

June 11, 2021

City of Independence, Missouri
111 E. Maple Ave
Independence, MO 64050

RE: Questions for Clarification, Housing Study and Needs Analysis (RFP# 21014)

Dear Rich and the Selection Committee:

Thank you for the opportunity to speak with you last week about our proposal. We appreciate your clarifying questions; our responses are provided below.

1. THE SERVICES IN OUR PROPOSAL

The diagram below describes the four major phases of our proposed work. We proposed a four-month process—we are confident we can create a high-quality product that considers the current and evolving economic context. However, we will want to review this timeline during kick-off to determine what makes the most sense in the context of your needs and planning.



The **Kick-Off Phase** will help ensure we start the project off on the right foot, working closely with the client team and meeting with key stakeholders to understand the specific context of Independence. Key tasks for this phase include:

- Client Team / Steering Committee meetings to finalize the project schedule, key milestones, and questions.
- Virtual Roundtable Discussions with key stakeholders and local experts.
- Community tour to observe housing and neighborhood conditions.
- Housing needs survey design.
- Project Charter summarizing key project management elements.

The **Understand Phase** will establish a baseline understanding of the current housing context in Independence, as well as housing programs currently under way. Outcomes from this phase include:

- *Deliverable:* Existing conditions and trends summary memo outlining key findings from the demographic, economic, and housing analysis, including, but not limited to:
 - o Summary of key economic and demographic trends impacting housing.
 - o Profile of the existing housing stock—its characteristics, condition, and neighborhood context.
 - o Identification of housing goals learned through previous plans and stakeholder conversation.
 - o Identification of impediments and barriers to meet housing needs.
- Housing needs survey launch.

The **Analyze Phase** will identify the current and future housing gaps and needs through detailed supply and demand analysis (i.e., market analysis). Key outcomes from this phase include:

- Detailed supply data for all relevant property types.
- Demand projections in 5, 10, 15, and 20-year timeframes, utilizing several demand methodologies to consider the need for housing for various target populations.
- Peer region comparison analysis.
- Identification of housing needs and gaps illustrated by the supply and demand analysis.
- Identification of property maintenance and condition issues.
- Analysis of housing needs survey results.
- Strategic framework for addressing housing needs, in the context of key issues and the community's housing goals.
- *Deliverable:* Virtual presentation and discussion of housing needs to the Client Team and Steering Committee.

The **Finalize Phase** will summarize the findings in clear, concise deliverables designed to maximize community and stakeholder understanding of the housing challenges and opportunities in Independence. Deliverables from this phase include:

- Final Steering Committee meeting
- *Deliverable:* Draft report document for client team review.
- *Deliverable:* Final report, two to three weeks following receipt of comments.
- *Deliverable:* Presentation to City Council on key findings, opportunities, and possible next steps.

We envision a hybrid in-person and virtual process, with an in-person visit at the outset of the project to conduct detailed field work, and near the end of the process, to present to Council.

2. FEASIBILITY / GAP ANALYSIS

Our proposal, summarized above, does not include feasibility analysis. There are a range of approaches to feasibility analysis; the example from our Topeka project (pages 57 through 64 in that report) seemed to resonate with you, and was very useful in framing the conversation in that community around the scale of need. A similar analysis for Independence would include identifying the average gap for three to five housing types, and using that information to estimate the resources needed to meet current and future housing needs. This would add two or three weeks to the Analyze Phase.

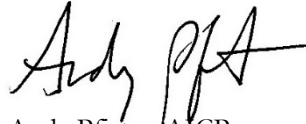
The intent would be to provide your team with the information needed to prioritize housing strategies and possible investments, and communicate with key audiences about the resources required to implement that work. This analysis would cost about \$4,500 to add, increasing our cost proposal to **\$49,500**.

We would be happy to have a follow-up conversation about these items or others that may arise as you consider our proposal.

Thank you again for your time.



Justin Carney, AICP
Principal



Andy Pfister, AICP
Senior Associate