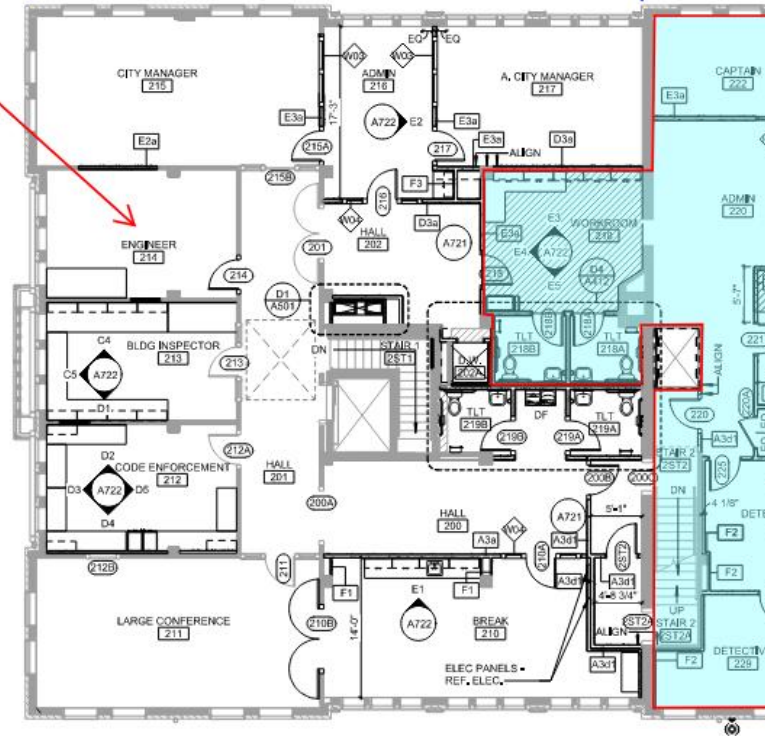
Police Staff Entry

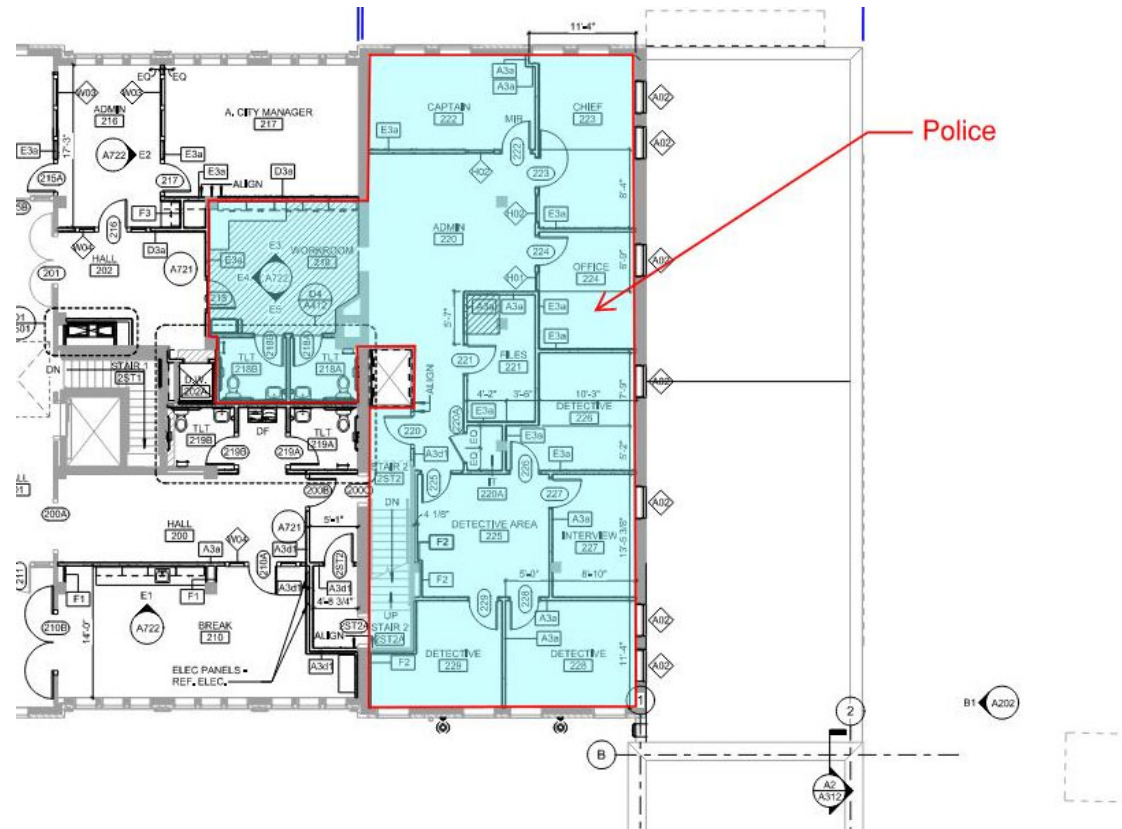
- A. DIMENSIONS ARE FROM FACE OF METAL STUD OR FACE OF EXISTING FRAMING WALL, UNLESS NOTED OTHERWISE.
- B. DOOR MARKS SECONDARY WITH "C" ARE EXISTING. DOORS TO REMAIN. ALL OTHER DOORS ARE NEW.
- C. EXISTING FLOORING SHALL BE MADE LEVEL, PLUMB AND IN SOUND CONDITION AS REQUIRED FOR THE INSTALLATION OF SCHEDULED FINISHES, TYPICAL.

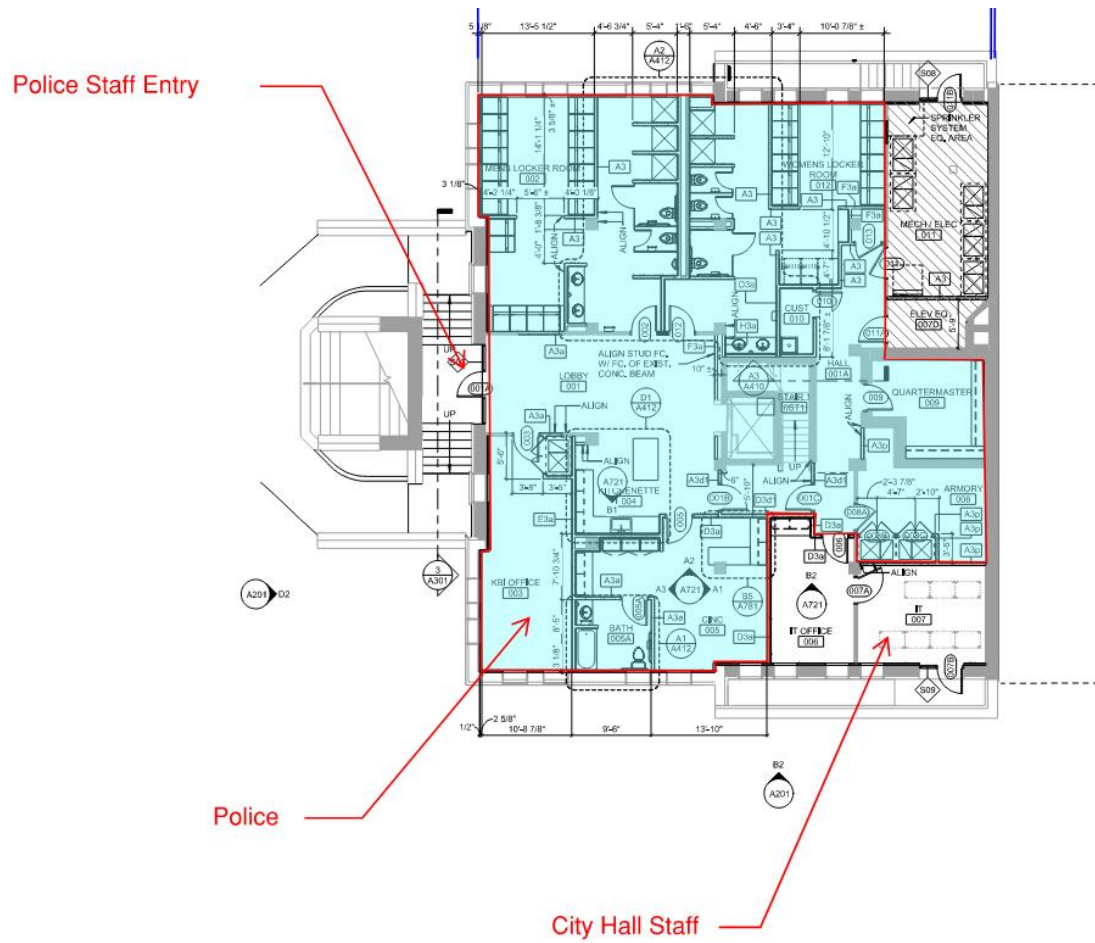


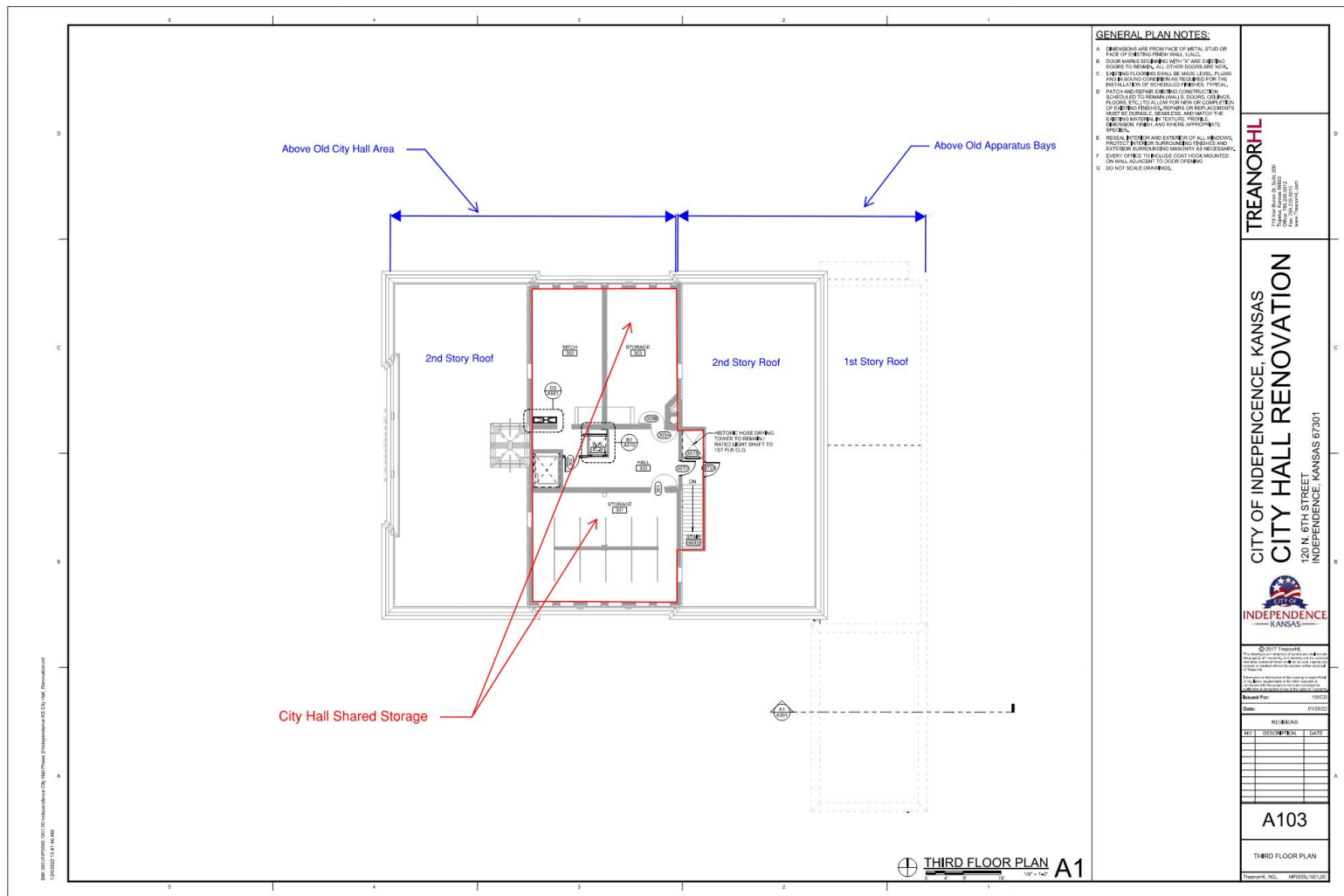


Police Staff Entry - Before & After











CITY HALL RENOVATION – 100% CONSTRUCTION DOCUMENTS INDEPENDENCE, KANSAS



REQUEST FOR COMMISSION ACTION
CITY OF INDEPENDENCE
February 16, 2022

Department Emergency Services

Director Approval David Cowan

AGENDA ITEM Consider authorizing a request for proposals for a consultant for a communication tower.

SUMMARY RECOMMENDATION Staff approves communication RFP

BACKGROUND The City of Independence Emergency Services is requesting permission to seek an RFP for a communication consultant to assist with the 911 center radio tower and communications system.

The 911 center continues to operate on an interim basis with car antennas on top of Bldg D to run the 911 center. The Independence Emergency Services also continue to deal with communications issues and the inability of emergency responders to communicate with the 911 center or other agencies in the field. A majority of these difficulties are related to the narrow banding done by the FCC several years ago.

A consultant will provide the City with the analysis of our current communications system and the necessary improvements needed to ensure P25 compliance and safety for our personnel. The consultant will be tasked with looking at all options and providing the City with a detailed analysis and recommendations to consider for a radio tower and communications system.

The consultant will be funded from Special Use Sales Tax.

SUGGESTED MOTIONS I move to authorize the RFP for a communications consultant.

SUPPORTING DOCUMENTS RFP – Communications consultant



City of Independence
Emergency Services
811 West Laurel Street
Independence, Kansas 67301

Request for Proposal

RFP # 20-001 Radio Consultant

Contact Information:

Questions concerning proposals should be in writing addressed to:

David Cowan & Jerry Harrison
City of Independence
811 W. Laurel
Independence, Kansas 67301

620-332-2528 voice
620-332-1700 voice
620-331-1628 Fax
davidc@independenceks.gov
jerryh@independenceks.gov

1.0 PURPOSE

The City of Independence is currently remodeling our City Hall building and building a 911 center addition to the building. A part of this construction requires the City to construct a new radio tower for the 911 center. The City would like to become P25 compliant by joining the State of Kansas 800 MHz wide-area P25 complaint trucked radio system and provide interoperability between the City, Region, and State.

The expectation is that the Consultant will have an extensive radio systems background and audit the current system, analyze the system's functionality and operations, and develop a comprehensive plan to provide improved communications and operations for the City emergency services, including Police and Fire-EMS.

The current remodel and build of the 911 center is scheduled to be April 1, 2022, with a seven to eight-month construction time. The 911 center communication tower would need to be constructed and in service by December 2022.

2.0 BACKGROUND

The City of Independence is located in Southeast Kansas and was formed in January 29, 1861. Independence is 7.74 square miles in size.

Independence has a population of approximately 8,400 people, which includes an approximately 3,847 households in the City. The population density is 1,225 people persquare mile.

Current radio information:

The City's current radio system consists of: Independence Police Department is on VHF with two 100 watt repeaters, car mobiles, and officers each are assigned handheld radios. One of the repeaters is currently located at 811 W. Laurel Street, temporary City Hall, and the primary repeater is located on a water tower located at Hackney and Enterprise Drive.

The Independence Fire-EMS is operating on a 100 Watt UHF system with mobile radios in vehicles and handheld portables provided to all employees. The repeater is located on top of the Hackney and Enterprise Drive water tower.

The Independence 911 center is one of two primary 911 PSAP in Montgomery County and serves the Northern half of Montgomery County and some surrounding county coverage depending on cell coverage. The center has multiple radios to communicate with surrounding agencies and includes a range of VHF, UHF, and 800 radio systems. Currently, there are 24 antennas on the building, allowing the 911 center to operate.

Independence Police:

The Police Department is a progressive, mid-sized law enforcement agency. The diversified staff includes 19 sworn law enforcement officers, 1 volunteer auxiliary officer, and 7 communication officers. The Department also employs 2 civilians as support personnel that assists in achieving our goals. The City, emergency communication center, is under the direction of the Chief of Police. This center is responsible for emergency dispatch and communications for Fire, EMS, and Police services. In 2021, dispatchers fielded 8,670 911 calls and over 59,000 non-emergency phone calls for police/fire/ems services.

Independence Fire and EMS:

The Fire and EMS Department, which includes the full and part-time fire/rescue and Emergency Medical personnel, provides emergency medical services and fire suppression at the scene of accidents and emergencies. The Fire and EMS Department is staffed with a full-time Fire and EMS Director, 2 full-time and 14 part-time employees in operations. The Department also has 1- animal control officer and 2- building/code enforcement officers. The Fire-EMS, ACO, and Building Department are under the direction of the Assistant City Manager-Director of Safety. These staff and volunteers currently work from 1 location, but a new Fire-EMS station is being built. The building and animal control officers will relocate to the remodeled City Hall. Independence Fire-EMS responded to 4,925 calls in 2021.

3.0 STATEMENT OF NEEDS

The City is soliciting proposals from qualified consultants to examine the City's current communication system, evaluate the current method of operation, and provide a report on recommendations for a new communication system. The Consultant shall provide expertise in the design, provision of a bid document implementation, quality assurance, coordination, performance testing, system cutover, and acceptance stages of the new radio communication system for the City. Consultants must possess demonstrated expertise (subject matter knowledge and relevant experience) with current public safety radio communications systems and technology, the most current industry trends and initiatives as set forth by organizations such as the Association of Public Safety Communications Officials (APCO), the National Public Safety Telecommunication Council (NPSTC), and dominant radio system manufacturers. Consultants must be intimately familiar with governing rules and regulations as issued by the Federal Communications Commission (FCC) and other relevant agencies (FAA, NTIA, etc.), and possess demonstrated subject matter expertise and hands-on experience in the following areas:

Communication System (KSICS)

- b. Alternative systems including digital UHF (Other agencies in county currently utilizing)
- c. Two-way radio communication hardware
- d. Software and systems
- e. Interoperable communications
- f. Implementation into our current NG911 and Telex communication system
- g. Radio frequency spectrum allocation – FCC licensing
- h. High capacity voice and data transport systems that support municipal radio communications systems, such as microwave and fiber optic communications systems
- i. Mobile data terminals in emergency vehicles
- j. Determining need for Construction of appropriately sized radio tower for 911 center
- k. Talk in from mobile, talk in from portable, talk out to mobile and talk out to portable testing and mapping

The City of Independence requires a public safety radio system to cover the varying topography of the City fully. The design should be interoperable during emergencies with the public safety agencies in surrounding counties. These counties currently operate public safety radio systems in multiple areas of the radio spectrum, including VHF, UHF, and 700 / 800MHz. A collaborative system expansion of neighboring systems should be explored and a stand-alone system. The system should also provide alerting for fire/ems station and personnel on and off duty.

Project phases

Phase 1: Infrastructure and Needs Assessment, coverage study to ensure portable radiousage throughout the city, tower requirements and construction design, and Preliminary Design and Cost including lease purchase options of the communications equipment. A consultant should review what is already in place and provide comparisons to the required performance requested and any suggestions for maintaining and future maintenance or regulatory requirements.

Please provide separate pricing details for each phase.

Phase 2: Detailed Design, Invitation to Bid Development, Contractor Selection, and Procurement

Phase 3: Implementation and Project Management

High-level objectives include:

Phase 2

Create a functional specification document (including performance requirements), structured to be used in issuing a public Invitation to Bid and to serve subsequently as a requirements traceability matrix and acceptance tool.

Design and stamped plans for tower construction bidding

Analyze the projected costs.

Provide assistance in obtaining funds from potential sources identified in the analysis. Prepare Grant proposals, if any, for accomplishing any recommendations.

Collaborate with City staff to create an Invitation to Bid, issue the Invitation to Bid, and respond to bidder inquiries.

Develop necessary weighting and adjustment factors to ensure bottom-line costs apply to comparable systems and proposals. Cost analysis shall include initial, total implementation and long-term maintenance and support costs.

Assist City in reviewing bid submittals.

Assist City with interview and selection process of vendors needed to implement approved improvements of public safety communications.

Phase 3

Implementation of the selected solution and contractor to include serving as the City's project reviewer and independent verification and validation resource.

Serve as project manager, including oversight of all vendors, installation, and construction.

Be available for public meetings to explain the project and its impact on the local community.

Monitor and certify acceptance tests.

Prevent Avoidable Failure. A key objective of this engagement should be to identify and avoid or mitigate foreseeable system failures due to planning or obsolescence. This is relevant to both the current state of the system as well as future state of any solution.

4.0 PROPOSAL PREPARATION & SUBMISSION

One original and five copies of the proposal should be forwarded to David Schwenker, City Clerk, 811 West Laurel Street, Independence Kansas 67301 clearly marked "Proposal – Radio Consultant", no later than **2:00 PM on March 18, 2021**.

5.0 EVALUATION AND AWARD CRITERIA

These criteria are to be utilized in the evaluation of qualifications for development of the shortlist of those offerors to be considered for interviews and/or negotiations. Individual criteria may be assigned varying weights at the County's discretion to reflect relative importance. Offerors are required to address each evaluation criterion in the order listed and to be specific in presenting their qualifications.

1. Relevant experience with similar projects (35)
2. Qualifications and experience of key project team members who are actively involved throughout the entire project (25)
3. Overall project approach and timeliness (20)
4. References from other similar projects (15)
5. Cost Proposal (5)

6.0 REPORTING AND DELIVERY INSTRUCTIONS

Submittals should include a proposed schedule for the project.

The City of Independence will adhere to the following schedule:

Deadline to submit questions

March 07, 2022 @ 5:00pm

All questions shall be submitted by email to David Cowan at:

davidc@independenceks.gov

RFP submission deadline

March 18, 2022 @ 2:00pm

7.0 GENERAL TERMS AND CONDITIONS

7.1 APPLICABLE LAWS:

This solicitation and any resulting contract shall be governed in all respects by the laws of the State of Kansas. The agency and the contractor are encouraged to resolve any issues in controversy arising from the award of the contract or any contractual dispute.

7.2 ANTI-DISCRIMINATION:

By submitting their proposals, offerors certify to the City that they will conform to the provisions of the Federal Civil Rights Act of 1964.

1. During the performance of this contract, the contractor agrees as follows:
 - a. The contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the contractor. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
 - b. The contractor, in all solicitations or advertisements for employees placed by or on behalf of the contractor, will state that such contractor is an equal opportunity employer.
 - c. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting these requirements.

7.3 ETHICS IN PUBLIC CONTRACTING:

By submitting their proposals, offerors certify that their proposals are made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other offeror, supplier, manufacturer or subcontractor in connection with their proposal), and that they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.

The offeror shall identify any actual or potential conflicts of interest that exist, or which may arise if the offeror is recommended for award, and propose how such conflicts might be resolved.

By his/her signature on the proposal documents submitted, each offeror attests that he/her agents and/or employees, to the best of his/her knowledge and belief, have not in any way colluded with anyone for and on behalf of the offeror, or themselves, to obtain information that would give the offeror an unfair advantage over others, nor has he/she colluded with anyone for and on behalf of the offeror, or itself, to gain any favoritism in the award of this Request for Proposal.

7.4 IMMIGRATION REFORM AND CONTROL ACT OF 1986:

By submitting their proposals, offerors certify that they do not and will not during the performance of this contract employ illegal alien workers or otherwise violate the provisions of the federal Immigration Reform and Control Act of 1986.

7.5 ANTITRUST:

By entering into a contract, the contractor conveys, sells, assigns, and transfers to the City of Independence all rights, title and interest in and to all causes of action it may now have or hereafter acquire under the antitrust laws of the United States and the City of Independence, relating to the particular goods or services purchased or acquired by the City of Independence under said contract.

7.6 CLARIFICATION OF TERMS:

If any prospective offeror has questions about any specifications or other solicitation documents, the prospective offeror should contact the buyer whose name appears on the face of the solicitation no later than five working days before the due date. Any revisions to the solicitation will be made only by addendum issued by the buyer.

7.7 PAYMENT:**7.7.1 To Prime Contractor:**

- a. Invoices for items ordered, delivered and accepted shall be submitted by the contractor directly to the payment address shown on the purchase order/contract. All invoices shall show the state contract number and/or purchase order number; social security number (for individual contractors) or the federal employer identification number (for proprietorships, partnerships, and corporations).
- b. Any payment terms requiring payment in less than 30 days will be regarded as requiring payment 30 days after invoice or delivery, whichever occurs last. This shall not affect offers of discounts for payment in less than 30 days, however.
- c. All goods or services provided under this contract or purchase order, that are to be paid for with public funds, shall be billed by the contractor at the contract price, regardless of which public agency is being billed.

- d. The following shall be deemed to be the date of payment: the date of postmark in all cases where payment is made by mail.
- e. **Unreasonable Charges.** Under certain emergency procurements and for most time and material purchases, final job costs cannot be accurately determined at the time orders are placed. In such cases, contractors should be put on notice that final payment in full is contingent on a determination of reasonableness with respect to all invoiced charges. Charges which appear to be unreasonable will be researched and challenged, and that portion of the invoice held in abeyance until a settlement can be reached. Upon determining that invoiced charges are not reasonable, the City shall promptly notify the contractor, in writing, as to those charges which it considers unreasonable and the basis for the determination. A contractor may not institute legal action unless a settlement cannot be reached within thirty (60) days of notification.

7.8 QUALIFICATIONS OF OFFERORS:

The City may make such reasonable investigations as deemed proper and necessary to determine the ability of the offeror to perform the services/furnish the goods and the offeror shall furnish to the City all such information and data for this purpose as may be requested. The City reserves the right to inspect offeror's physical facilities prior to award to satisfy questions regarding the offeror's capabilities. The City further reserves the right to reject any proposal if the evidence submitted by, or investigations of, such offeror fails to satisfy the City that such offeror is properly qualified to carry out the obligations of the contract and to provide the services and/or furnish the goods contemplated therein.

7.9 TESTING AND INSPECTION:

The City reserves the right to conduct any test/inspection it may deem advisable to assure goods and services conform to the specifications.

7.10 CHANGES TO THE CONTRACT:

Changes can be made to the contract in any of the following ways:

1. The parties may agree in writing to modify the scope of the contract. An increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as part of their written agreement to modify the scope of the contract.
2. The City may order changes within the general scope of the contract at any time by written notice to the contractor. Changes within the scope of the contract include, but are not limited to, things such as services to be performed, the method of packing or shipment, and the place of delivery or installation. The contractor shall comply with the notice upon receipt. The contractor shall be compensated for any additional costs incurred as the result of such order and shall give the City a credit for any savings. Said compensation shall be determined by one of the following methods:
 - a. By mutual agreement between the parties in writing; or

- b. By agreeing upon a unit price or using a unit price set forth in the contract, if the work to be done can be expressed in units, and the contractor accounts for the number of units of work performed, subject to the City's right to audit the contractor's records and/or to determine the correct number of units independently; or

7.11 DEFAULT:

In case of failure to deliver goods or services in accordance with the contract terms and conditions, the City, after due oral or written notice, may procure them from other sources and hold the contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which the City may have.

7.12 TAXES:

Sales to the City are normally exempt from State sales tax. State sales and use tax certificates of exemption, Form, will be issued upon request.

7.13 USE OF BRAND NAMES:

Unless otherwise provided in this solicitation, the name of a certain brand, make or manufacturer does not restrict offerors to the specific brand, make or manufacturer named, but conveys the general style, type, character, and quality of the article desired. Any article which the public body, in its sole discretion, determines to be the equal of that specified, considering quality, workmanship, economy of operation, and suitability for the purpose intended, shall be accepted. The offeror is responsible to clearly and specifically identify the product being offered and to provide sufficient descriptive literature, catalog cuts and technical detail to enable the City to determine if the product offered meets the requirements of the solicitation. This is required even if offering the exact brand, make or manufacturer specified. Failure to furnish adequate data for evaluation purposes may result in declaring a proposal nonresponsive. Unless the offeror clearly indicates in its proposal) that the product offered is an equal product, such proposal) will be considered to offer the brand name product referenced in the solicitation.

7.14 INSURANCE:

By signing and submitting a proposal under this solicitation, the offeror certifies that if awarded the contract, it will have the following insurance coverage at the time the contract is awarded. For construction contracts, if any subcontractors are involved, the subcontractor will have workers' compensation insurance. The bidder or offeror further certifies that the contractor and any subcontractors will maintain insurance coverage during the entire term of the contract and that all insurance coverage will be provided by insurance companies authorized to sell insurance in Kansas.

MINIMUM INSURANCE COVERAGES AND LIMITS REQUIRED FOR MOST CONTRACTS:

1. Workers' Compensation -
2. Employer's Liability - \$100,000.
3. Commercial General Liability - \$1,000,000 per occurrence. Commercial General Liability is to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. The City of Independence must be named as an additional insured and so endorsed on the policy.
4. Automobile Liability - \$1,000,000 per occurrence. (Only used if motor vehicle is to be used in the contract.)

7.15 DRUG-FREE WORKPLACE:

During the performance of this contract, the contractor agrees to (i) provide a drug-free workplace for the contractor's employees

For the purposes of this section, “*drug-free workplace*” means a site for the performance of work done in connection with a specific contract awarded to a contractor, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the contract.

7.16 NONDISCRIMINATION OF CONTRACTORS:

A bidder, offeror, or contractor shall not be discriminated against in the solicitation or award of this contract because of race, religion, color, sex, national origin, age, disability, faith-based organizational status, any other basis prohibited by state law relating to discrimination in employment or because the bidder or offeror employs ex-offenders unless the state agency, Department or institution has made a written determination that employing ex-offenders on the specific contract is not in its best interest. If the award of this contract is made to a faith-based organization and an individual, who applies for or receives goods, services, or disbursements provided pursuant to this contract objects to the religious character of the faith-based organization from which the individual receives or would receive the goods, services, or disbursements, the public body shall offer the individual, within a reasonable period of time after the date of his objection, access to equivalent goods, services, or disbursements from an alternative provider.

7.17 AUDIT:

The contractor shall retain all books, records, and other documents relative to this contract for five (5) years after final payment, or until audited by the City of Independence, whichever is sooner. The agency, its authorized agents, and/or state auditors shall have full access to and the right to examine any of said materials during said period.

7.18 AVAILABILITY OF FUNDS:

It is understood and agreed between the parties herein that the agency shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this agreement.

7.19 CONTRACT DOCUMENTS:

- (a) The contract entered into by the parties shall consist of the Request for Proposal, the proposal submitted by the vendor; General Terms and Conditions; the Special Terms and Conditions; the drawings, if any; the specifications; and all modifications and addenda to the foregoing documents, all of which shall be referred to collectively as the contract documents.

- (b) All time limits stated in the contract documents, including but not limited to the time for completion of the work, are of the essence of the contract.
- (c) Anything called for by one of the contract documents and not called for by the others shall be of like effect as if required or called for by all, except that a provision clearly designed to negate or alter a provision contained in one or more of the other contract documents shall have the intended effect.

7.20 LAWS AND REGULATIONS:

- (a) The contractor shall comply with all laws, ordinances, rules, regulations, and lawful orders of any public authority bearing on the performance of the work and shall give all notices required thereby.

7.21 PREPARATION AND SUBMISSION OF PROPOSALS:

Proposals must give the full business address of the offeror and be signed by him/her with his/her usual signature. Proposals by partnerships must furnish the full name of all partners and must be signed in the partnership name by one of the members of the partnership or any authorized representative, followed by the designation of the person signing. Proposals by corporations must be signed with the legal name of the corporation followed by the name of the State in which it is incorporated and by the signature and designation of the president, secretary, or other person authorized to bind it in the matter. The name of each person signing shall also be typed or printed below the signature. A proposal by a person who affixes to the signature the word "President," "Secretary," "Agent" or other designation without disclosing the principal, may be held to be the proposal of the individual signing. When requested by the County, satisfactory evidence of the authority of the officer signing in behalf of the corporation shall be furnished.

7.22 WITHDRAWAL OR MODIFICATION OF PROPOSALS:

Proposals may be withdrawn or modified by written notice received from offerors prior to the deadline fixed for proposal receipt. The withdrawal or modification may be made by the person signing the proposal or by an individual(s) who is authorized by him/her on the face of the proposal. Written modifications may be made on a separate document. Written modifications, whether the original is delivered, or transmitted by facsimile, must be signed by the person making the modification or withdrawal.

7.23 RECEIPT AND OPENING OF PROPOSALS:

- (a) It is the responsibility of the offeror to assure that his/her proposal is delivered to the place designated for receipt of proposals and prior to the time set for receipt of proposals. Proposals received after the time designated for receipt of proposals will not be considered.

7.24 PROPRIETARY INFORMATION:

however, the bidder, offeror, or contractor shall (i) invoke the protections of this section prior to or upon submission of the data or other materials, (ii) identify the data or other materials to be protected, and (iii) state the reasons why protection is necessary.

7.25 BID ACCEPTANCE PERIOD:

Any bid in response to this solicitation shall be valid for (90) days. At the end of the (90) days the bid may be withdrawn at the written request of the bidder. If the bid is not withdrawn at that time it remains in effect until an award is made or the solicitation is canceled.

7.26 SEPARATE CONTRACTS:

- (a) The owner reserves the right to let other contracts in connection with the project, the work under which may proceed simultaneously with the execution of this contract. The contractor shall afford other separate contractors reasonable opportunity for the introduction and storage of their materials and the execution of their work. The contractor shall cooperate with them and shall take all reasonable action to coordinate his work with theirs. If the owner has listed other separate contracts in this Request for Proposals which it expects to proceed simultaneously with the work of the contractor, and has included the estimated timing of such other contracts in the Request for Proposals, the contractor shall integrate the schedule of those separate contracts into his scheduling. The contractor shall make every reasonable effort to assist the owner in maintaining the schedule for all separate contracts. If the work performed by the separate contractor is defective or performed so as to prevent this contractor from carrying out his work according to the drawings and specifications of this contract, this contractor shall immediately notify the owner upon discovering such conditions.
- (b) If a dispute arises between the contractor and separate contractors as to their responsibility for cleaning up as required by Sections 8.38(c) and 8.38(d) of these General Terms and Conditions, the owner may clean up and charge the cost thereof to the respective contractors in proportion to their responsibility. If a contractor disputes the owner's apportionment of clean-up costs, it shall be that contractor's burden to demonstrate and prove the correct apportionment.

7.27 TAXES:

The contractor shall, without additional expense to the owner, pay all applicable federal, state, and local taxes, fees, and assessments except the taxes, fees, and assessments on the real property comprising the site of the project.

7.28 INSPECTION:

- a. All material and workmanship shall be subject to inspection, examination, and test by the owner and its project inspector at any and all times during construction. The project inspector shall have authority to reject defective material and workmanship and require its correction. Rejected workmanship shall be satisfactorily corrected and rejected material shall be satisfactorily replaced with proper material without charge therefore, and the contractor shall promptly segregate and remove the rejected material from the premises. If the contractor fails to proceed at once with replacement of rejected material and/or the correction of defective workmanship, the owner may, by contract or otherwise, replace such material and/or correct such workmanship and charge the cost to the contractor, or may terminate the right of the contractor to proceed, the contractor and surety being liable for any damages.
- b. Job-site inspections, tests conducted on site or tests of materials gathered on site, which the contract requires to be performed by independent testing entities, shall be contracted and paid for by the owner. Examples of such tests are the testing of cast in-place concrete, foundation materials, soil compaction, pile installations, caisson bearings, and steel framing connections. Although conducted by independent testing entities, the owner will not contract and pay for tests or certifications of materials, manufactured products, or assemblies which the contract, codes, standards, etc. require to be tested and/or certified for compliance with industry standards such as Underwriters Laboratories, Factory Mutual, or ASTM. If there are any fees to be paid for such tests and certifications, they will be paid by the contractor. The contractor shall also pay for all inspections, tests, and certifications which the contract specifically requires him to perform or pay, together with any inspections and tests which he chooses to perform for his own quality control purposes. The contractor shall promptly furnish, without additional charge, all reasonable facilities, labor, and materials necessary and convenient for making such tests. Except as provided in (c) below, whenever such examination and testing finds defective materials, equipment, or workmanship, the contractor shall reimburse the owner for the cost of re-examination and retesting.
- c. Should it be considered necessary or advisable by the owner at any time before final acceptance of the entire work to make an examination of any part of the work already completed, by removing or tearing out portions of the work, the contractor shall on request promptly furnish all necessary facilities, labor and material to expose the work to be tested to the extent required. If such work is found to be defective in any respect, due to the fault of the contractor or his subcontractors, he shall defray all the expenses of uncovering the work, of examination and testing, and of satisfactory reconstruction. If, however, such work is found to meet the requirements of the contract, the actual cost of the contractor's labor and material necessarily involved in uncovering the work, the cost of examination and testing, and contractor's cost of material and labor necessary for replacement shall be paid to the contractor and he shall, in addition, if completion of the work has been delayed thereby, be granted a suitable extension of time.
- d. The project inspector will recommend to the owner that the work be suspended when in his judgment the drawings and specifications are not being followed. Any such suspension shall be continued only until the matter in question is resolved to the satisfaction of the owner. The cost of

any such work stoppage shall be borne by the contractor unless it is later determined that no fault existed in the contractor's work.

- e. The project inspector has no authority to and shall not:
 - (1) Authorize deviations from the contract documents;
 - (2) Enter into the area of responsibility of the contractor's superintendent;
 - (3) Issue directions relative to any aspect of construction means, methods, techniques, sequences or procedures, or in regard to safety precautions and programs in connection with the work;
 - (4) Authorize or suggest that the owner occupy the project, in whole or in part;
 - (5) Issue a certificate for payment.

7.29 SUPERINTENDENCE BY CONTRACTOR:

- a. The contractor shall have a competent foreman or superintendent, satisfactory to the owner, on the job site at all times during the progress of the work. The contractor shall be responsible for all construction means, methods, techniques, sequences, and procedures for coordinating all portions of the work under the contract except where otherwise specified in the contract documents, and for all safety and worker health programs and practices. The contractor shall notify the owner, in writing, of any proposed change in superintendent including the reason therefore prior to making such change.
- b. The contractor shall, at all times, enforce strict discipline and good order among the workers on the project, and shall not employ on the work any unfit person, anyone not skilled in the work assigned to him, or anyone who will not work in harmony with those employed by the contractor, the subcontractors, the owner or the owner's separate contractors and their subcontractors.
- c. The owner may, in writing, require the contractor to remove from the work any employee the owner deems to be incompetent, careless, not working in harmony with others on the site, or otherwise objectionable.

7.30 ACCESS TO WORK:

The owner, the owner's inspectors and other testing personnel, and inspectors from the Department of Labor and Industry shall have access to the work at all times. The contractor shall provide proper facilities for access and inspection.

7.31 TERMINATION BY OWNER FOR CONVENIENCE:

- a. Owner may terminate this contract at any time without cause, in whole or in part, upon giving the contractor notice of such termination. Upon such termination, the contractor shall immediately cease work and remove from the project site all of its labor forces and such of its materials as owner elects not to purchase or to assume in the manner hereinafter provided. Upon such

termination, the contractor shall take such steps as owner may require to assign to the owner the contractor's interest in all subcontracts and purchase orders designated by owner. After all such steps have been taken to owner's satisfaction, the contractor shall receive as full compensation for termination and assignment the following:

- (1) All amounts then otherwise due under the terms of this contract,
 - (2) Amounts due for work performed subsequent to the latest Request for Payment through the date of termination,
 - (3) Reasonable compensation for the actual cost of demobilization incurred by the contractor as a direct result of such termination. The contractor shall not be entitled to any compensation for lost profits or for any other type of contractual compensation or damage other than those provided by the preceding sentence. Upon payment of the forgoing, owner shall have no further obligations to the contractor of any nature.
- b. In no event shall termination for the convenience of the owner terminate the obligations of the contractor's surety on its payment and performance bonds.

7.32 GUARANTEE OF WORK:

- a. Except as otherwise specified, all work shall be guaranteed by the contractor against defects resulting from the use of inferior materials, equipment, or workmanship for one (1) year from the date of final acceptance of the entire project by the owner in writing. Equipment and facilities, which have seasonal limitations on their operation, shall be guaranteed for one (1) full year from the date of seasonally appropriate tests and acceptance, in writing, by the owner.
- b. If, within the guarantee period, defects are noticed by the owner which require repairs or changes in connection with the guaranteed work, those repairs or changes being in the opinion of the owner rendered necessary as the result of the use of materials, equipment or workmanship, which are defective, or inferior or not in accordance with the terms of the contract, then the contractor shall, promptly upon receipt of notice from the owner, such notice being given not more than two weeks after the guarantee period expires, and without expense to the owner:
- (1) Place in satisfactory condition in every particular all of such guaranteed work and correct all defects therein;
 - (2) Make good all damage to the structure, site, equipment, or contents thereof, which is the result of the use of materials, equipment, or workmanship which are inferior, defective, or not in accordance with the terms of the contracts; and
 - (3) Make good any work, materials, equipment, contents of structures, and/or disturbance of the site in fulfilling any such guarantee.
- c. In any case, where in fulfilling the requirements of the contract or any guarantee embraced in or required thereby, the contractor disturbs any work guaranteed under contract, he shall restore such work to a condition satisfactory to the owner and guarantee such restored work to the same extent as it was guaranteed under such other contract.

- d. If the contractor, after notice, fails to proceed promptly to comply with the terms of the guarantee, the owner may have the defects corrected and the contractor and his surety shall be liable for all expense incurred.
- e. All special guarantees applicable to definite parts of the work that may be stipulated in the specifications or other papers forming a part of the contract shall be subject to the term of this section during the first year of the life of such special guarantee.
- f. Nothing contained in this section shall be construed to establish a period of limitation with respect to any other obligation which the contractor might have under the contract documents, including liability for defective work under Warranty of Materials and Workmanship section of these additional terms and conditions. This paragraph relates only to the specific obligation of the contractor contained in this section to correct the work and does not limit the time within which his obligation to comply with the contract documents may be sought to be enforced, nor of the time within which proceedings may be commenced to establish the contractor's liability with respect to his other obligations under this contract.
- g. In the event the work of the contractor is to be modified by another contractor, either before or after the final inspection, the first contractor shall remain responsible in all respects under the guarantee of work and under any other warranties provided in the contract or by law. However, the contractor shall not be responsible for any defects in material or workmanship introduced by the contractor modifying its work. Both the first contractor and the contractor making the modifications shall each be responsible solely for the work done by each. The contractor modifying the earlier work shall be responsible for any damage to or defect introduced into the work which he is modifying. If any contractor shall claim that another contractor has introduced defects of materials and/or workmanship into the work of the first, it shall be the burden of the contractor making the claim to clearly demonstrate the nature and extent of such introduced defects and the responsibility of the other contractor. Any contractor modifying the work of another shall have the same burden if he asserts defects to have been caused by the contractor whose work he is modifying.

8.0 SPECIAL TERMS AND CONDITIONS

8.1 ADDITIONAL USERS:

This procurement is being conducted on behalf of state agencies, institutions and other public bodies who may be added or deleted at any time during the period of the contract. The addition or deletion of authorized users not specifically named in the solicitation shall be made only by written contract modification issued by this agency or institution and upon mutual agreement of the contractor. Such modification shall name the specific agency added or deleted and the effective date. The contractor shall not honor an order citing the resulting contract unless the ordering entity has been added by written contract modification.

8.2 AWARD OF CONTRACT:

8.2.1 AWARD:

Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposals, including price, if so stated in the Request for Proposals. Negotiations shall be conducted with the offerors so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each offeror so selected, the agency shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror. The City may cancel this Request for Proposals or reject proposals at any time prior to an award, and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous. Should the City determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that offeror. The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation and the contractor's proposal as negotiated.

8.3 WORK SITE DAMAGES:

Any damage to existing utilities, equipment or finished surfaces resulting from the performance of this contract shall be repaired to the City's satisfaction at the contractor's expense.

9.0 SIGNATURE SHEET

My signature certifies that the proposal as submitted complies with all Terms and Conditions as set forth in this Request for Proposal.

My signature further certifies that this proposal is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a proposal for the same material, supplies or equipment, and is in all respects fair and without collusion or fraud. I am authorizing to sign this bid for the bidder.

To receive consideration for award, this signature sheet must be returned to the Finance Department as it shall be a part of your response.

If there are any parts of the terms and conditions that your company cannot meet please indicate which ones on an attached page.

Company Name: _____

Address: _____

Signature: _____

Name (type or print) _____

Official Title: _____

Date: _____ Telephone Number: _____



REQUEST FOR COMMISSION ACTION
CITY OF INDEPENDENCE
February 16, 2022

Department Housing

Director Approval April Nutt

AGENDA ITEM Consider approval of the Housing Needs Analysis findings.

SUMMARY RECOMMENDATION City Staff recommends approval.

BACKGROUND In order to establish Rural Housing Incentive Districts, a housing needs analysis must be performed, and the following findings must be determined:

1. There is a shortage of quality housing of various price ranges in the City despite the best efforts of public and private housing developers.
2. The shortage of quality housing can be expected to persist and that additional financial incentives are necessary in order to encourage the private sector to construct or renovate housing in the City.
3. The shortage of quality housing is a substantial deterrent to the future economic growth and development of the City.
4. The future economic well-being of the City depends on the Governing Body providing additional incentives for the construction or renovation of quality housing in the City.

SUGGESTED MOTION I move to approve the Housing Needs Analysis, dated January 2022, as presented to the City Commission on January 27, 2022.

SUPPORTING DOCUMENTS Housing Needs Analysis, January 2022

Housing Needs Analysis

Independence, Kansas
January 2022

INTRODUCTION AND PURPOSE

Housing is crucial to the quality of life and wellbeing for a community and its individuals and families; but the availability of adequate or affordable housing also plays a vital role in community economic development. The lack of affordable and adequate housing in a community hinders growth, as it becomes difficult to attract new business, industry, and residents. Slow growth or even no growth communities need new housing to replace units that have been removed or are in poor condition.

This Housing Needs Analysis has been developed pursuant to K.S.A. 12-5244(a). The intent of this analysis is to determine if there exists a shortage of quality housing in Independence, Kansas. In addition, this analysis is needed to submit to the Secretary of Commerce for approval in order to establish Rural Housing Incentive Districts (RHID) within the city limits of Independence, as a potential tool to assist in the development of new housing units.

The Secretary of Commerce has established four findings that must be made when conducting a Housing Needs Analysis for a RHID. They are:

1. There is a shortage of quality housing in various price ranges in the city or county despite the best efforts of public and private housing developers.
2. The shortage of quality housing can be expected to persist and that additional financial incentives are necessary in order to encourage the private sector to construct or renovate housing in such city or county.
3. The shortage of quality housing is a substantial deterrent to the future economic growth and development of such city or county.
4. The future economic well-being of the city or county depends on the governing body providing additional incentives for the construction or renovation of quality housing in such city or county.



FINDING #1

“There is a shortage of quality housing of various price ranges in Independence, Kansas despite the best efforts of public and private housing developers”

Quality Housing

Quality Housing is defined by the Secretary of Commerce as units that pass inspection under Section VIII Housing Quality Standards of the US Department of Housing and Urban Development or households that can be classified as not having housing problems. Since most housing units in Independence are not subject to HQS inspections, this factor is measured using the housing problems criteria.

Housing problems include:

1. Units with physical defects (lacking complete kitchens or bathrooms);
2. Units with overcrowding (more than one person per room); and
3. Units carrying a cost burden of greater than 30% (housing costs, including utilities, exceed 30% of gross income).

Each of these criteria is evaluated as follows:

Units with Physical Defects

The Secretary's housing shortage indicator for physical defects is a minimum of 96% of the units are without defects. Defects are measured using a lack of complete plumbing and kitchen facilities. Communities with more than 4% (owner occupied) and 5% (rental) of the units having defects are considered to have a housing shortage.

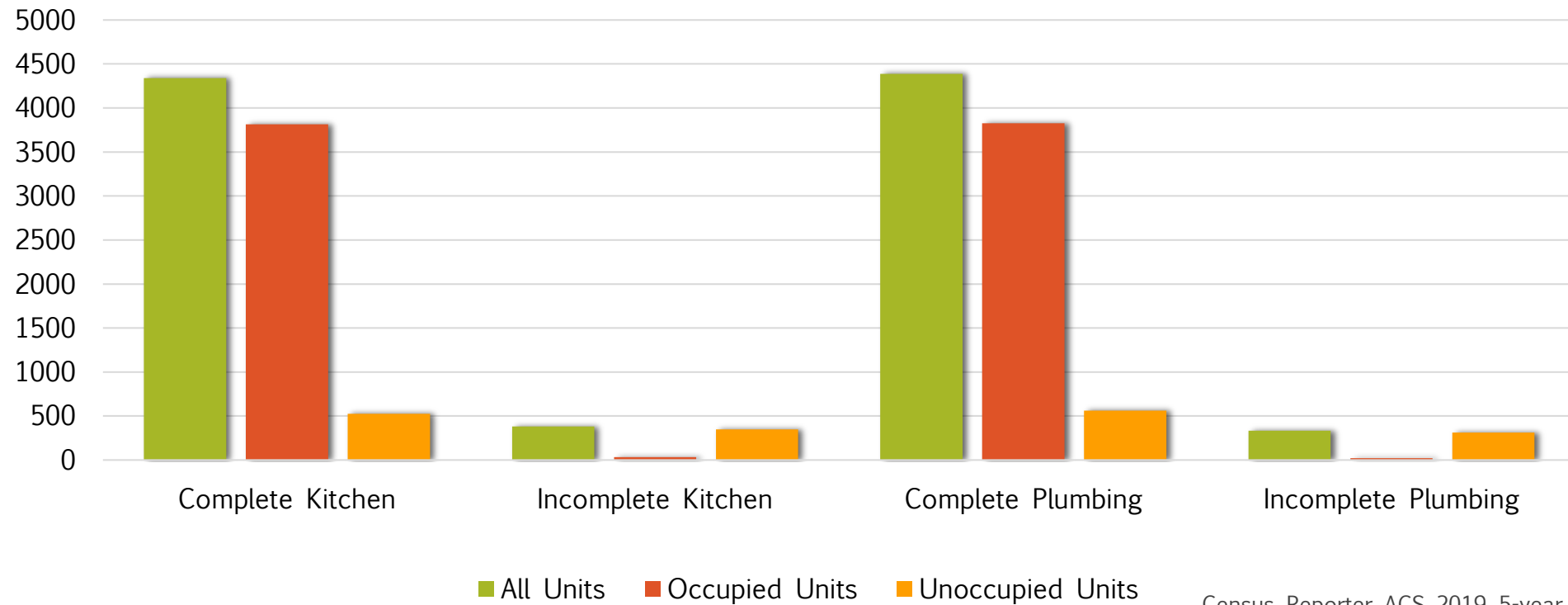
- While data is not available with rental and homeowner occupied units separated, there are a total of 382 units (8.1%) that lack complete kitchens and 333 units (7.1%) that lack complete plumbing.
- Determination: Independence has a shortage of units with complete kitchen and complete plumbing facilities, with 8.1% and 7.1% respectively, of units that have incomplete facilities. This factor exceeds the Secretary's threshold of 4% owner occupied and 5% rental.

	Complete Kitchen	Incomplete Kitchen	Complete Plumbing	Incomplete Plumbing
Total Units 4720	4338	382	4387	333
% of All Units	91.9%	8.1%	92.9%	7.1%
Occupied Units 3847	3813	34	3825	22
% of Occupied Units	99.1%	.9%	99.4%	.6%
Unoccupied Units 873	525	348	562	311
% of Unoccupied Units	60.1%	39.9%	64.4%	35.6%

Complete/Incomplete Facilities

The lack of complete facilities for housing units is recorded in two areas: kitchen and plumbing. Complete kitchen requires a sink w/faucet, a stove, a refrigerator. Complete plumbing requires hot & cold running water and a bathtub or a shower.

Complete Facilities



Census Reporter ACS 2019 5-year

Units with Overcrowding

Another measure the Secretary uses is overcrowding. A shortage of housing for larger households is deemed to exist if large households (those with 6 or more persons) exceeds the number of large units (those with 4 or more bedrooms).

- With 497 of owner-occupied large units available and 48 large household present and 71 renter occupied units available and 54 large households present, the number available exceeds the number needed.
- Determination: Independence does not have a housing shortage of larger units. This factor does not meet Secretary's threshold.

	Owner Occupied Housing Units	Renter Occupied Housing Units	
Occupied Housing Units (3847)	2385	1462	
Units with bedrooms of 4 or more	497	71	
Large Households (6 or more person)	48	54	
Average Household Size	2.3	2.03	

Units with A Cost Burden

The final factor used to determine if a shortage of quality housing exist is the cost burden. If a housing shortage exists, the number of households in each income category exceeds the number of units in the corresponding price category, where the cost of the unit (monthly rental, mortgage payment, or units without a mortgage) cannot exceed 30% of gross household income. Demonstrated in the following 6 slides households pay more than 35% of household income for rent. This equates to 30.3% or 453 rental households that are cost burdened. An additional estimated 10.2% or 149 households pay between 30.0% and 34.9% of household income for rent, making the total percentage of cost burdened rental units approximately 40.5% or 602 households. Owner-occupied units are less cost burdened, with 10.4% or 249 of households with a mortgage and 8% or 189 households without a mortgage paying more than 30% of gross household income towards housing.

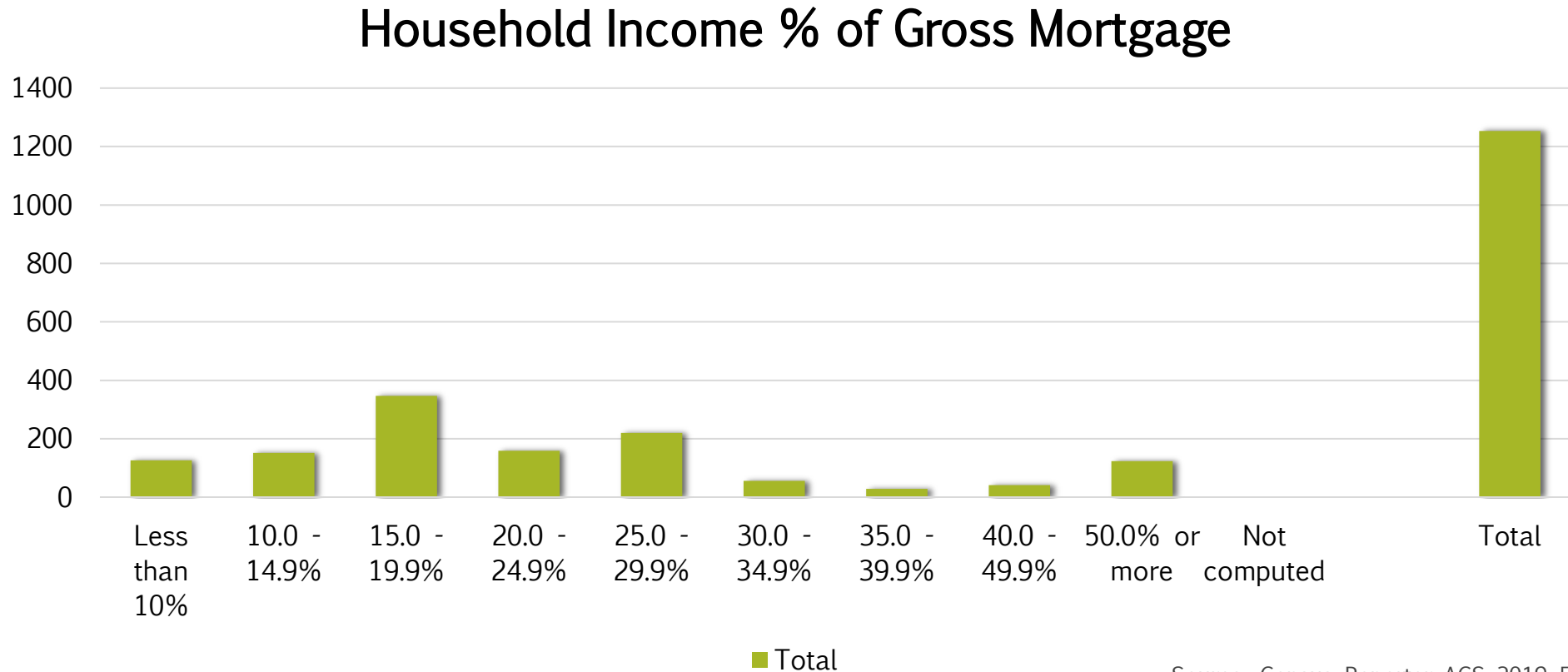
Determination: A significant portion (40.5% rental; 10.4% owner-occupied with a mortgage and 8% owner-occupied without mortgage) of Independence's households are cost-burdened. This exceeds the Secretary's threshold and a shortage of affordable, quality housing exists.

Owner-Occupied Housing Units Gross Mortgage as a Percentage of Household Income

- 10.4% of the owner-occupied units are paying more than 30% of their income for their mortgage. According to HUD, paying more than 30% of one's income for housing is considered "cost burdened" making it difficult to afford other necessities such as food, transportation or medical needs.
- Of major concern 5.2% of owner-occupied units are paying more than 50% of household income for housing.

Column	Number	Percent
Less than 10%	126	5.3%
10.0 – 14.9%	152	6.4%
15.0 – 19.9%	347	14.5%
20.0 – 24.9%	159	6.7%
25.0 – 29.9%	220	9.2%
30.0 – 34.5%	56	2.3%
35.0 – 39.9%	29	1.2%
40.0 – 49.9%	41	1.7%
50% or more	123	5.2%
Not computed	0	0%

Owner-Occupied Housing Units Gross Mortgage as a Percentage of Household Income



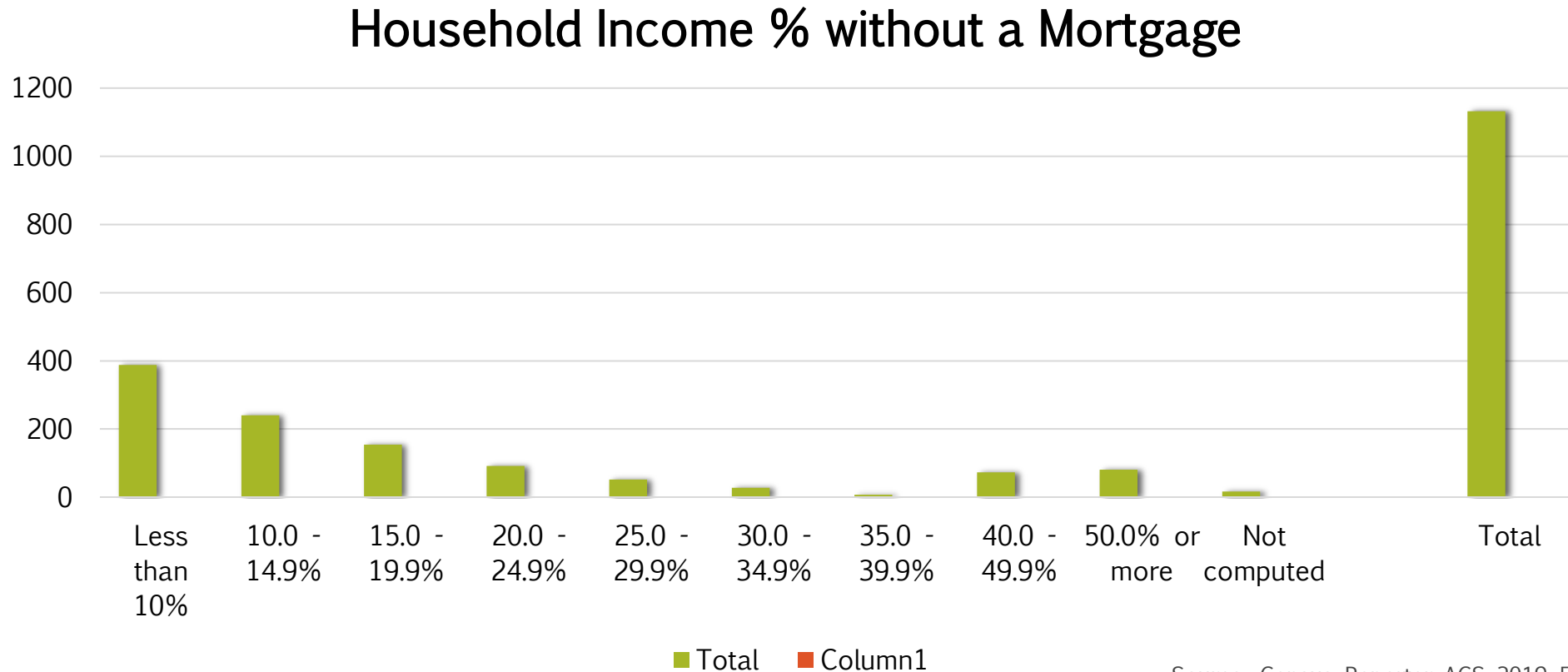
Source: Census Reporter ACS 2019 5-year

Owner-Occupied Housing Units without a Mortgage as a Percentage of Household Income

- 8% of the owner-occupied units without a mortgage are paying more than 30% of their income for housing. 81 households or 3.4% are paying more than 50% towards their housing unit.
- This may demonstrate a concern with the age of the homes within Independence. Older homes have added costs for repairs as well as increased utility expenses as they are normally not energy efficient.

Column	Number	Percent
Less than 10%	388	16.3%
10.0 – 14.9%	240	10.1%
15.0 – 19.9%	154	6.5%
20.0 – 24.9%	92	3.9%
25.0 – 29.9%	52	2.2%
30.0 – 34.5%	28	1.2%
35.0 – 39.9%	7	0.3%
40.0 – 49.9%	73	3.1%
50% or more	81	3.4%
Not computed	17	0.7%

Owner-Occupied Housing Units without a Mortgage as a Percentage of Household Income



Source: Census Reporter ACS 2019 5-year

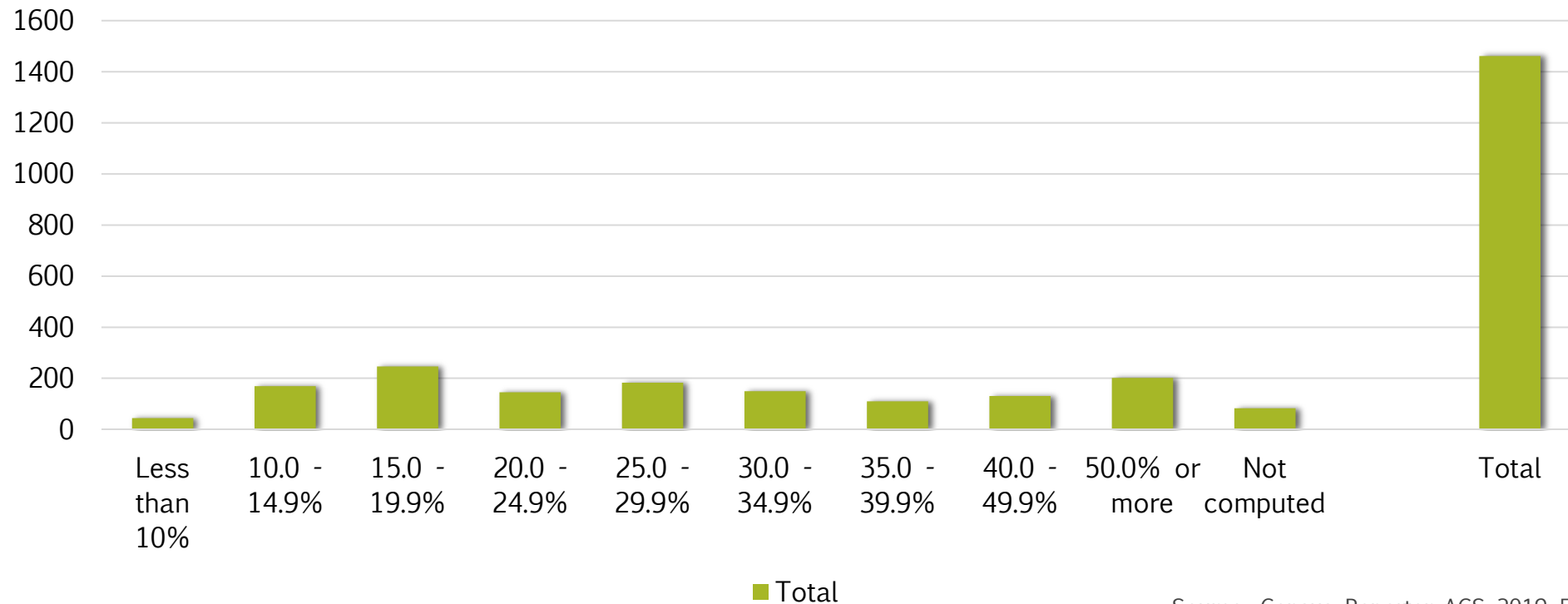
Gross Rent as a Percentage of Household Income

- 40.5% of the occupied rental units are paying more than 30% of their income for rent. According to HUD, paying more than 30% of one's income for housing is considered “cost burdened” making it difficult to afford other necessities such as food, transportation or medical needs.

Column	Number	Percent
Less than 10%	44	3%
10.0 – 14.9%	169	11.6%
15.0 – 19.9%	246	16.8%
20.0 – 24.9%	145	9.9%
25.0 – 29.9%	183	12.5%
30.0 – 34.5%	149	10.2%
35.0 – 39.9%	110	7.5%
40.0 – 49.9%	131	9%
50% or more	202	13.8%
Not computed	83	5.7%

Gross Rent as a Percentage of Household Income

Household Income % of Gross Rent



Source: Census Reporter ACS 2019 5-year

PRICE RANGE DATA

Price range data can be collected using US Census Bureau data or local data, based upon current selling prices of owner-occupied units and the categories of current contract rents for rental units. This analysis uses local market data for both owner-occupied units and rental units.

Owner-Occupied Housing Market

The following data shows houses for sale in the Independence area (north Montgomery County and Wilson County) according to the Wichita State University Center for Real Estate using data provided by the Southeast Kansas Association of Realtors. The following slide shows the number of houses available for sale with the current sale price as of November 6, 2021. A majority (65.2%) of the houses available for sale are valued less than \$99,999. Only 21.1% of total available houses fall in the \$100,000 to \$199,999 range. This is the housing range most sought after.

It is deemed a seller's market when months of inventory is between zero and four months. Which means supply is relatively low and sellers have more control in setting terms and raising prices. Demonstrated in the following slide all price ranges fall within that 0 to 4 months supply of inventory except for one that is at 4.2 months. The Independence area is a seller's market.

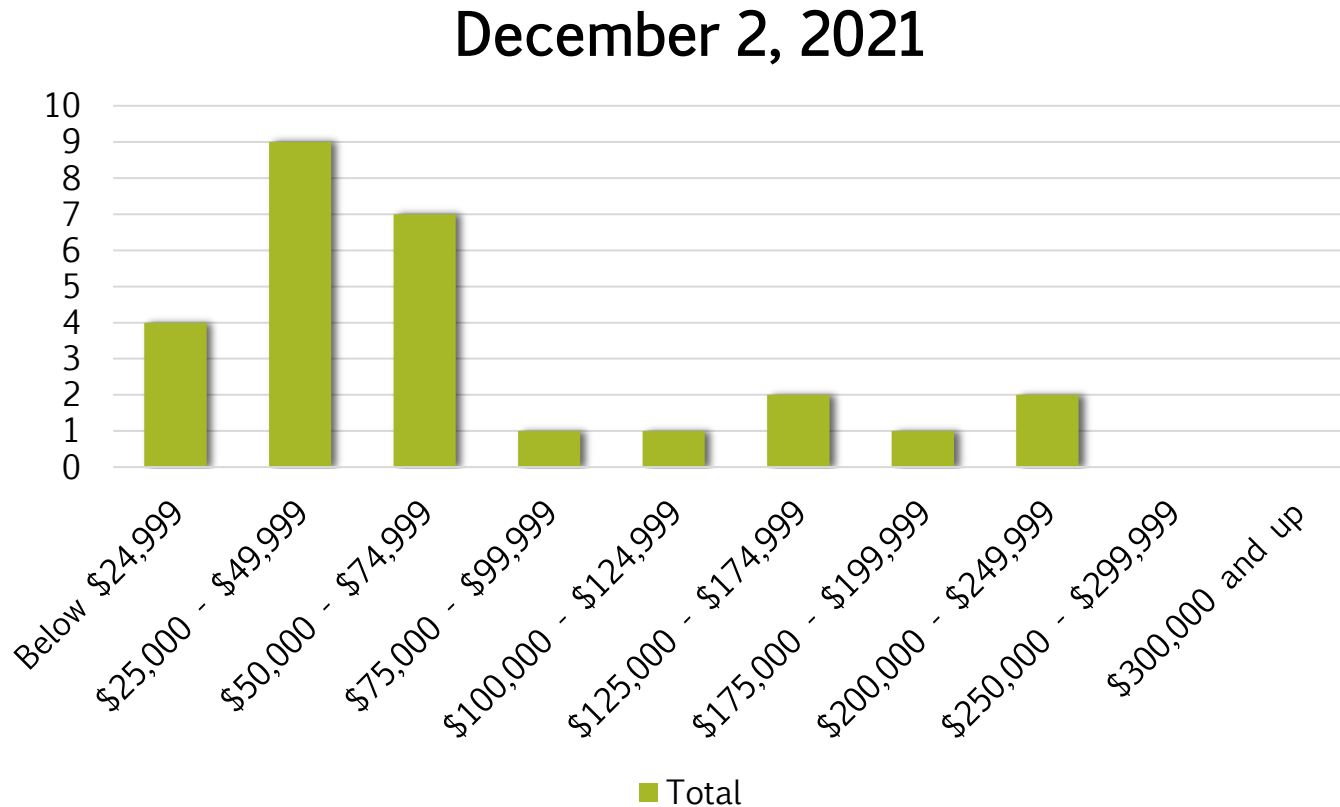
Active Listings by Price Range

Price Range	Active Listings		Months' Supply	List Price		Days on Market		Price as % of Orig.	
	Number	Percent		Average	Median	Avg.	Med.	Avg.	Med.
Below \$25,000	7	5.9%	1.4	18,543	19,500	53	63	77.4%	86.0%
\$25,000-\$49,999	20	16.9%	2.3	37,480	38,450	127	67	95.3%	100.0%
\$50,000-\$99,999	50	42.4%	3.7	74,452	72,450	127	47	98.9%	100.0%
\$100,000-\$124,999	5	4.2%	1.3	117,680	119,000	58	61	93.8%	100.0%
\$125,000-\$149,999	9	7.6%	1.8	132,656	131,500	142	44	103.1%	100.0%
\$150,000-\$174,999	3	2.5%	1.2	169,600	174,900	51	70	100.0%	100.0%
\$175,000-\$199,999	8	6.8%	4.2	192,350	194,450	60	66	96.5%	100.0%
\$200,000-\$249,999	7	5.9%	2.5	235,071	234,500	93	26	99.3%	100.0%
\$250,000-\$299,999	4	3.4%	4.0	270,375	263,750	40	37	97.4%	100.0%
\$300,000-\$399,999	1	0.8%	1.7	350,000	350,000	67	67	93.3%	93.3%
\$400,000-\$499,999	1	0.8%	2.0	435,000	435,000	54	54	100.0%	100.0%
\$500,000-\$749,999	2	1.7%	N/A	657,500	657,500	76	76	100.0%	100.0%
\$750,000-\$999,999	1	0.8%	N/A	866,000	866,000	42	42	112.5%	112.5%
\$1,000,000 and up	0	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Current listing as of
November 6, 2021

This data covers the
Independence and
Cherryvale area of
Montgomery county and
includes Wilson County.

Snapshot of Active Listings by Price Range within City of Independence



On December 2, 2021, only 21 homes were for sale in Independence.

- 62%, or 13 homes, listed for sale were below \$49,999.
- 26%, or 7 homes, were listed between \$50,000 to \$74,999.
- 26%, or 7 homes, were listed above \$100,000.
- Only 4 homes are listed between the preferred price range of \$100,000 to \$199,999.
- With only 21 housing units, of the 4720 housing units identified by the US Census being on the market, this equates to only 0.44% of the housing inventory available for sale.

Source: Realtor.com

Independence Area Housing Market 3-year Historic Comparison

In comparing the past 3-years of home listing and sales, the Independence area is trending as a seller's market, where demand exceeds supply, demonstrated in the next 5 slides. These slides demonstrate homes are selling at a higher price, on the market for fewer days, and fewer are available creating a shortage in supply.

- Home sales for 2021 were up 14% over 2020 and up 16.87% over 2019.
- Contracts written for 2021 were up 56% over 2020 and up 11.8% over 2019.
- Sales volume per 1000 were up 26.6% over 2020 and up 46.6% over 2019.
- The average sale price for 2021 was up 11% over 2020 and up 25.4% over 2019.
- The median sale price for 2021 was up 7.5% over 2020 and up 25.6% over 2019.
- Average days on the market for 2021 (91 days), 2020 (142 days), and 2019 (139 days).
- Median days on the market for 2021 (55 days), 2020 (88 days), and 2019 (110 days)

Please note the 4th slide down, the graph “History of Active Listings” is a strong visual demonstrating the lack of available housing.

October MLS Statistics Three-year History		Current Month			Year-to-Date		
		2021	2020	2019	2021	2020	2019
Home Sales		47	51	34	464	407	397
Change from prior year		-7.8%	50.0%	-15.0%	14.0%	2.5%	-6.8%
Active Listings		118	209	323	N/A	N/A	N/A
Change from prior year		-43.5%	-35.3%	-15.2%			
Months' Supply		2.6	5.2	8.3	N/A	N/A	N/A
Change from prior year		-50.0%	-37.3%	-9.8%			
New Listings		50	59	80	526	598	745
Change from prior year		-15.3%	-26.3%	-16.7%	-12.0%	-19.7%	-13.7%
Contracts Written		50	30	37	465	298	416
Change from prior year		66.7%	-18.9%	-7.5%	56.0%	-28.4%	-3.9%
Pending Contracts		45	46	30	N/A	N/A	N/A
Change from prior year		-2.2%	53.3%	-21.1%			
Sales Volume (1,000s)		5,291	6,154	3,687	46,814	36,983	31,936
Change from prior year		-14.0%	66.9%	-6.2%	26.6%	15.8%	-5.9%
Average	Sale Price	112,574	120,671	108,432	100,893	90,867	80,443
	Change from prior year	-6.7%	11.3%	10.4%	11.0%	13.0%	0.9%
	List Price of Actives	119,703	100,131	109,847	N/A	N/A	N/A
	Change from prior year	19.5%	-8.8%	7.1%			
	Days on Market	60	141	154	91	142	139
	Change from prior year	-57.4%	-8.4%	14.1%	-35.9%	2.2%	2.2%
Median	Percent of List	94.8%	93.6%	88.7%	95.0%	92.7%	92.9%
	Change from prior year	1.3%	5.5%	-4.8%	2.5%	-0.2%	0.1%
	Percent of Original	92.4%	91.5%	84.3%	92.4%	89.6%	87.5%
	Change from prior year	1.0%	8.5%	-5.3%	3.1%	2.4%	-0.6%
	Sale Price	81,200	119,000	58,500	75,250	70,000	59,900
	Change from prior year	-31.8%	103.4%	-24.5%	7.5%	16.9%	-7.8%
Median	List Price of Actives	81,500	74,900	70,000	N/A	N/A	N/A
	Change from prior year	8.8%	7.0%	18.6%			
	Days on Market	55	77	123	55	88	110
	Change from prior year	-28.6%	-37.4%	16.0%	-37.5%	-20.0%	6.8%
	Percent of List	97.3%	94.7%	92.3%	97.4%	95.7%	95.7%
	Change from prior year	2.7%	2.6%	-2.0%	1.8%	0.0%	1.2%
Median	Percent of Original	95.1%	92.6%	89.0%	95.7%	93.0%	92.3%
	Change from prior year	2.7%	4.0%	-3.9%	2.9%	0.8%	0.9%

Independence Area Home Sales Historic Comparison

Number of Closed Listing Analysis

Month	2019	2020	2021
January	25	35	36
February	22	20	53
March	33	32	39
April	52	30	39
May	46	29	51
June	37	50	55
July	52	50	60
August	50	53	45
September	46	57	39
October	34	51	47
November	37	42	
December	40	41	

Independence Area Home Sales Historic Comparison Closed Listings

Average Price of Closed Listing Analysis

Month	2019	2020	2021
January	62,188	89,980	98,078
February	81,943	73,593	85,700
March	60,716	76,385	96,817
April	69,489	75,590	84,839
May	77,532	68,669	108,483
June	102,399	86,951	103,310
July	74,837	99,365	96,075
August	88,010	83,400	109,141
September	78,862	101,197	114,751
October	108,432	120,671	112,574
November	180,408	111,949	
December	77,074	92,705	

Median Price of Closed Listing Analysis

Month	2019	2020	2021
January	47,900	49,000	80,500
February	51,675	50,500	58,000
March	36,000	58,950	75,000
April	58,500	65,000	60,000
May	66,500	60,000	87,000
June	73,500	67,500	83,000
July	51,950	79,300	79,900
August	77,500	71,000	85,000
September	69,500	74,000	77,000
October	58,500	119,000	81,200
November	72,000	89,950	
December	50,500	70,200	

Independence Area Home Sales Historic Comparison Closed Listings

Average Days on Market
Closed Listing Analysis

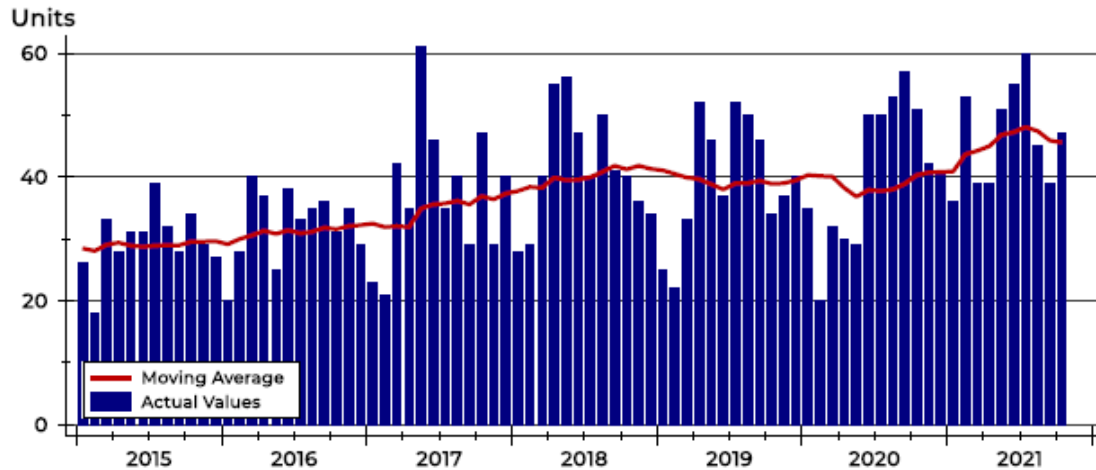
Month	2019	2020	2021
January	116	137	91
February	141	106	111
March	124	115	114
April	143	116	67
May	173	206	132
June	148	133	113
July	156	151	60
August	114	155	83
September	112	140	82
October	154	141	60
November	180	148	
December	134	211	

Median Days on Market
Closed Listing Analysis

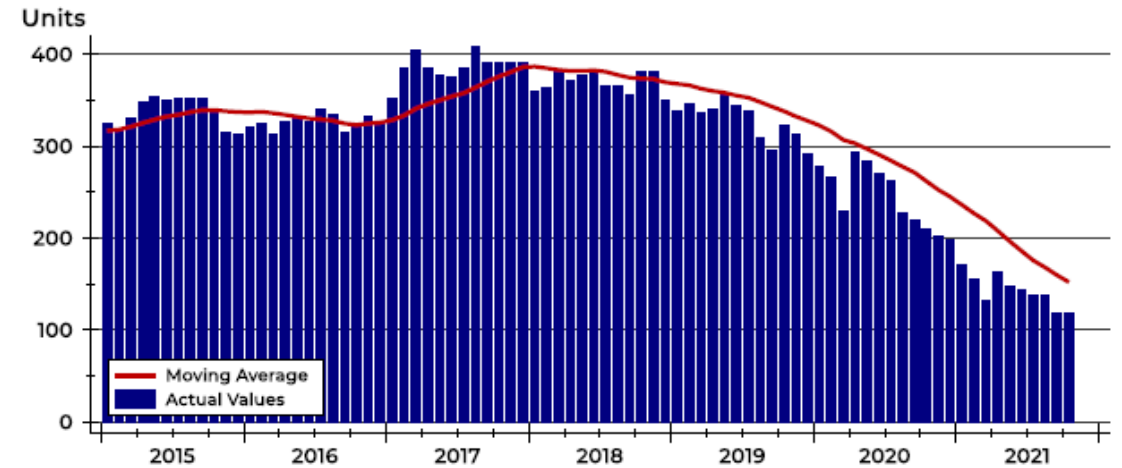
Month	2019	2020	2021
January	108	88	68
February	133	77	61
March	120	67	94
April	109	96	31
May	126	167	56
June	114	84	51
July	123	90	33
August	88	106	58
September	85	87	52
October	123	77	55
November	113	87	
December	93	108	

Independence Area Home Sales Historic Comparison Closed vs Active Listings

History of Closed Listings



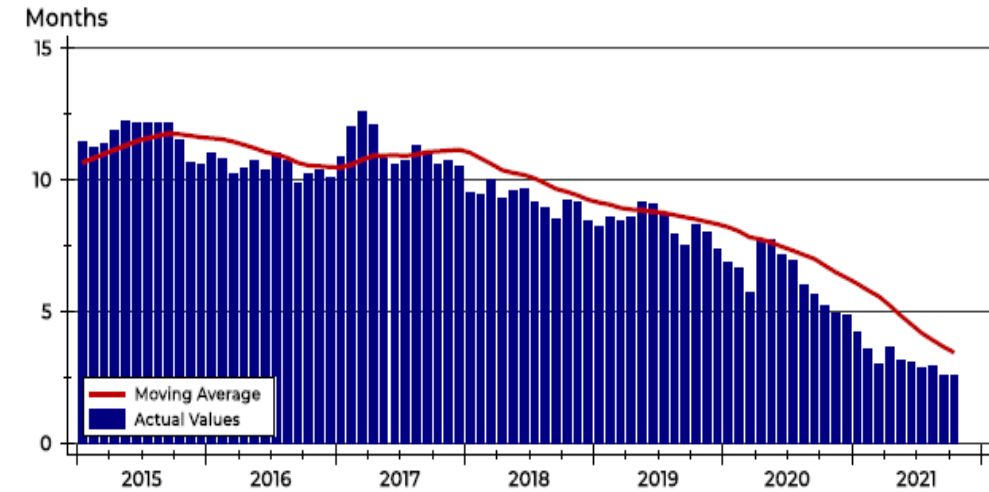
History of Active Listings



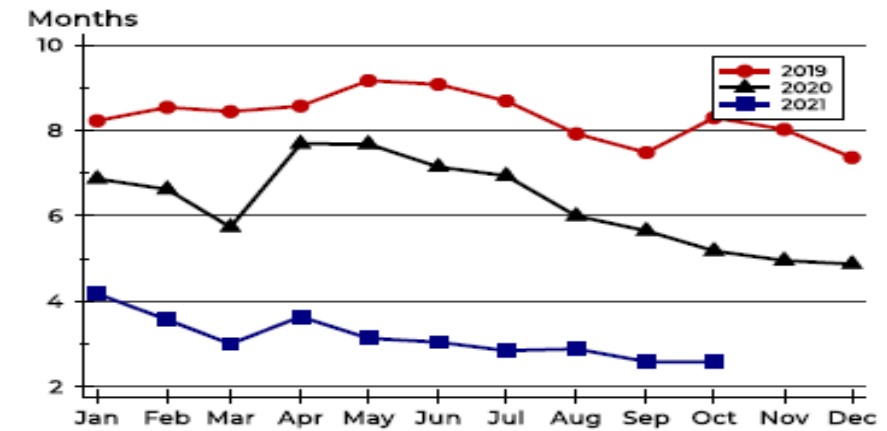
Independence Area Months' Supply Analysis

Month	2019	2020	2021
January	8.2	6.9	4.2
February	8.5	6.6	3.6
March	8.4	5.7	3.0
April	8.6	7.7	3.6
May	9.2	7.7	3.1
June	9.1	7.1	3.0
July	8.7	6.9	2.8
August	7.9	6.0	2.9
September	7.5	5.7	2.6
October	8.3	5.2	2.6
November	8.0	5.0	
December	7.4	4.9	

History of Month's Supply



Months' Supply by Month



Rental Housing Market

The current rental market mirrors the owner-occupied housing market. As of December 10, 2021, the landlords that were registered with the City of Independence number 162. An attempt was made to contact all registered landlords; 102 participated in the survey, 3 refused to participate, and 57 were unable to be reached. They either failed to return phone calls, or the number provided was no longer a valid number.

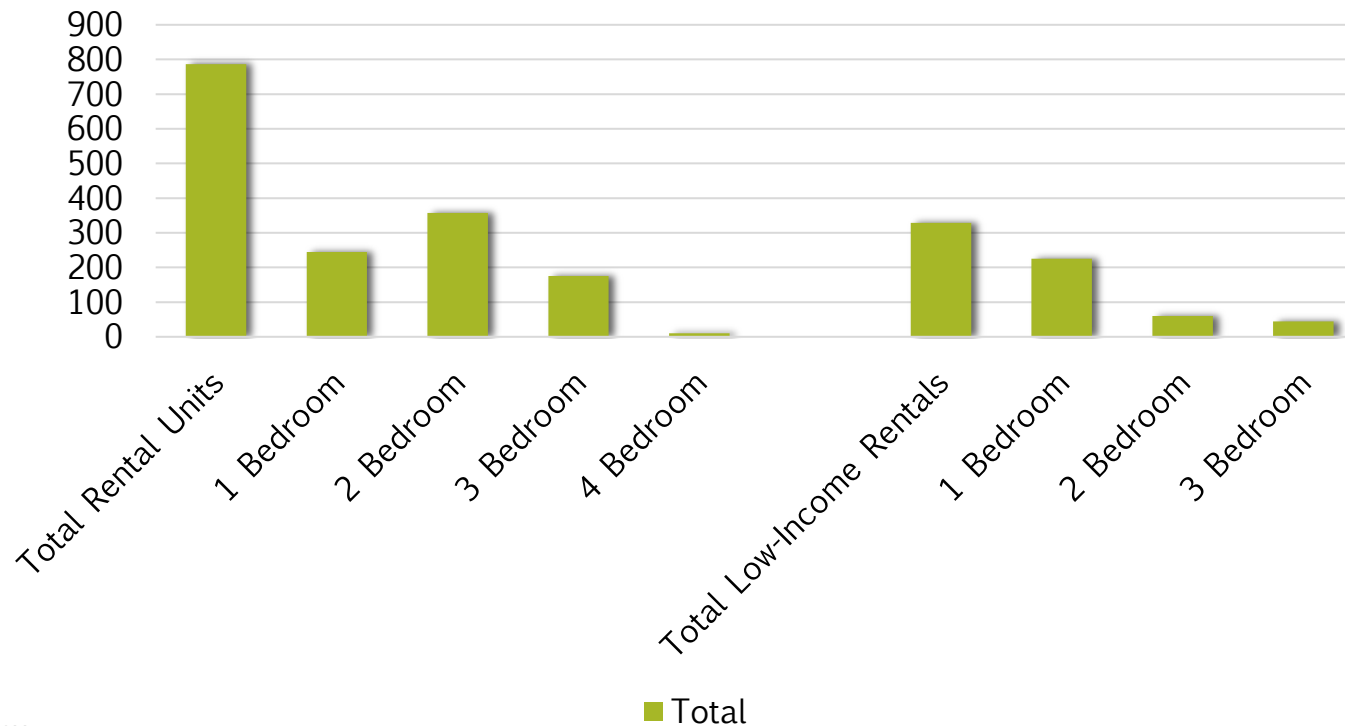
787 units were represented by the 102 participating landlords. Of those 787 units only 43 were vacant or 5% of the rental units. Of those 43 available units 27 (or 63%) are in a low-income, age restricted housing program which restricts those eligible to rent the unit; therefore, there are only 16 (or 2%) units available for rent with no restrictions. Of the 16 market rate units available there is only 1 single-family unit available, the other 15 are in an apartment complex.

NOTE: According to the Census Report ACS 2019 5-year, Independence has 1462 rental units. Through the efforts of IHA to obtain information concerning Independence's rental stock only approximately 53% are represented in this data.

DETERMINATION: According to PropertyManagement.com, Kansas 2021 average vacancy rate is 8.3% with the national vacancy rate at 6.2%. Independence vacancy rate demonstrated through participating landlords is at 5%, below both the State's and the Nation's average.

Independence Rental Housing Data

December 10, 2021



Market Rate Housing Data

1 Bedroom \$400 Average
\$400 Median

2 Bedroom \$570 Average
\$600 Median

3 Bedroom \$689 Average
\$735 Median

4 Bedroom \$1143 Average
\$1600 Median

Independence Rental Housing Data

- Of the 787 rental units participating in the survey, 329 units or 41.8% are part of a low-income program therefore limiting those eligible to rent the units.
- One determination that could be noted is that more market rate single-family rental housing is needed. Of the 43 units available to rent, 42 are part of an apartment complex only 1 single-family unit was noted as available.

Total 787 Units	Market Rate	% of Total
1 Bedroom	20	2.5%
2 Bedroom	297	37.7%
3 Bedroom	131	16.6%
4 Bedroom	10	1.2%
Low-Income		
1 Bedroom	225	28.6%
2 Bedroom	60	7.6%
3 Bedroom	44	5.5%
4 Bedroom	0	0%

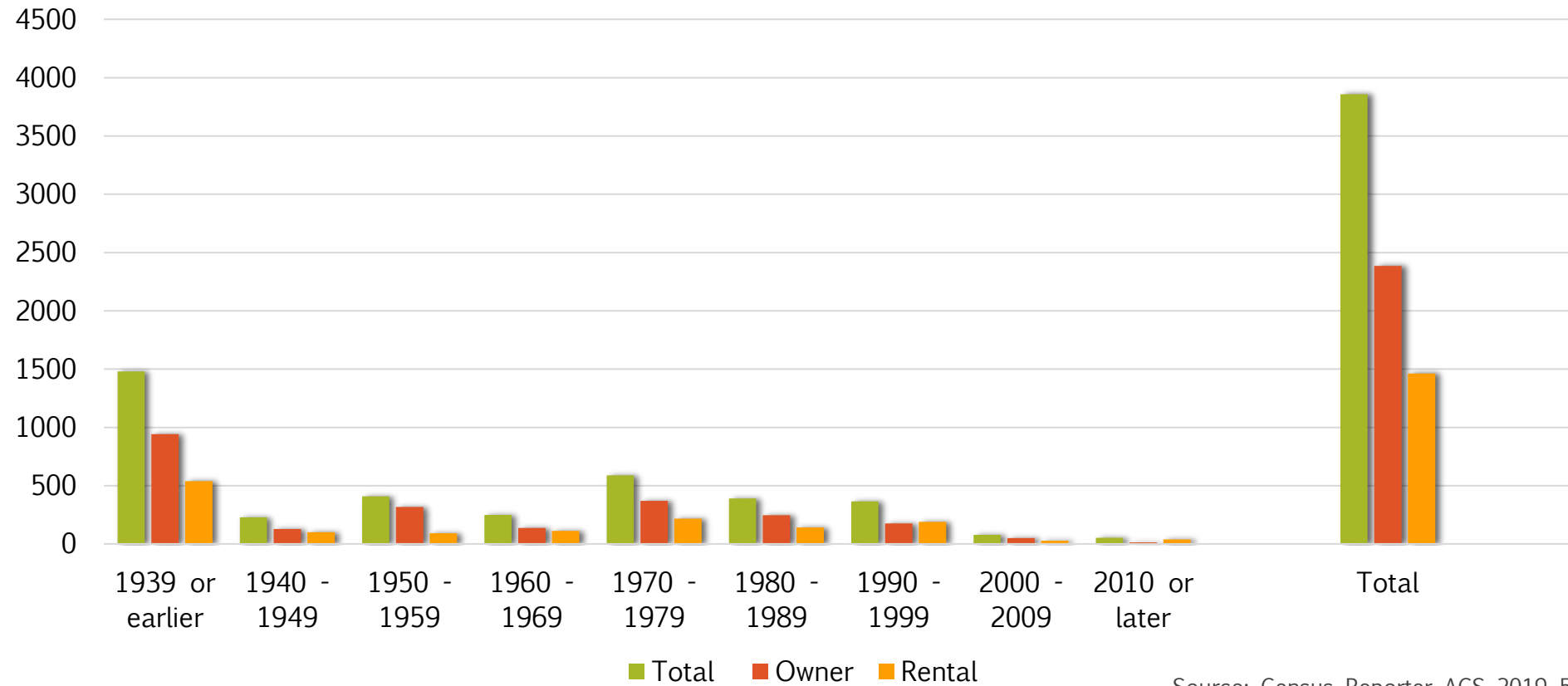
AGE and CONDITION OF INDEPENDENCE HOUSING STOCK

Another housing shortage indicator established by the Secretary of Commerce is when 40% or more of a community's housing stock is older than 50 years old. The City of Independence has an aging housing stock with 61.6% of its housing stock being older than 50 years old; therefore, Independence far exceeds the minimum threshold set by the Secretary.

In addition, Montgomery County has identified that Independence's housing stock has 40% of the units that have been identified as having a significant degree of deferred maintenance.

An older housing stock presents two primary concerns for the City: 1) older housing tends to be in poorer condition than new housing thus costing more to maintain and normally lacks energy efficiency, and 2) older housing does not always meet the market demands of modern consumers.

Age of Occupied Housing Units



Source: Census Reporter ACS 2019 5-year

Age of Occupied Housing Units

- 61.6% of the occupied housing stock is older than 50 years constructed prior to 1970.
- 62 % of the occupied housing stock is owner occupied, with 38% renter occupied.
- 4.7% of the occupied housing stock has been constructed since 2000.

Years	Number	% of housing stock
1939 or earlier	1481	38.0%
1940 - 1949	229	6.0%
1950 - 1959	410	10.7%
1960 - 1969	250	6.5%
1970 – 1979	588	15.2%
1980 - 1989	391	10.1%
1990 - 1999	365	10.0%
2000-2009	79	2.1%
2010 or later	54	1.0%
Total	3857	99.6%

Independence Housing Units by CDU Codes

- 40% of the Independence Housing stock is rated as “Fair” or below, meaning that 40% of the housing stock is characterized as having a significant degree of deferred maintenance or greater than normal wear and tear present relative to its age.
- Only 4% of Independence’s housing stock is rated as “Good”. Meaning only 4% is above average of ordinary standard of maintenance and upkeep in relation to its age.

CDU Code	Number	% of housing stock
Unsound	71	2%
Very Poor/VP-	44	1%
Poor/Poor-	241	7%
Fair/Fair -	1082	30%
Average/+/-	2005	56%
Good/Good +	147	4%
Very Good/VG+	0	0%
Excellent	0	0%

NEW CONSTRUCTION

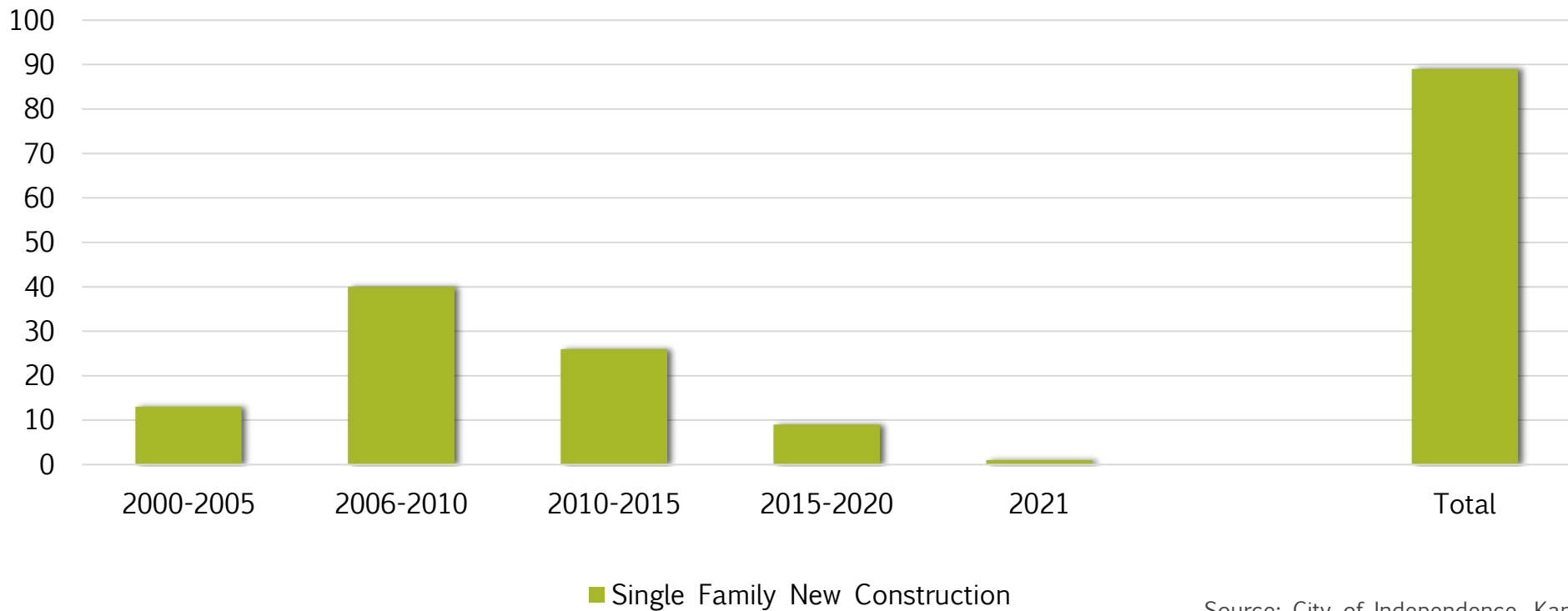
Another measure the Secretary uses when assessing a housing shortage is the number of new units. If the number of new units (those one-year-old or less) is less than 1.5% of the total housing stock, a housing shortage exist. Using Census Reporter ACS 2019 5-year occupied household units' number of 3857, with only 10 single-family and 0 multi-family units being constructed since 2015 that is averaging only .04% constructed per year in comparison to the existing number of occupied units. This is well below the 1.5% threshold.

In order for the minimum threshold to be met, 57 units would need to be constructed in 2021 alone. In 2021, there has been 1 new unit constructed.

DETERMINATION: New housing construction is almost non-existent, with less than 0.02% of all housing stock constructed in 2021. This is less than the Secretary's minimum threshold of 1.5% and a housing shortage exists based upon this criteria.

New Construction Single Family 2020-2021

Single Family New Construction



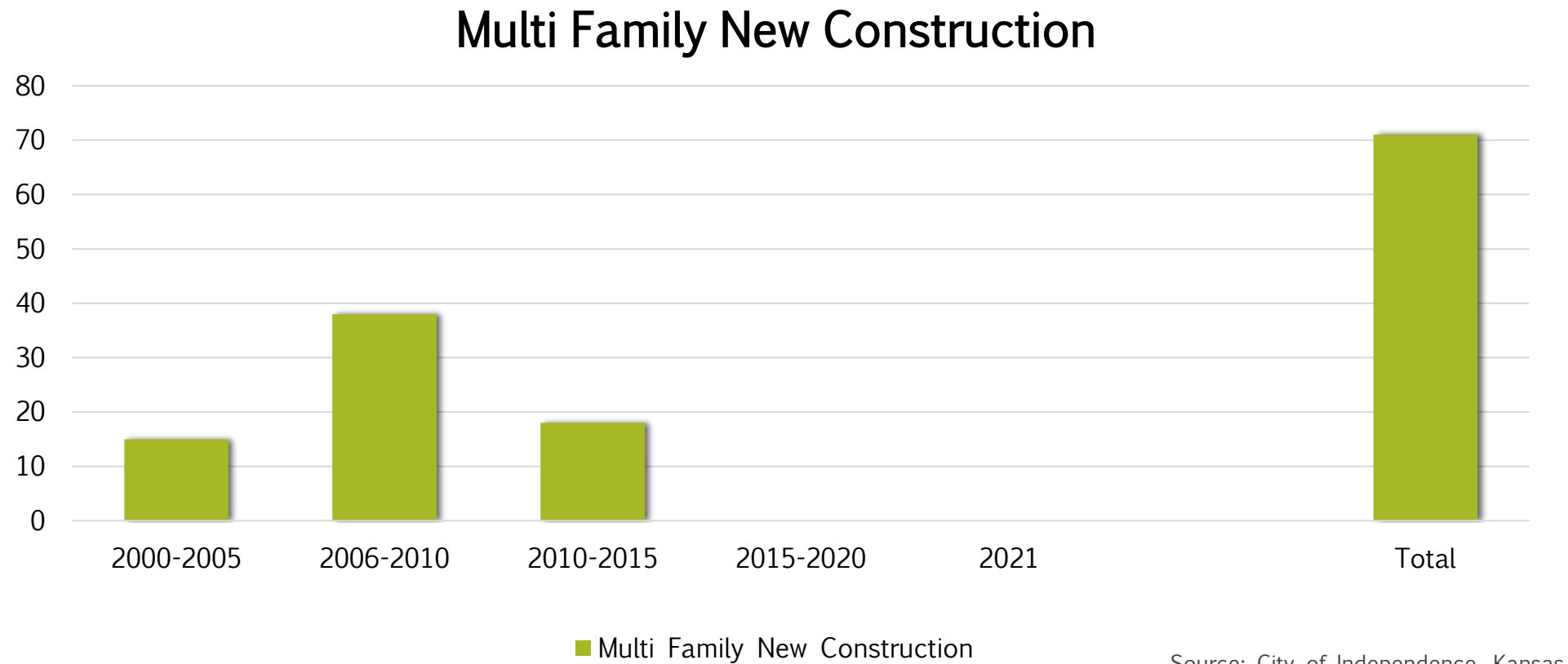
Source: City of Independence, Kansas

New Construction Single Family 2000-2021

- 41% of single-family home construction has been conducted by private individuals with only 3 or 3% being constructed since 2015.
- 59% of single-family homes have been constructed with either Federal, State, and/or local subsidy with only 7 or 8% being constructed since 2015.

Units	Number	% of units constructed
Private Market Rate	25	28%
Manufactured	12	13%
Private Low Income (LIHTC)	18	20%
Private Moderate Income	6	6%
IHA Low Income	16	18%
IHA Moderate Income	14	15%

New Construction Multi Family 2020-2021



Source: City of Independence, Kansas

New Construction Multi Family 2000-2021

- 10% of the multi-family units have been constructed by private individuals with 0 or 0% being constructed since 2015.
- 90% of the multi-family units have been constructed with either Federal, State, and/or local subsidy with 0 or 0% being constructed since 2015.

Units	Buildings/Units	% of units constructed
Private Duplex Market Rate	2 (4 units)	6%
Private Triplex Market Rate	1 (3 units)	4%
Private Triplex Low Income (HOME)	4 (12 units)	17%
Private Group Home Low Income (HOME)	1 (6 units)	8%
Private Apartment Low Income (LIHTC)	1 (18 units)	25%
IHA Duplex Low Income (LIHTC)	8 (16 units)	23%
IHA Triplex Low Income (LIHTC)	4 (12 units)	17%

Source: City of Independence, Kansas

VACANCY RATE

The Secretary's threshold for household unit vacancies is below 1% (owner-occupied) and 5% (rentals). According to the Census Reporter ACS 2019 5-year, Independence has a vacancy rate of 22.7% for all units, both owner-occupied and rental. Of the total 873 vacant units, it states there are 17.3% or 151 are for sale, 13.4% or 117 are for rent, 4.1% or 36 are for rent but not occupied, 1.9% or 17 are seasonally vacant, and another 63.2% or 552 as other vacant. What is meant by the 552 "other vacant" units is not known. These units may be vacant as they are not considered not habitable, they may be vacant for remodel, they may be vacant because the property owner chooses to retain the property without residing in it. This is a large number not to be identified as to why it is vacant.

The challenge with the above numbers is the current data would argue that these statistics are outdated. Currently the market only has 21 homes available for purchase which is only .0088% of the number of housing units listed as owner-occupied which totals 2385. As noted through contacting participating landlords there were only 43 total units available to rent, with 27 of those units being age and income restrictive. The Independence Housing Authority is working with clients through our Tenant Based Rental Assistance program, with 9 currently struggling to find a unit to rent. Clients are given a 60-day period to find a rental unit, IHA has currently extended that time for 5 clients for an additional 60 days.

Independence does have an older housing stock with many homes in varying stages of disrepair. Some of these vacant homes may be due to the conditions of the units. They are considered too far gone for rehabilitation. Both public and private efforts are being made to stop this decline of the Independence housing stock.

Determination: There is inconclusive information to determine whether Independence meets the Secretary's minimum threshold for vacancy rates.

PUBLIC AND PRIVATE HOUSING DEVELOPMENT EFFORTS

As illustrated by the median age of the City's units, housing starts in Independence have been almost non-existent for a number of years. For the past 21 years, there have been only 91 new single-family homes constructed and only 71 new multi-family units constructed. With the total overall units constructed of 162, which 44 or 27% of these units have been constructed privately with 118 or 73% being constructed with either Federal, State, or Local funds assisting. Since 2015, there have only been 3 single-family homes constructed, with all 3 being custom built homes, and 0 multi-family units constructed. The divide between what it costs to construct versus what the house will appraise for and what a family can afford continues to widen greater with each year. Rural communities will not grow without housing development assistance from the Federal, State, and Local governments.

Independence lost 103 housing units, all of which were single-family units, during the 2007 flood event. Following this hardship, Independence was awarded funds through SB417, LIHTC and the Moderate-Income Housing Grant Program all through the Kansas Housing Resources Corporation. Thankfully, through these Kansas Housing Resources Corporation programs, Independence between both private and public development constructed 48 single-family homes and 46 multi-family units. Had these various programs not been available to assist with Independence's housing needs, there is a strong chance that these 94 units would not have been constructed. Once again demonstrating that in rural Kansas, financial funding or other innovative incentives are needed to develop new housing.

Independence Housing Authority

- The City of Independence established the Independence Housing Authority (IHA) on May 8, 1972, by City Resolution. The intent of establishing IHA was for the purpose to obtain HUD funding through the Section 8 New Construction program to construct Penn Terrace Apartments, a 99-unit senior low-income apartment complex. The Penn Terrace Apartments opened in May of 1978. It was not until 1998 did IHA work to expand its services to the City. In 1998, IHA was awarded a Tenant Based Rental Assistance Grant and constructed its first HOME funded duplex. Since that time, IHA has either constructed or partnered to construct the following:
- (2005) Earl Street: 2 single-family homes (low-income)
- (2007 thru 2017) Eisenhower Subdivision: 28 single family-homes (14 low-income and 14 moderate-income)
- (2010) McKinley Housing: 28-unit Low Income Tax Credit Project.
- (2012) Martin Estates: 18 single-family Low Income Tax Credit Project.
- (2013) Martin Estates Phase II: 6 single-family Moderate-Income Grant Project.
- (2022) Jefferson Subdivision: 20 single-family Moderate-Income Project.
- In addition, IHA has assisted with the City's FEMA housing buy-out program, providing management and administrative services for a defunct CHDO, administering a CDBG Home-Owner Rehabilitation Grant, supported efforts for Private Developers to construct Low-Income Tax Credit projects, and established an Upper Story Grant Program for the Central Business District.

City/Independence Housing Authority Housing Efforts Past 5 Years

INDEPENDENCE LAND BANK

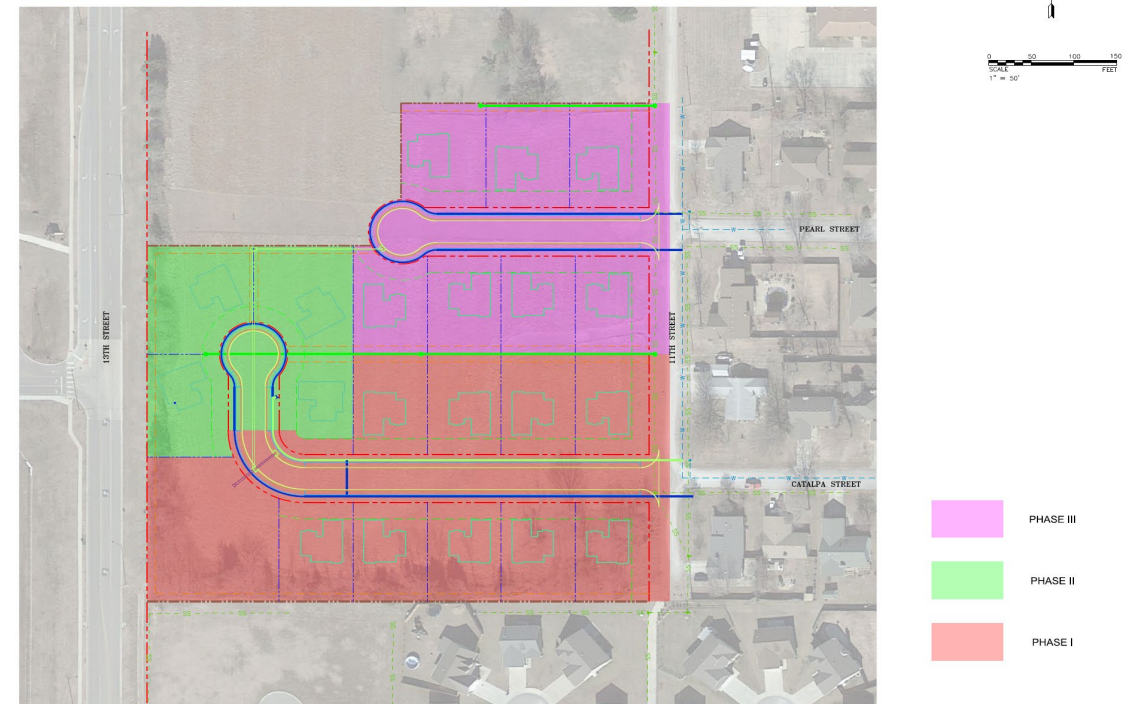
In 2021, the Independence Housing Authority (IHA) requested the City of Independence establish the Independence Land Bank (ILB), with IHA providing initial funding, administrative services, and over-seeing the day-to-day operations of the ILB. One of the ILB goals is to obtain ownership of homes that have been abandoned or neglected by property owners for one of the following purposes: give local investors an opportunity to rehabilitate the homes for rent or sale, allow an individual to rehabilitate a home for their personal residence, or allow IHA to rehabilitate 1 to 2 homes annually for the purpose of homeownership for a low-income family.

NEIGHBORHOOD EXTERIOR GRANT PROGRAM

- In 2021, the City of Independence (City) in partnership with the Independence Housing Authority (IHA) established the Neighborhood Exterior Grant Program. The city will annually set aside \$50,000 with IHA providing \$25,000. The program helps homeowners who live in Neighborhood Revitalization Districts, or have property valued at \$100,000 or below by Montgomery County, or rated average minus or below by Montgomery County reinvest in their properties and improve neighborhoods. Two or more neighboring homeowners must submit co-applications to participate. The City of Independence will reimburse each co-applicant a portion of the actual costs of exterior improvements to their home. Homeowner minimum investment of \$1000 with a reimbursement of \$500 (50%) with a maximum homeowner investment of \$10,000 with a reimbursement of \$5000 (50%) of all eligible expenses.
- Add picture of a successful project and the success of 2021

JEFFERSON SUBDIVISION

In 2020, the Independence Housing Authority (IHA) purchased land to construct a 20-unit single-family home subdivision. IHA received a \$200,000 Moderate-Income Housing Grant for infrastructure from Kansas Housing Resources Corporation. IHA is currently working on establishing a Rural Housing Incentive District (RHID) for this project. Once the RHID is in place, IHA will begin phase one construction installing infrastructure for the first 9 homes. Once infrastructure is in, IHA will begin the construction of the first 9 homes to be sold to moderate-income qualifying buyers.





Central Business Historic Downtown District Upper Story Housing Program

Starting in 2015 to date, the Independence Housing Authority (IHA) established a grant program assisting Central Business District building owners with rehabilitating their upper story floors into apartments. The program provides reimbursement of 25% of eligible costs not to exceed \$15,000. The goal of the program is to assist in addressing the need for housing and contribute to the revitalization of Independence's beautiful historic downtown while assisting property owners to fully utilize their buildings. To date IHA has assisted with 13 units.

ESTABLISHED MINIMUM STANDARDS FOR RENTAL PROPERTY

The City of Independence adopted Ordinance 4028 with amended Ordinance 4029, 4034, 4043, and 4173. The purpose of the ordinance is to protect the public health, safety, and general welfare of the residents in rental properties by adopting minimal standards for rents. Landlords are required to obtain a Residential Landlord Occupation License with an annual renewal. Properties will be inspected upon initial registration of unit or upon the City receiving a complaint. The minimum standards required are Section 8 of the U.S. Housing Act of 1937 (42 USC 1437(f)) the Housing Quality Standards.

DEMOLITIONS

The City of Independence and the Independence Housing Authority annually partner in setting aside funding for the purpose of removing dangerous and dilapidated structures. 72 homes have been removed between 2016 and 2021.

IHA deferred their funds for 2021 to establish the Independence Land Bank.

Of note, Independence lost 103 single-family homes in the 2007 flood event of which 97, or 94%, were occupied.





Private Housing Efforts Past 5 Year

COMMUNITY MISSION FOR IMPROVED HOUSING

Community Mission for Improved Housing (CMIH) is a grass roots faith-based organization established in 2015, with a mission to serve the Independence area by helping the poor, people with disabilities, the elderly, and Veterans and their families repair their homes, building relationships among neighbors and bringing hope and spiritual renewal to our community. CMIH has completed 32 home projects since 2015. Projects have consisted of repairing foundations, replacement of floor joints, installing sheet rock on ceiling and walls, complete gut and shoring up of floor and walls in living rooms and bathrooms, installing handicapped accessible railing in bathrooms, installing handicapped accessible ramps in front of several homes, roof replacements, and painting the exterior of homes.

This organization receives funding through private donations and private business grants.



Private Housing Efforts Past 5 Years

LOVE INDEPENDENCE DAY

In 2016, the Independence Chamber of Commerce established “Love Independence Day”. Love Independence Day is the last Saturday in April where every community member, business, or organization is encouraged to do random acts of kindness. The Independence Housing Authority (IHA) in partnership with the Community Mission for Improved Housing (CMIH) identifies owner-occupied homes in need of minor exterior repair and exterior painting. A preference has been given to those homes that are located on the community’s main thoroughfares. 4 to 5 local businesses adopt a home to paint, with 1 home being painted by an ad hoc group. Each year 4 to 6 homes are part of this amazing day of kindness.

To date, 23 homes have been part of this program.



SUMMARY

FINDING #1

The City of Independence has a housing shortage when measured against a variety of indicators used by the Department of Commerce. Because of a lack of move-up and professional entry level housing, homebuyers and renters in these groups have influenced the market in lower price ranges, thereby effectively squeezing lower-income households into cost-burdened situations. The City and the Independence Housing Authority have developed several programs and incentives to encourage new development and rehabilitation. Private organizations and developers have also participated in rehabilitations and development efforts, both with and without incentives. Despite the best efforts of the City, IHA, private organizations, and developers, a shortage of quality housing exists. The establishment of Rural Housing Incentive Districts could be used to positively impact the market, offering new homes in a variety of price ranges that would make room for lower-income renters and home-owners in the market without cost burdening them, while also expanding the number of units available in the above \$100,000 price range. It is projected that 570 new or vacant rehabilitated units are needed to meet the needs of the community over the next decade.

FINDING #2

“The shortage of quality housing can be expected to persist and that additional financial incentives are necessary in order to encourage the private sector to construct or renovate housing in such city or county.”

The second finding required by the Secretary is that there is a shortage of quality housing which is expected to persist. This can be demonstrated by examining housing development activity, rehabilitation efforts and available land. A housing shortage exists if demolitions outpace new construction.

New Construction vs. Demolition Ratio

As previously stated, Independence has had 3 single-family homes and 0 multi-family units constructed since 2015 and have had 72 homes removed by the City through the condemnation process. The 72 homes removed by the City does not include the number of homes that have been lost due to fire or removed by private individuals.

DETERMINATION: Demolition has outpaced new housing starts in the past 6 years, resulting in a net loss of 69 housing units. This exceeds the Secretary’s threshold, and a housing shortage exists.

Year	New Construction	Demolition with City Funding
2015 to 2021	3	72

Source: City of Independence, KS

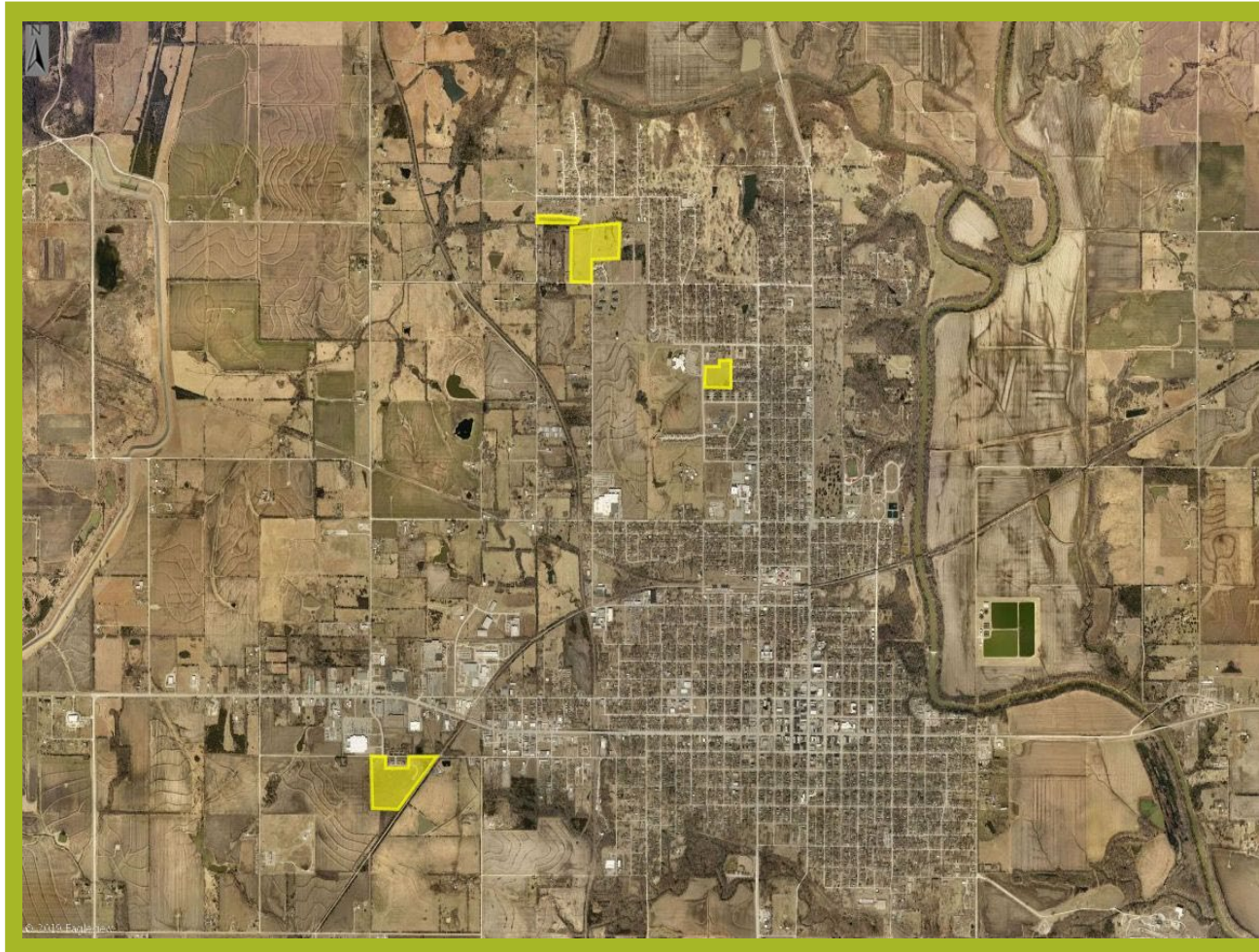
Rehabilitation Efforts

The Montgomery County Appraisers assigns a rating to residential units, with the following designations:

Ideally, most units in a community would be rated in the “Average” range, with a somewhat even distribution of units above and below that mark. The CDU Code data provided demonstrates the housing condition distribution for Independence. While the majority (60%) of housing is rated as Average, only 147 or 4% rate above average. Another 40% of housing units are rated below the Average rate, with more than 356 or 10% of housing units are rated Poor, Very Poor, or Unsound.

DETERMINATION: Despite considerable efforts to encourage rehabilitation, rehabilitation efforts have not kept ahead of the maintenance needs of the housing stock and a housing shortage exists.

CDU Code	Number	% of housing stock
Unsound	71	2%
Very Poor/VP-	44	1%
Poor/Poor-	241	7%
Fair/Fair -	1082	30%
Average/+/-	2005	56%
Good/Good +	147	4%
Very Good/VG+	0	0%
Excellent	0	0%



Platted Land Available for Development

This map shows locations of platted subdivisions that are not built out. None of these platted locations have all of their infrastructure installed, the majority do not have any infrastructure. Approximately 133 residential lots have been platted that are vacant and do not presently have a building permit issued.



Available Land for Development Unplatted

This map shows potential development sites that are presently unplatted. The RHID tool could help to encourage development by removing special assessments and making housing more affordable.

DETERMINATION: There is residential land available, however, few units are built in any given year. A shortage of new housing units exists.

SUMMARY FINDING #2

Based upon the number of demolitions, number of vacant lots, the current construction rates, and the disconnect of what it costs to construct versus what new construction will appraise for in Independence, the shortage of quality housing can be expected to persist. Adding special assessments to existing taxes, as a means to fund infrastructure, will only deter new construction of single-family or multi-family units as buyers will not be able to afford the units. The Rural Housing Incentive District would expand the lower limit of qualifying homebuyers. It would also increase the pool of rental units available.

“The shortage of quality housing is a substantial deterrent to the future economic growth and development of such city or county.”

FINDING #3 ECONOMIC DEVELOPMENT

Economic Development has always been a focus of any community, but in September 2018 the City of Independence conducted and adopted a Community Based Strategic Plan. The central purpose of this plan was to provide Independence with a tool that could be used by elected officials and city staff to guide goal setting and focus efforts on those things that residents identified as highest priority. The methodologies utilized were stakeholder focus groups, citizen surveys, business meetings, and announcements at special events. In all, the committee was able to gather over 500 responses through a citizen survey and synthesize that input into clear priorities. Almost 200 individuals participated in the various stakeholder meetings and community dialogue sessions. Participants in the process were also able to provide key initiatives and improvements they would like to see implemented. Through the efforts of this citizen's survey, 5 Primary Directives were identified as follows:

1. Economic Development
2. Infrastructure
3. Beautification
4. Parks & Recreation
5. Community Spirit & Unity

Primary Directive #1 was “Economic Development”. The City of Independence listened to the citizens and took action. The City re-established the Economic Development Advisory Board, revamped the building permitting process and the building department, established the Blight and Beautification Community Advisory Committee, and participates in the Chamber of Commerce BEST Committee.

ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT ADVISORY BOARD

The Economic Development Advisory Board recommends and reviews, on an ongoing basis, the city's economic development policies which may pertain to, but are not limited to, preparation of an economic development strategy, a policy on providing ad valorem tax abatement, granting economic development incentives as permitted by law, establish guidelines for considering the above requests, and study other economic development concerns as determined by the board or recommended by the City Commission.

BUILDING DEPARTMENT

In addition, the City of Independence dedicated itself to be known as a “business-friendly” community. Following an evaluation of the building department and its building permitting process; the City chose to completely revamp the process and over-haul the building department. The building permitting process was simplified and an internal committee was formed to provide a one stop all inclusive review process. The revamping of the process has created a more comprehensive thorough review; providing the patron a better customer service experience. In addition, the building department was relocated to be under the administrative arm of the City. The City saw the value in dividing the responsibilities of the department into two jobs, a dedicated building inspector and the City added the position of a dedicated code enforcement officer. The changes have been successful and appears to meeting the goal of being a “business-friendly” community.

ECONOMIC DEVELOPMENT

BLIGHT AND BEAUTIFICATION COMMUNITY ADVISORY COMMITTEE

In 2019, the City of Independence established the Blight and Beautification Community Advisory Committee. This committee provides City staff with community input on issues such as code enforcement, condemnation, demolition, vacant housing registry, commercial building registry, rental housing license registration, other housing issues, and overall community beautification. The first activity for this committee was the establishment of the “Quick Win”. The “Quick Win” was held March 1, 2019, through May 31, 2019. This is where dumpsters were located throughout the community each weekend during March through May for community members to clean up their yards, garages, sheds, alleys or whatever needed to be disposed of, at no charge. Prior to this period, those who were in violation of the environmental codes were notified and encouraged to participate. Those who failed to comply, were cited following this grace period. In addition, this committee held a community wide meeting to discuss citizens concerns and gather community input. This group also gathered the faith-based community leadership together to discuss how they could interact and assist with community members who might need code enforcement assistance and other community beautification efforts.

ECONOMIC DEVELOPMENT BUSINESS & ENTREPRENEUR SUPPORT TEAM

The Business & Entrepreneur Support Team (BEST) is a Chamber of Commerce committee that engages a diverse group of civic leaders and professionals with the singular objective of helping local businesses succeed. Formed in 2020 at the height of the COVID-19 pandemic, the team offers insights from experts in economic development, business operations, marketing, municipal governance, entrepreneurial training, financing and community engagement. Consultations are designed for a free-flowing exchange of information, ideas, and advice to help owners optimize their experience in sustaining or growing their business in Independence. The BEST Committee has already seen many successes.

“We are so grateful for your input and help. Your suggestions will be incorporated into our plan immediately. Your enthusiasm for Independence business is definitely genuine and infectious! We were already excited, but meeting with the BEST team made us feel like we are on the right track, giving us some great resources for all of our questions.” - Prospective Business Owner.

ECONOMIC DEVELOPMENT COMMERCIAL GROWTH

While the City of Independence has had limited economic growth and development over the course of the past decade, the pace of new commercial construction, commercial renovations and new businesses going into existing structures has seen an uptick over the past 24 months. Many new entrepreneur retailers and restaurateurs have opened for business in Independence's historical downtown building district such as; Bows and Britches Children's Boutique, Sunflower Nutrition, Apricot Lane (Franchise), Prairie Fox, The Pink Kitty, Dickey's Barbeque (Franchise) and soon to open Cask and Grove Premium Oils and Vinegars. In addition, others who have opened are High Roads Coffee, Domino's Pizza (Franchise), and Scooter's (Franchise).

The following 3 slides will show the commercial building permits issued in 2019, 2020, and 2021.

2019 Commercial Building Permits

Most of the 2019 commercial building permits were for service industries with a permitted valuation of \$1,937,752. The second largest permit category was for restaurants, with a valuation of \$527,380. The balance of the annual permit value was \$705,250 for retail, education, and public.

There were approximately 33 FTE employees added as a result of the investment in the Independence community through these building permits.

Build Type	Business Type	Permit Valuation
Renovation (Peter Pan)	Retail	\$267,000
New Construction (North 10 th)	Education	\$420,000
Renovation (North Penn)	Service	\$28,500
New Construction (West Main)	Service	\$800,000
Renovation (North Penn)	Service	\$12,350
New Construction (South 20 th)	Service	\$17,500
Renovation (North Penn)	Service	\$421,750
Renovation (East Maple)	Public	\$18,250
Renovation (North Penn)	Restaurant	\$527,380
Renovation (Cement)	Service	\$592,652
Renovation (North Penn)	Service	\$65,000
TOTAL		\$3,170,382

2020 Commercial Building Permits

Most of the 2020 commercial building permits were for retail with a permitted valuation of \$766,000, this was mainly from one retail store that was already located in Independence, they were just constructing a new facility. The balance of the annual permit value was \$331,459 for service and manufacturing.

There were approximately 2 FTE employees added as a result of the investment in the Independence community through these building permits.

Build Type	Business Type	Permit Valuation
Renovation (North Penn)	Retail	\$6,000
Renovation (North Penn)	Service	\$53,459
Renovation (East Main)	Service	\$5,000
Renovation (East Main)	Service	\$88,000
Renovation (Peter Pan)	Retail	10,000
New Construction (West Main)	Retail	\$750,000
New Construction (North Penn)	Manufacturing	\$185,000
TOTAL		\$1,097,459

2021 Commercial Building Permits

2021 has been an exciting year for what is new on the horizon for Independence in 2022. Most of the 2021 commercial building permits were for manufacturing with a permitted valuation of \$24,000,000. The second largest permit category was for restaurants, with a valuation of \$1,372,000. The balance of the annual permit value was \$488,223 for retail and service.

There are approximately 5 FTE employees with a wage range of \$11 to \$18 per hour added to the Independence employment base to date, with another new restaurant opening in 2022. Currently it is unknown the number of new employees the restaurant will bring, but the wages should range from \$9 to \$15 per hour. In addition, the construction of a \$24,000,000 warehouse will add “dozens of employees” with a wage range of \$12 to \$29 per hour.

Source: City of Independence, KS and Glassdoor.com

Build Type	Business Type	Permit Valuation
New Construction (ARCO Place)	Service	\$125,000
Renovation (East Main)	Service	\$150,000
New Construction (West Main)	Restaurant	\$22,000
New Construction (Multiple Sites)	Service	\$110,000
Renovation (North 6th)	Service	\$13,223
Renovation (West Main)	Service	\$40,000
Renovation (North Penn)	Restaurant	\$150,000
New Construction (North 25 th)	Restaurant	\$700,000
New Construction (Enterprise Drive)	Warehousing	\$24,000,000
Renovation (North 8th)	Service	\$20,000
Renovation (Peter Pan)	Retail	\$30,000
New Construction (North 10 th)	Restaurant	\$500,000
	TOTAL	\$25,860,223

ECONOMIC DEVELOPMENT INDEPENDENCE VALUATIONS

YEAR	VALUATION
2018	\$48,964,697
2019	\$47,765,990
2020	\$47,236,904
2021	\$47,050,341
2022	\$47,593,555
2022 vs. 2021	\$543, 214 increase of 1.01%

ECONOMIC DEVELOPMENT WAGES/EMPLOYMENT/UNEMPLOYMENT

		Total All Occupations Employment	Mean (Average Wage)	Mean Annual	Entry Level Hourly	Entry Level Annual	Experienced Level Hourly	Experienced Level Annual	Unemployment Rate
Montgomery County	2020 Population 31,486								
	2020	15,530	\$ 17.72	\$ 36,852.00	\$ 9.47	\$ 19,692.00	\$ 21.84	\$ 45,432.00	3.50%
	2021	13,440	\$ 19.00	\$ 39,512.00	\$ 9.95	\$ 20,704.00	\$ 23.52	\$ 48,916.00	3.20%
		-2090	\$ 1.28	\$ 2,660.00	\$ 0.48	\$ 1,012.00	\$ 1.68	\$ 3,384.00	-0.30%
Crawford County	2020 Population 38,972								
	2020	18,840	\$ 17.55	\$ 36,512.00	\$ 8.76	\$ 18,227.00	\$ 21.95	\$ 45,654.00	3.50%
	2021	18,200	\$ 17.95	\$ 37,341.00	\$ 9.08	\$ 18,880.00	\$ 22.39	\$ 46,572.00	2.50%
		-240	\$ 0.40	\$ 829.00	\$ 0.32	\$ 653.00	\$ 0.44	\$ 918.00	-1.00%
Labette County	2020 Population 20,184								
	2020	8,780	\$ 19.22	\$ 39,988.00	\$ 10.13	\$ 21,076.00	\$ 23.77	\$ 49,443.00	3.60%
	2021	7,710	\$ 19.22	\$ 39,975.00	\$ 10.10	\$ 21,002.00	\$ 23.78	\$ 49,461.00	2.90%
		-1,070	\$ -	\$ (13.00)	\$ (0.03)	\$ (74.00)	\$ 0.01	\$ 18.00	-0.70%
Cherokee County	2020 Population 19,362								
	2020	5,500	\$ 23.13	\$ 48,109.00	\$ 12.13	\$ 25,240.00	\$ 28.63	\$ 59,543.00	2.60%
	2021	5,320	\$ 22.98	\$ 47,792.00	\$ 12.87	\$ 26,764.00	\$ 28.03	\$ 58,306.00	2.30%
		-180	\$ (0.15)	\$ (317.00)	\$ 0.74	\$ 1,524.00	\$ (0.60)	\$ (1,237.00)	-0.30%

ECONOMIC DEVELOPMENT RETAIL SALES



City of Independence Sales Tax - 1% City

Comparison and History January - December 2021

	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	% Change	% Change
Month	2016	2017	2018	2019	2020	2021	FY 20-21	YTD
January	155,458	150,653	163,240	172,377	169,033	163,252	-3.4%	-3.4%
February	178,180	179,791	165,834	178,399	200,053	187,879	-6.1%	-4.9%
March	150,239	139,664	146,833	167,292	149,607	178,907	19.6%	2.2%
April	155,915	160,947	155,702	139,790	172,804	167,798	-2.9%	0.9%
May	175,729	166,595	183,899	187,854	166,798	205,282	23.1%	5.2%
June	156,021	145,881	147,180	158,263	179,353	206,304	15.0%	6.9%
July	167,882	164,178	167,392	169,308	179,594	181,396	1.0%	6.0%
August	155,386	164,255	174,341	180,142	221,770	196,182	-11.5%	3.3%
September	160,338	146,156	159,813	186,618	166,847	196,679	17.9%	4.8%
October	164,757	155,995	163,360	164,463	177,190	179,011	1.0%	4.5%
November	158,752	158,730	160,797	159,872	183,599	169,058	-7.9%	3.3%
December	160,228	188,874	188,888	168,474	188,276	211,668	26.0%	6.0%

Total:	\$ 1,828,888	\$ 1,888,720	\$ 1,966,089	\$ 2,023,861	\$ 2,136,822	\$ 2,243,303		
% change		-2%	3%	4%	6%	5.0%		
				Annual Budget	\$ 2,136,822	\$ 2,243,303	\$ 107,381	
					\$ 1,931,101	\$ 1,935,000	\$ 3,899	
				Actual Over (under) Budget	\$ 204,821	\$ 308,303		
				% Over FY Actual		6.0%		
				YTD % of Budget Collected		116.8%		
				Actual % Over Budget		16.8%		

ECONOMIC DEVELOPMENT FUTURE MONTGOMERY COUNTY PROJECTS

Project	Projected Jobs
Bartlett Grain (Mg. County)	50
Coffeyville Resources (Coffeyville)	10 to 15
FedEx Distribution Center (Independence)	Dozens
Precision Railways (Independence)	15

Project	Project Cost
Bartlett Grain (Mg. County)	\$325,000,000
Coffeyville Resources (Coffeyville)	\$50,000,000
FedEx Distribution Center (Independence)	\$24,000,000
Precision Railways (Independence)	\$2,000,000
Government Projects County/City roads, sewer and water line upgrades, City Hall renovations, park and zoo upgrades, .& others	\$74,000,000
TOTAL \$500,000,000	

SUMMARY FINDING #3

The Independence economy is growing, as 2021 had several economic indicators demonstrating positive-growth. The 2022 forecast indicates continued positive economic growth opportunities. With the current list of projects and the potential of existing industry expansions, the challenge facing Independence is the lack of housing. Independence currently has an out migration of employees working in Independence and living elsewhere. According to the Montgomery County Action Council's website, Independence has 416 non-residential commuters. 360 of those commuters have more than a 40-minute commute time. If the lack of available housing in Independence is not addressed all of these positive economic growth indicators will reverse. It would be unfortunate not to aggressively pursue housing solutions. The following is a summary of those 2021 and 2022 positive growth indicators.

- Commercial building permits values were significantly up with 2021 being \$24,762,764 over 2020 and \$22,689,841 over 2019.
- The City of Independence's valuation for 2022 over 2021 is an increase of \$543,214 (or 1.01%) .
- Montgomery County, in comparison to the 3 other largest counties in the southeast region, has seen wages increase in 2021 over 2020 significantly. The mean average wage for all occupations in Montgomery County has increase from \$17.72 in 2020 to \$19.00 in 2021.
- Independence sales tax has seen a year over year increase since 2018. Independence serves as a regional sales center, drawing shoppers from a large geographic area. For 2021 vs. 2020, sales tax was up 5.5%.
- Montgomery County, in 2021, has announced over a ½ a BILLION in commercial development and governmental projects.

“The future economic well-being of the city or county depends on the governing body providing additional incentives for the construction or renovation of quality housing in such city or county.”

FINDING #4 ECONOMIC DEVELOPMENT HOUSING LINK

Access to affordable and stable housing in good neighborhoods is associated with positive health, education and economic outcomes for individuals and families. In addition, having a sufficient supply of housing affordable to households all along the income spectrum is also critical to supporting vibrant and sustainable local economies.

As stated, affordable housing across the income spectrum is vital to the health of a community. There are many federal programs available to assist in the development of low-income housing. Fortunately, Independence has participated in several of these programs and has successfully constructed over 400 low-income housing units. A few of the programs Independence participated in are; Low-Income Housing Tax Credits, HUD Section 8 New Construction, HOME Funds, and TCAP Funds. In addition, Independence has participated in Community Development Block Grant Home-Owner Rehabilitation Grants to assist low-income families in making much needed repairs to their home. Low-income units are vital to the positive health of a community, but work-force and moderate-income housing are just as vital. Unfortunately, there are very few programs available to assist a community in the development of housing in this income spectrum.

Kansas Housing Resources Corporation identified this as a mitigating challenge to the economic growth of communities several years ago and established the Moderate-Income Housing Grant. This has been a successful program across the State of Kansas, with many neighboring states and others establishing similar programs. Independence has benefited from this program on 3 occasions. Funding was received to assist with the infrastructure of 21 of the Eisenhower Subdivision single-family homes, as well as funding to assist in the vertical construction of 14 of these homes. Another MIH grant assisted in covering the appraisal gap in the construction of 6 single-family homes in the Martin Subdivision. Most recently, Independence has received a \$200,000 MIH grant to assist in the construction of infrastructure for 20 single-family homes in the newly established Jefferson Subdivision.

ECONOMIC DEVELOPMENT HOUSING LINK

Ever grateful for the \$200,000 MIH grant, the Independence Housing Authority is still in need of assistance in additional funding to develop the Jefferson Subdivision. Including the land cost and the estimated infrastructure costs, IHA anticipates each lot cost to be approximately \$50,000 before a house is even constructed. Current estimates for new construction per square foot is \$ 165. With input from a community wide housing focus group held in 2018 and again in 2021, with representatives of varying community stakeholders, the focus group in both meetings identified work-force/moderate-income housing as the greatest need. The consensus was a 3 to 4 bedroom, 2 bath, 1600 sq ft to 1800 sq ft ranch style home as the most desired. With the current estimated cost of \$ 165 per sq ft, the construction of a 1600 sq ft home will be approximately \$264,000 with an 1800 sq ft home costing approximately \$297,000. These homes, with the lot costs included, are projected to cost \$314,000 to \$347,000 respectively. These numbers are without a developers profit and overhead. Even with low interest rates, these homes will not be attainable by moderate-income families and in rural communities will not meet the loan required appraisal without some type of development subsidy. Establishing Rural Housing Incentive Districts at multiple building sites around Independence, including Independence's historical downtown central business district, is a necessary tool in having any hope of addressing the housing shortage issue.

It is vital for local, state, and federal governmental entities to focus on establishing programs that will assist in the construction of work-force/moderate-income housing units as they have historically low-income housing programs. A community's overall economic health and viability is dependent on all housing types being available.

SUMMARY FINDING #4

For years, various stakeholders in the Independence community have discussed the lack of housing as a hindrance to community growth, advancement of economic development, bringing new jobs and businesses, and the need to expand the tax base.

It is vital for local, state, and federal governmental entities to focus on establishing programs that will assist in the construction of work-force/moderate-income housing units as they have historically low-income housing programs. A community's overall economic health and viability is dependent on all housing types being available. The loss of people living in a community has a trickle-down effect in the community. When people don't live in the community, they work; they don't pay taxes, their children don't attend local schools, they don't shop locally, and they don't spend their leisure time attending community events and festivals.

Conversely, employers need employees to live close to where they work. Studies have shown, employees who live in the communities where they work are better employees. As employers see lower absentee rates, less employment turn-over, thus reducing training costs and when an employee stays with a company for more than 24 months, there are fewer worker compensation claims.

Economic development is tied to a quality housing stock for new employees – without the latter, it is hard to attract the former.

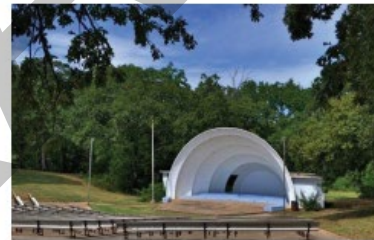
The City of Independence's aging housing stock is declining. The future economic well-being of Independence depends upon developing new housing to meet the needs of a variety of consumers. Additional incentives are needed to spur development of this housing.

STRATEGIC PLANNING SESSION 2022

2021 Goals Achieved



Independence



COMMUNITY-BASED STRATEGIC PLAN 2018-2023
FOR THE CITY OF INDEPENDENCE, KANSAS

SEPTEMBER 2018

Intention Statement One: INFRASTRUCTURE

Evaluate and develop City facilities and resources to enhance efficiencies.

Guiding Principles

- Identify needs and trends for strategic decision making.
- Rehabilitate a historic structure that serves as an anchor for downtown.
- Improve Fire/EMS response time from a centralized location.
- Improve employee morale and encourage shared resources (human, equipment, tools, etc.).

Measures of Success/Deliverables

- Have a GIS system in place that defines street, water and sewer infrastructure.
 - Streets – The Pavement Condition Index (PCI) has been entered in the GIS system.
 - Water/Sewer -- The City Engineer is working with TranSystems to migrate data into the City's ArcGIS account. There is a backup plan with PEC if the migration is not successful.
 - Stormwater -- This data is currently on paper only and is planned to be scanned in. The City Engineer is working with PEC on an estimated cost to get that information into the City's ArcGIS account.
- Phase II construction of City Hall/Fire-EMS in process.
 - Construction awarded on December 23, 2021 for Fire/EMS
 - Design to be presented for approval on January 27, 2022 for 1916 City Hall
- Hire an architect to define the scope, complete concept and prepare preliminary cost estimates for Public Works/Utilities Facility.
 - Proposals for architectural services to be presented for approval on January 27, 2022 for design of a Public Works/Utilities Facility



Intention Statement

Two: TECHNOLOGY

Save employees time and improve customer service.

Guiding Principles

- Identify bottlenecks in processes.
- Identify how potential changes affect others before implementing.

Measures of Success/Deliverables

- Information Technology
 - Hired a full-time I.T. Coordinator
- Functioning website (user friendly)
 - In the process of a website refresh to be completed in 2022.
 - Approved agenda module with livestreaming to be implemented in 2022.
- Optimize City Clerk's Office
 - Developed workflows
 - Optimized several functions including bill payment, processing for service orders, licensing, accounts payable, and paperless payroll.
 - Review Incode settings and functions
 - Hired a consultant to assist with training on-site.
 - Evaluated services, dropped unused features and renegotiated rates.
- Improved communications internally and externally
 - Replaced antiquated phone system with a streamlined automated system with customer service capabilities 24/7.
 - Installed new camera system at Memorial Hall to livestream meetings.



Intention Statement

Three: COMMUNICATION

Every person who contacts the City via any pathway gets what they need and have a good positive experience in the process.

Guiding Principles

- Improving public interface with City.
- Train employees to effectively communicate with the public.
- Employees have a voice and are heard.
- Improve regional partnerships.

Measures of Success/Deliverables

- Improve Public Interface
 - Phone system update completed in December of 2021
 - Facebook utilized for information sharing and livestreaming of meetings
 - Quarterly newsletter published
- Citizen survey annually or every two years.
 - Citizen survey conducted and presented on May 27, 2021
- Employee engagement survey.
 - Conducted in November of 2021
- Successful regional collaborations.
 - Priorities shifted to focus efforts on large economic development initiatives. Worked with the Economic Development Advisory Board (EDAB), Montgomery County Action Council (MCAC) and the State on economic development projects including FedEx Distribution Center and Precision Railway Design expansion.



CITY OF
INDEPENDENCE
KANSAS
1ST QUARTER
2022

CITY HALL NEWS



Economy boost delivered!
FedEx facility gets underway

A major commercial development project that will bring dozens of new jobs and a significant economic boost to Independence is now underway in the West Laurel Industrial Park.

In early December, the City issued an official building permit for the construction of a FedEx Ground package sorting and distribution center, a project that has been in the works since the Independence City Commission approved the sale of industrial park land last June.

The \$24 million project will include a 192,500-square-foot facility and will eventually employ a mix of full- and part-time workers, with operations running seven days a week. Property clearing and dirt work is in progress, and the project is expected to take approximately 22 months.

In addition to the land sale in June, the commission also voted to extend utilities to the site and approved an application for a Kansas Department of Transportation (KDOT) grant to assist with the extension of Enterprise Drive. Passauer said KDOT has committed \$1,103,992 to support roadway improvements for the project.

"This project represents a great economic boost for Independence, thanks to the efforts of several individuals and organizations," Passauer said. "We are thrilled to support FedEx in this project and welcome the new facility to our community." ★

City of Independence
811 W. Laurel ■ Independence, KS 67301 ■ 620-332-2500
www.independenceks.gov

Intention Statement Four: EMPLOYEE EMPOWERMENT/ SUCCESSION PLANNING

Develop environment where employees succeed by guiding the City.

Guiding Principles

- Utilize transformational leadership to develop personnel and operations.

Measures of Success/Deliverables

- Lifecycle planning
 - Lifecycle plans written
 - Track predicted expenses versus surprise expenses
 - Lifecycle plan is practical, and projects completed.
 - Adopted Master Plan for the Water Treatment Plant
 - Approved preparation of a Master Plan for the Zoo.
 - Evaluated operations and redesign for Southeast Liftstation. Maintenance schedules were implemented.
- Transformational Leadership
 - Track feedback from employees for improvements in morale (employee engagement survey).
 - Improved 360 evaluation scores
 - Reduced turnover
 - Employee engagement survey completed in November 2021. This is currently being reviewed with Department Directors to determine opportunities for improved morale. The need for increased compensation was mentioned by several employees.
 - Budget adopted for 2022 included 2% COLA, 2% Merit, and planned promotions.

