



A GREAT AMERICAN STORY

COUNCIL STUDY SESSION AGENDA

April 8, 2024

6:00 PM, Council Chambers - 111 E. Maple Ave.

Agendas are published late in the week for the following week's Council business meetings. Changes made after the tentative agenda is published will be reflected in the latest version posted.

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COUNCIL SPONSORED ITEMS

A resolution directing the City Manager to allocate \$276,832.66 in the Fiscal Year 2024-25 Budget from the City of Independence Opioid Settlement Fund to the Alternative Response for Community Health program. *Requested by Councilmember Dan Hobart.*

CITIZEN REQUESTS

1. Citizen Requests - Per Council Rules, Sec. 6.4 only "Council Sponsored Items" are eligible

PRESENTATIONS

1. Independence Citizen Survey Presentation

STAFF REPORTS

1. 24-028 Council action is requested to issue a purchase order to Project Advocates, LLC in the amount of \$857,096 for Consulting Services for the Justice Center Project for the Police Department and adopting amendments to the FY 2023-24 adopted budget which was approved by Ordinance No. 19453.
2. 24-029 1R Council action is requested to issue a purchase order to Hoefer Welker, LLC, in the amount of \$3,660,540, authorizing future minor change orders and/or time extensions not to exceed \$366,054 for Design and Consulting Services for the Justice Center Project for the Police Department.
3. Recommended 2024-2029 Capital Improvement Program (CIP)
4. Financial and Fiscal Position Update
5. Boards/Commissions Report

City of Independence

AGENDA ITEM COVER SHEET

Agenda Title:

A resolution directing the City Manager to allocate \$276,832.66 in the Fiscal Year 2024-25 Budget from the City of Independence Opioid Settlement Fund to the Alternative Response for Community Health program. *Requested by Councilmember Dan Hobart.*

Executive Summary:

If approved, this resolution would direct the City Manager to allocate funding in the Fiscal Year 2024-25 Budget from the City of Independence Opioid Settlement Fund to the Alternative Response for Community Health program in the amount of \$276,832.66.

Previous Activity:

In October, the City Council requested that the Advisory Board of Health review the approved uses of the opioid settlement funds and make a recommendation to the City. The Board met in December and chose to form a subcommittee that discussed the options. The Board then met again on February 1st and approved the subcommittee's recommendation. It is the Board's recommendation that at least \$250,000 per year be set aside for the ARCH co-responder program over the next two years.

Background:

The City of Independence has served as a party in numerous suits pertaining to the nationwide opioid crisis. Cities and counties have borne the extreme burden of the opioid crisis in excess costs for policing, emergency services, increased homelessness, increased foster and other childhood impacts. The opioid settlement recognized this impact and a portion of the dollars are passed through to cities and counties for prevention, intervention and treatment of substance use disorders. To date, the City has been awarded \$1,702,478.53 in funds as part of a settlement with distributors and pharmacies. Several other claims are still pending. Of this amount, \$276,832.66 has been received by the City.

ARCH – Alternative Response for Community Health – is a unique and exciting interdepartmental collaboration between Health & Animal Services and the Fire

Department. This team is a 911 community response unit that is designed to place community paramedics with clinical social workers in the “margins” of 911 operations, responding to 911 requests alongside and sometimes in place of traditional first responders. Among those served by this program are persons facing substance abuse issues.

The opioid settlement identified certain allowable uses for the expenditure of these funds. Among the approved uses is "expansion of warm hand-off programs and recovery services." Additionally, the Jackson County Health Department has encouraged municipalities to support the expansion of co-responder programs for mental and behavioral health calls, among other ongoing efforts.

Funding for the ARCH team's licensed clinical social workers ends in June 2024. The Health and Animal Services Department, along with the Fire Department, has requested \$266,045 to fund the salary and benefit costs for the two licensed clinical social workers. This resolution would fund these positions for an additional year while providing additional funding for programmatic operating expenses.

Fiscal Impact:

As of October 19, 2023 the City of Independence had received \$276,832.66 of the \$1,702,478.53 from all settlements.

Department:	City Council	Contact Person:	Dan Hobart
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REVIEWERS:

Department	Action
City Managers Office	Approved
City Clerk Department	Approved
City Managers Office	Approved
City Clerk Department	Approved

Council Action:	Council Action:
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ATTACHMENTS:

Description	Type
▣ Resolution	Resolution
▣ Advisory Board of Health Opioid Funding Recommendation	Backup Material

▣	Council Presentation Clarification on Funding for ARCH	Backup Material
▣	Approved Opioid Settlement Fund Uses	Backup Material
▣	Jackson County Public Health Opioid Overview	Backup Material

BILL NO. _____

RESOLUTION NO. _____

A RESOLUTION DIRECTING THE CITY MANAGER TO ALLOCATE \$276,832.66 IN THE FISCAL YEAR 2024-25 BUDGET FROM THE CITY OF INDEPENDENCE OPIOID SETTLEMENT FUNDS TO THE ALTERNATIVE RESPONSE FOR COMMUNITY HEALTH (ARCH) PROGRAM. *(Requested by Councilmember Dan Hobart)*

WHEREAS, the City of Independence (“City”) has been awarded \$1,702,478.53 from several collective opioid legal settlements, and;

WHEREAS, the City has received \$276,832.66 in settlement funds as of October 2023; and,

WHEREAS, the City Council further desires to ensure that these funds are utilized in a manner that is consistent with the terms of each settlement, and;

WHEREAS, the Independence City Council has adopted the “City of Independence Action Plan”, and;

WHEREAS, the Action Plan calls on the City to “enhance the Mental Health Co-Responder and the Alternative Response for Community Health (“ARCH”) programs”; and,

WHEREAS, ARCH is a unique and exciting interdepartmental collaboration between Health & Animal Services and the Fire Department; and,

WHEREAS, this team is a 911 community response unit that is designed to place community paramedics with clinical social workers in the “margins” of 911 operations, responding to 911 requests alongside and sometimes in place of traditional first responders; and,

WHEREAS, among those served by this program are persons facing substance abuse issues; and,

WHEREAS, funding for the ARCH team's licensed clinical social workers ends in June 2024; and,

WHEREAS, the Health and Animal Services Department, along with the Fire Department, has requested \$266,045 to fund the salary and benefit costs for the two licensed clinical social workers; and,

WHEREAS, in October 2023, the City Council requested that the Advisory Board of Health review the approved uses of the opioid settlement funds and make a recommendation to the City; and,

WHEREAS, the Board met in December and chose to form a subcommittee that discussed the options; and,

WHEREAS, the Board then met again on February 1st and approved the subcommittee's recommendation that at least \$250,000 per year be set aside for the ARCH co-responder program over the next two years;

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF INDEPENDENCE, MISSOURI, AS FOLLOWS:

SECTION 1. That the City Manager is directed to allocate \$276,832.66 in the Fiscal Year 2024-25 Budget from the City of Independence Opioid Settlement Funds to the Alternative Response for Community Health (ARCH) program for the purpose of retaining the two licensed clinical social workers who's grant funding expires on June 30, 2024.

SECTION 2. That the City Manager is directed to actively pursue alternative funding to sustain this program beyond Fiscal year 2024-25.

PASSED THIS _____ DAY OF _____, 2024, BY THE CITY COUNCIL OF
THE CITY OF INDEPENDENCE, MISSOURI.

Presiding Officer of the City Council
of the City of Independence, Missouri

ATTEST:

City Clerk

APPROVED - FORM AND LEGALITY:

City Counselor

REVIEWED BY:

City Manager



INDEPENDENCE

Advisory Board of Health Members

Chair Dr. John Ruddy

*Vice Chair
Dr. Terry Morris*

Dr. Peter Muelleman

Dr. Matthew Wingert

Dr. Darryl Nelson

Dr. David Suchman

Dr. Larry Legler

Lori Halsey

Jason White

February 1, 2024

RE: Opioid Settlement Funds

Mayor and Members of the Council,

As requested, the Advisory Board of Health reviewed approved possible uses of the approximately \$1.4 million in opioid settlement funds that the City anticipates receiving.

It is the Board's recommendation that at least \$250,000 per year be set aside for the ARCH co-responder program over the next two years. This program has seen great success since its start just a few years ago; however, the two licensed clinical social workers do not currently have a dedicated funding source to ensure the program's sustainability. The ARCH program clearly meets the criteria as an approved use as it addresses the needs of persons with substance use and mental health conditions who are involved in or are at risk of becoming involved in the criminal justice system.

Because no deadline exists for expending the funds, we recommend continued discussion and deliberation regarding the remaining funds.

Sincerely,

Advisory Board of Health



DATE: February 14, 2024
TO: Zach Walker, City Manager
THROUGH: Sam Morris, Chief of Emergency Management
FROM: Christina Heinen, Health & Animal Services Director
SUBJECT: Council Presentation Clarification on Funding for ARCH

The City of Independence Health & Animal Services and Fire Departments greatly appreciated the opportunity to present to the City Council on Monday evening. During the presentation, Council asked if ARCH was requesting approximately \$1,000,000 in funding for the coming year to double the program staffing. Staff answered that we were seeking funding to continue the program and allow for two crews to operate.

Staff would like to clarify that funding is currently available from Fire to continue paying Battalion Chief John Borel and Community Paramedic Matt Heffernan; however, due to Chief Borel's promotion, another community paramedic is needed to fully utilize Health's licensed clinical social workers. With the ending of the Workforce grant, funding for licensed clinical social workers is also needed. Finally, the ARCH team is currently sharing one vehicle. The purchase of an additional vehicle would allow both crews to operate simultaneously.

Therefore, the following funding is requested:

- \$100,000 for the hiring of an additional community paramedic
- \$250,000 to retain the two licensed clinical social workers
- \$65,000 to purchase a second ARCH vehicle.

Staff have pursued multiple grants at the local, County, State, and Federal levels and continue to apply for grants to fund this program; however, at this time, staff believe financial support from the City will be necessary if the program is to continue at current levels past June 2024.

EXHIBIT E**List of Opioid Remediation Uses****Schedule A
Core Strategies**

States and Qualifying Block Grantees shall choose from among the abatement strategies listed in Schedule B. However, priority shall be given to the following core abatement strategies (“*Core Strategies*”).¹⁴

A. NALOXONE OR OTHER FDA-APPROVED DRUG TO REVERSE OPIOID OVERDOSES

1. Expand training for first responders, schools, community support groups and families; and
2. Increase distribution to individuals who are uninsured or whose insurance does not cover the needed service.

B. MEDICATION-ASSISTED TREATMENT (“MAT”) DISTRIBUTION AND OTHER OPIOID-RELATED TREATMENT

1. Increase distribution of MAT to individuals who are uninsured or whose insurance does not cover the needed service;
2. Provide education to school-based and youth-focused programs that discourage or prevent misuse;
3. Provide MAT education and awareness training to healthcare providers, EMTs, law enforcement, and other first responders; and
4. Provide treatment and recovery support services such as residential and inpatient treatment, intensive outpatient treatment, outpatient therapy or counseling, and recovery housing that allow or integrate medication and with other support services.

¹⁴ As used in this Schedule A, words like “expand,” “fund,” “provide” or the like shall not indicate a preference for new or existing programs.

C. **PREGNANT & POSTPARTUM WOMEN**

1. Expand Screening, Brief Intervention, and Referral to Treatment (“*SBIRT*”) services to non-Medicaid eligible or uninsured pregnant women;
2. Expand comprehensive evidence-based treatment and recovery services, including MAT, for women with co-occurring Opioid Use Disorder (“*OUD*”) and other Substance Use Disorder (“*SUD*”) / Mental Health disorders for uninsured individuals for up to 12 months postpartum; and
3. Provide comprehensive wrap-around services to individuals with OUD, including housing, transportation, job placement/training, and childcare.

D. **EXPANDING TREATMENT FOR NEONATAL ABSTINENCE SYNDROME (“*NAS*”)**

1. Expand comprehensive evidence-based and recovery support for NAS babies;
2. Expand services for better continuum of care with infant-need dyad; and
3. Expand long-term treatment and services for medical monitoring of NAS babies and their families.

E. **EXPANSION OF WARM HAND-OFF PROGRAMS AND RECOVERY SERVICES**

1. Expand services such as navigators and on-call teams to begin MAT in hospital emergency departments;
2. Expand warm hand-off services to transition to recovery services;
3. Broaden scope of recovery services to include co-occurring SUD or mental health conditions;
4. Provide comprehensive wrap-around services to individuals in recovery, including housing, transportation, job placement/training, and childcare; and
5. Hire additional social workers or other behavioral health workers to facilitate expansions above.

F. **TREATMENT FOR INCARCERATED POPULATION**

1. Provide evidence-based treatment and recovery support, including MAT for persons with OUD and co-occurring SUD/MH disorders within and transitioning out of the criminal justice system; and
2. Increase funding for jails to provide treatment to inmates with OUD.

G. **PREVENTION PROGRAMS**

1. Funding for media campaigns to prevent opioid use (similar to the FDA’s “Real Cost” campaign to prevent youth from misusing tobacco);
2. Funding for evidence-based prevention programs in schools;
3. Funding for medical provider education and outreach regarding best prescribing practices for opioids consistent with the 2016 CDC guidelines, including providers at hospitals (academic detailing);
4. Funding for community drug disposal programs; and
5. Funding and training for first responders to participate in pre-arrest diversion programs, post-overdose response teams, or similar strategies that connect at-risk individuals to behavioral health services and supports.

H. **EXPANDING SYRINGE SERVICE PROGRAMS**

1. Provide comprehensive syringe services programs with more wrap-around services, including linkage to OUD treatment, access to sterile syringes and linkage to care and treatment of infectious diseases.

I. **EVIDENCE-BASED DATA COLLECTION AND RESEARCH ANALYZING THE EFFECTIVENESS OF THE ABATEMENT STRATEGIES WITHIN THE STATE**

Schedule B Approved Uses

Support treatment of Opioid Use Disorder (OUD) and any co-occurring Substance Use Disorder or Mental Health (SUD/MH) conditions through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, the following:

PART ONE: TREATMENT

A. TREAT OPIOID USE DISORDER (OUD)

Support treatment of Opioid Use Disorder (“*OUD*”) and any co-occurring Substance Use Disorder or Mental Health (“*SUD/MH*”) conditions through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, those that:¹⁵

1. Expand availability of treatment for OUD and any co-occurring SUD/MH conditions, including all forms of Medication-Assisted Treatment (“*MAT*”) approved by the U.S. Food and Drug Administration.
2. Support and reimburse evidence-based services that adhere to the American Society of Addiction Medicine (“*ASAM*”) continuum of care for OUD and any co-occurring SUD/MH conditions.
3. Expand telehealth to increase access to treatment for OUD and any co-occurring SUD/MH conditions, including *MAT*, as well as counseling, psychiatric support, and other treatment and recovery support services.
4. Improve oversight of Opioid Treatment Programs (“*OTPs*”) to assure evidence-based or evidence-informed practices such as adequate methadone dosing and low threshold approaches to treatment.
5. Support mobile intervention, treatment, and recovery services, offered by qualified professionals and service providers, such as peer recovery coaches, for persons with OUD and any co-occurring SUD/MH conditions and for persons who have experienced an opioid overdose.
6. Provide treatment of trauma for individuals with OUD (*e.g.*, violence, sexual assault, human trafficking, or adverse childhood experiences) and family members (*e.g.*, surviving family members after an overdose or overdose fatality), and training of health care personnel to identify and address such trauma.
7. Support evidence-based withdrawal management services for people with OUD and any co-occurring mental health conditions.

¹⁵ As used in this Schedule B, words like “expand,” “fund,” “provide” or the like shall not indicate a preference for new or existing programs.

8. Provide training on MAT for health care providers, first responders, students, or other supporting professionals, such as peer recovery coaches or recovery outreach specialists, including telementoring to assist community-based providers in rural or underserved areas.
9. Support workforce development for addiction professionals who work with persons with OUD and any co-occurring SUD/MH conditions.
10. Offer fellowships for addiction medicine specialists for direct patient care, instructors, and clinical research for treatments.
11. Offer scholarships and supports for behavioral health practitioners or workers involved in addressing OUD and any co-occurring SUD/MH or mental health conditions, including, but not limited to, training, scholarships, fellowships, loan repayment programs, or other incentives for providers to work in rural or underserved areas.
12. Provide funding and training for clinicians to obtain a waiver under the federal Drug Addiction Treatment Act of 2000 (“*DATA 2000*”) to prescribe MAT for OUD, and provide technical assistance and professional support to clinicians who have obtained a DATA 2000 waiver.
13. Disseminate of web-based training curricula, such as the American Academy of Addiction Psychiatry’s Provider Clinical Support Service–Opioids web-based training curriculum and motivational interviewing.
14. Develop and disseminate new curricula, such as the American Academy of Addiction Psychiatry’s Provider Clinical Support Service for Medication–Assisted Treatment.

B. SUPPORT PEOPLE IN TREATMENT AND RECOVERY

Support people in recovery from OUD and any co-occurring SUD/MH conditions through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, the programs or strategies that:

1. Provide comprehensive wrap-around services to individuals with OUD and any co-occurring SUD/MH conditions, including housing, transportation, education, job placement, job training, or childcare.
2. Provide the full continuum of care of treatment and recovery services for OUD and any co-occurring SUD/MH conditions, including supportive housing, peer support services and counseling, community navigators, case management, and connections to community-based services.
3. Provide counseling, peer-support, recovery case management and residential treatment with access to medications for those who need it to persons with OUD and any co-occurring SUD/MH conditions.

4. Provide access to housing for people with OUD and any co-occurring SUD/MH conditions, including supportive housing, recovery housing, housing assistance programs, training for housing providers, or recovery housing programs that allow or integrate FDA-approved medication with other support services.
5. Provide community support services, including social and legal services, to assist in deinstitutionalizing persons with OUD and any co-occurring SUD/MH conditions.
6. Support or expand peer-recovery centers, which may include support groups, social events, computer access, or other services for persons with OUD and any co-occurring SUD/MH conditions.
7. Provide or support transportation to treatment or recovery programs or services for persons with OUD and any co-occurring SUD/MH conditions.
8. Provide employment training or educational services for persons in treatment for or recovery from OUD and any co-occurring SUD/MH conditions.
9. Identify successful recovery programs such as physician, pilot, and college recovery programs, and provide support and technical assistance to increase the number and capacity of high-quality programs to help those in recovery.
10. Engage non-profits, faith-based communities, and community coalitions to support people in treatment and recovery and to support family members in their efforts to support the person with OUD in the family.
11. Provide training and development of procedures for government staff to appropriately interact and provide social and other services to individuals with or in recovery from OUD, including reducing stigma.
12. Support stigma reduction efforts regarding treatment and support for persons with OUD, including reducing the stigma on effective treatment.
13. Create or support culturally appropriate services and programs for persons with OUD and any co-occurring SUD/MH conditions, including new Americans.
14. Create and/or support recovery high schools.
15. Hire or train behavioral health workers to provide or expand any of the services or supports listed above.

**C. CONNECT PEOPLE WHO NEED HELP TO THE HELP THEY NEED
(CONNECTIONS TO CARE)**

Provide connections to care for people who have—or are at risk of developing—OUD and any co-occurring SUD/MH conditions through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, those that:

1. Ensure that health care providers are screening for OUD and other risk factors and know how to appropriately counsel and treat (or refer if necessary) a patient for OUD treatment.
2. Fund SBIRT programs to reduce the transition from use to disorders, including SBIRT services to pregnant women who are uninsured or not eligible for Medicaid.
3. Provide training and long-term implementation of SBIRT in key systems (health, schools, colleges, criminal justice, and probation), with a focus on youth and young adults when transition from misuse to opioid disorder is common.
4. Purchase automated versions of SBIRT and support ongoing costs of the technology.
5. Expand services such as navigators and on-call teams to begin MAT in hospital emergency departments.
6. Provide training for emergency room personnel treating opioid overdose patients on post-discharge planning, including community referrals for MAT, recovery case management or support services.
7. Support hospital programs that transition persons with OUD and any co-occurring SUD/MH conditions, or persons who have experienced an opioid overdose, into clinically appropriate follow-up care through a bridge clinic or similar approach.
8. Support crisis stabilization centers that serve as an alternative to hospital emergency departments for persons with OUD and any co-occurring SUD/MH conditions or persons that have experienced an opioid overdose.
9. Support the work of Emergency Medical Systems, including peer support specialists, to connect individuals to treatment or other appropriate services following an opioid overdose or other opioid-related adverse event.
10. Provide funding for peer support specialists or recovery coaches in emergency departments, detox facilities, recovery centers, recovery housing, or similar settings; offer services, supports, or connections to care to persons with OUD and any co-occurring SUD/MH conditions or to persons who have experienced an opioid overdose.
11. Expand warm hand-off services to transition to recovery services.
12. Create or support school-based contacts that parents can engage with to seek immediate treatment services for their child; and support prevention, intervention, treatment, and recovery programs focused on young people.
13. Develop and support best practices on addressing OUD in the workplace.

14. Support assistance programs for health care providers with OUD.
15. Engage non-profits and the faith community as a system to support outreach for treatment.
16. Support centralized call centers that provide information and connections to appropriate services and supports for persons with OUD and any co-occurring SUD/MH conditions.

D. ADDRESS THE NEEDS OF CRIMINAL JUSTICE-INVOLVED PERSONS

Address the needs of persons with OUD and any co-occurring SUD/MH conditions who are involved in, are at risk of becoming involved in, or are transitioning out of the criminal justice system through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, those that:

1. Support pre-arrest or pre-arraignment diversion and deflection strategies for persons with OUD and any co-occurring SUD/MH conditions, including established strategies such as:
 1. Self-referral strategies such as the Angel Programs or the Police Assisted Addiction Recovery Initiative (“*PAARP*”);
 2. Active outreach strategies such as the Drug Abuse Response Team (“*DART*”) model;
 3. “Naloxone Plus” strategies, which work to ensure that individuals who have received naloxone to reverse the effects of an overdose are then linked to treatment programs or other appropriate services;
 4. Officer prevention strategies, such as the Law Enforcement Assisted Diversion (“*LEAD*”) model;
 5. Officer intervention strategies such as the Leon County, Florida Adult Civil Citation Network or the Chicago Westside Narcotics Diversion to Treatment Initiative; or
 6. Co-responder and/or alternative responder models to address OUD-related 911 calls with greater SUD expertise.
2. Support pre-trial services that connect individuals with OUD and any co-occurring SUD/MH conditions to evidence-informed treatment, including MAT, and related services.
3. Support treatment and recovery courts that provide evidence-based options for persons with OUD and any co-occurring SUD/MH conditions.

4. Provide evidence-informed treatment, including MAT, recovery support, harm reduction, or other appropriate services to individuals with OUD and any co-occurring SUD/MH conditions who are incarcerated in jail or prison.
5. Provide evidence-informed treatment, including MAT, recovery support, harm reduction, or other appropriate services to individuals with OUD and any co-occurring SUD/MH conditions who are leaving jail or prison or have recently left jail or prison, are on probation or parole, are under community corrections supervision, or are in re-entry programs or facilities.
6. Support critical time interventions (“CTI”), particularly for individuals living with dual-diagnosis OUD/serious mental illness, and services for individuals who face immediate risks and service needs and risks upon release from correctional settings.
7. Provide training on best practices for addressing the needs of criminal justice-involved persons with OUD and any co-occurring SUD/MH conditions to law enforcement, correctional, or judicial personnel or to providers of treatment, recovery, harm reduction, case management, or other services offered in connection with any of the strategies described in this section.

E. ADDRESS THE NEEDS OF PREGNANT OR PARENTING WOMEN AND THEIR FAMILIES, INCLUDING BABIES WITH NEONATAL ABSTINENCE SYNDROME

Address the needs of pregnant or parenting women with OUD and any co-occurring SUD/MH conditions, and the needs of their families, including babies with neonatal abstinence syndrome (“NAS”), through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, those that:

1. Support evidence-based or evidence-informed treatment, including MAT, recovery services and supports, and prevention services for pregnant women—or women who could become pregnant—who have OUD and any co-occurring SUD/MH conditions, and other measures to educate and provide support to families affected by Neonatal Abstinence Syndrome.
2. Expand comprehensive evidence-based treatment and recovery services, including MAT, for uninsured women with OUD and any co-occurring SUD/MH conditions for up to 12 months postpartum.
3. Provide training for obstetricians or other healthcare personnel who work with pregnant women and their families regarding treatment of OUD and any co-occurring SUD/MH conditions.
4. Expand comprehensive evidence-based treatment and recovery support for NAS babies; expand services for better continuum of care with infant-need dyad; and expand long-term treatment and services for medical monitoring of NAS babies and their families.

5. Provide training to health care providers who work with pregnant or parenting women on best practices for compliance with federal requirements that children born with NAS get referred to appropriate services and receive a plan of safe care.
6. Provide child and family supports for parenting women with OUD and any co-occurring SUD/MH conditions.
7. Provide enhanced family support and child care services for parents with OUD and any co-occurring SUD/MH conditions.
8. Provide enhanced support for children and family members suffering trauma as a result of addiction in the family; and offer trauma-informed behavioral health treatment for adverse childhood events.
9. Offer home-based wrap-around services to persons with OUD and any co-occurring SUD/MH conditions, including, but not limited to, parent skills training.
10. Provide support for Children's Services—Fund additional positions and services, including supportive housing and other residential services, relating to children being removed from the home and/or placed in foster care due to custodial opioid use.

PART TWO: PREVENTION

F. PREVENT OVER-PRESCRIBING AND ENSURE APPROPRIATE PRESCRIBING AND DISPENSING OF OPIOIDS

Support efforts to prevent over-prescribing and ensure appropriate prescribing and dispensing of opioids through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, the following:

1. Funding medical provider education and outreach regarding best prescribing practices for opioids consistent with the Guidelines for Prescribing Opioids for Chronic Pain from the U.S. Centers for Disease Control and Prevention, including providers at hospitals (academic detailing).
2. Training for health care providers regarding safe and responsible opioid prescribing, dosing, and tapering patients off opioids.
3. Continuing Medical Education (CME) on appropriate prescribing of opioids.
4. Providing Support for non-opioid pain treatment alternatives, including training providers to offer or refer to multi-modal, evidence-informed treatment of pain.
5. Supporting enhancements or improvements to Prescription Drug Monitoring Programs ("PDMPs"), including, but not limited to, improvements that:

1. Increase the number of prescribers using PDMPs;
2. Improve point-of-care decision-making by increasing the quantity, quality, or format of data available to prescribers using PDMPs, by improving the interface that prescribers use to access PDMP data, or both; or
3. Enable states to use PDMP data in support of surveillance or intervention strategies, including MAT referrals and follow-up for individuals identified within PDMP data as likely to experience OUD in a manner that complies with all relevant privacy and security laws and rules.
6. Ensuring PDMPs incorporate available overdose/naloxone deployment data, including the United States Department of Transportation's Emergency Medical Technician overdose database in a manner that complies with all relevant privacy and security laws and rules.
7. Increasing electronic prescribing to prevent diversion or forgery.
8. Educating dispensers on appropriate opioid dispensing.

G. PREVENT MISUSE OF OPIOIDS

Support efforts to discourage or prevent misuse of opioids through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, the following:

1. Funding media campaigns to prevent opioid misuse.
2. Corrective advertising or affirmative public education campaigns based on evidence.
3. Public education relating to drug disposal.
4. Drug take-back disposal or destruction programs.
5. Funding community anti-drug coalitions that engage in drug prevention efforts.
6. Supporting community coalitions in implementing evidence-informed prevention, such as reduced social access and physical access, stigma reduction—including staffing, educational campaigns, support for people in treatment or recovery, or training of coalitions in evidence-informed implementation, including the Strategic Prevention Framework developed by the U.S. Substance Abuse and Mental Health Services Administration (“SAMHSA”).
7. Engaging non-profits and faith-based communities as systems to support prevention.

8. Funding evidence-based prevention programs in schools or evidence-informed school and community education programs and campaigns for students, families, school employees, school athletic programs, parent-teacher and student associations, and others.
9. School-based or youth-focused programs or strategies that have demonstrated effectiveness in preventing drug misuse and seem likely to be effective in preventing the uptake and use of opioids.
10. Create or support community-based education or intervention services for families, youth, and adolescents at risk for OUD and any co-occurring SUD/MH conditions.
11. Support evidence-informed programs or curricula to address mental health needs of young people who may be at risk of misusing opioids or other drugs, including emotional modulation and resilience skills.
12. Support greater access to mental health services and supports for young people, including services and supports provided by school nurses, behavioral health workers or other school staff, to address mental health needs in young people that (when not properly addressed) increase the risk of opioid or another drug misuse.

H. PREVENT OVERDOSE DEATHS AND OTHER HARMS (HARM REDUCTION)

Support efforts to prevent or reduce overdose deaths or other opioid-related harms through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, the following:

1. Increased availability and distribution of naloxone and other drugs that treat overdoses for first responders, overdose patients, individuals with OUD and their friends and family members, schools, community navigators and outreach workers, persons being released from jail or prison, or other members of the general public.
2. Public health entities providing free naloxone to anyone in the community.
3. Training and education regarding naloxone and other drugs that treat overdoses for first responders, overdose patients, patients taking opioids, families, schools, community support groups, and other members of the general public.
4. Enabling school nurses and other school staff to respond to opioid overdoses, and provide them with naloxone, training, and support.
5. Expanding, improving, or developing data tracking software and applications for overdoses/naloxone revivals.
6. Public education relating to emergency responses to overdoses.

7. Public education relating to immunity and Good Samaritan laws.
8. Educating first responders regarding the existence and operation of immunity and Good Samaritan laws.
9. Syringe service programs and other evidence-informed programs to reduce harms associated with intravenous drug use, including supplies, staffing, space, peer support services, referrals to treatment, fentanyl checking, connections to care, and the full range of harm reduction and treatment services provided by these programs.
10. Expanding access to testing and treatment for infectious diseases such as HIV and Hepatitis C resulting from intravenous opioid use.
11. Supporting mobile units that offer or provide referrals to harm reduction services, treatment, recovery supports, health care, or other appropriate services to persons that use opioids or persons with OUD and any co-occurring SUD/MH conditions.
12. Providing training in harm reduction strategies to health care providers, students, peer recovery coaches, recovery outreach specialists, or other professionals that provide care to persons who use opioids or persons with OUD and any co-occurring SUD/MH conditions.
13. Supporting screening for fentanyl in routine clinical toxicology testing.

PART THREE: OTHER STRATEGIES

I. FIRST RESPONDERS

In addition to items in section C, D and H relating to first responders, support the following:

1. Education of law enforcement or other first responders regarding appropriate practices and precautions when dealing with fentanyl or other drugs.
2. Provision of wellness and support services for first responders and others who experience secondary trauma associated with opioid-related emergency events.

J. LEADERSHIP, PLANNING AND COORDINATION

Support efforts to provide leadership, planning, coordination, facilitations, training and technical assistance to abate the opioid epidemic through activities, programs, or strategies that may include, but are not limited to, the following:

1. Statewide, regional, local or community regional planning to identify root causes of addiction and overdose, goals for reducing harms related to the opioid epidemic, and areas and populations with the greatest needs for treatment

intervention services, and to support training and technical assistance and other strategies to abate the opioid epidemic described in this opioid abatement strategy list.

2. A dashboard to (a) share reports, recommendations, or plans to spend opioid settlement funds; (b) to show how opioid settlement funds have been spent; (c) to report program or strategy outcomes; or (d) to track, share or visualize key opioid- or health-related indicators and supports as identified through collaborative statewide, regional, local or community processes.
3. Invest in infrastructure or staffing at government or not-for-profit agencies to support collaborative, cross-system coordination with the purpose of preventing overprescribing, opioid misuse, or opioid overdoses, treating those with OUD and any co-occurring SUD/MH conditions, supporting them in treatment or recovery, connecting them to care, or implementing other strategies to abate the opioid epidemic described in this opioid abatement strategy list.
4. Provide resources to staff government oversight and management of opioid abatement programs.

K. TRAINING

In addition to the training referred to throughout this document, support training to abate the opioid epidemic through activities, programs, or strategies that may include, but are not limited to, those that:

1. Provide funding for staff training or networking programs and services to improve the capability of government, community, and not-for-profit entities to abate the opioid crisis.
2. Support infrastructure and staffing for collaborative cross-system coordination to prevent opioid misuse, prevent overdoses, and treat those with OUD and any co-occurring SUD/MH conditions, or implement other strategies to abate the opioid epidemic described in this opioid abatement strategy list (*e.g.*, health care, primary care, pharmacies, PDMPs, etc.).

L. RESEARCH

Support opioid abatement research that may include, but is not limited to, the following:

1. Monitoring, surveillance, data collection and evaluation of programs and strategies described in this opioid abatement strategy list.
2. Research non-opioid treatment of chronic pain.
3. Research on improved service delivery for modalities such as SBIRT that demonstrate promising but mixed results in populations vulnerable to opioid use disorders.

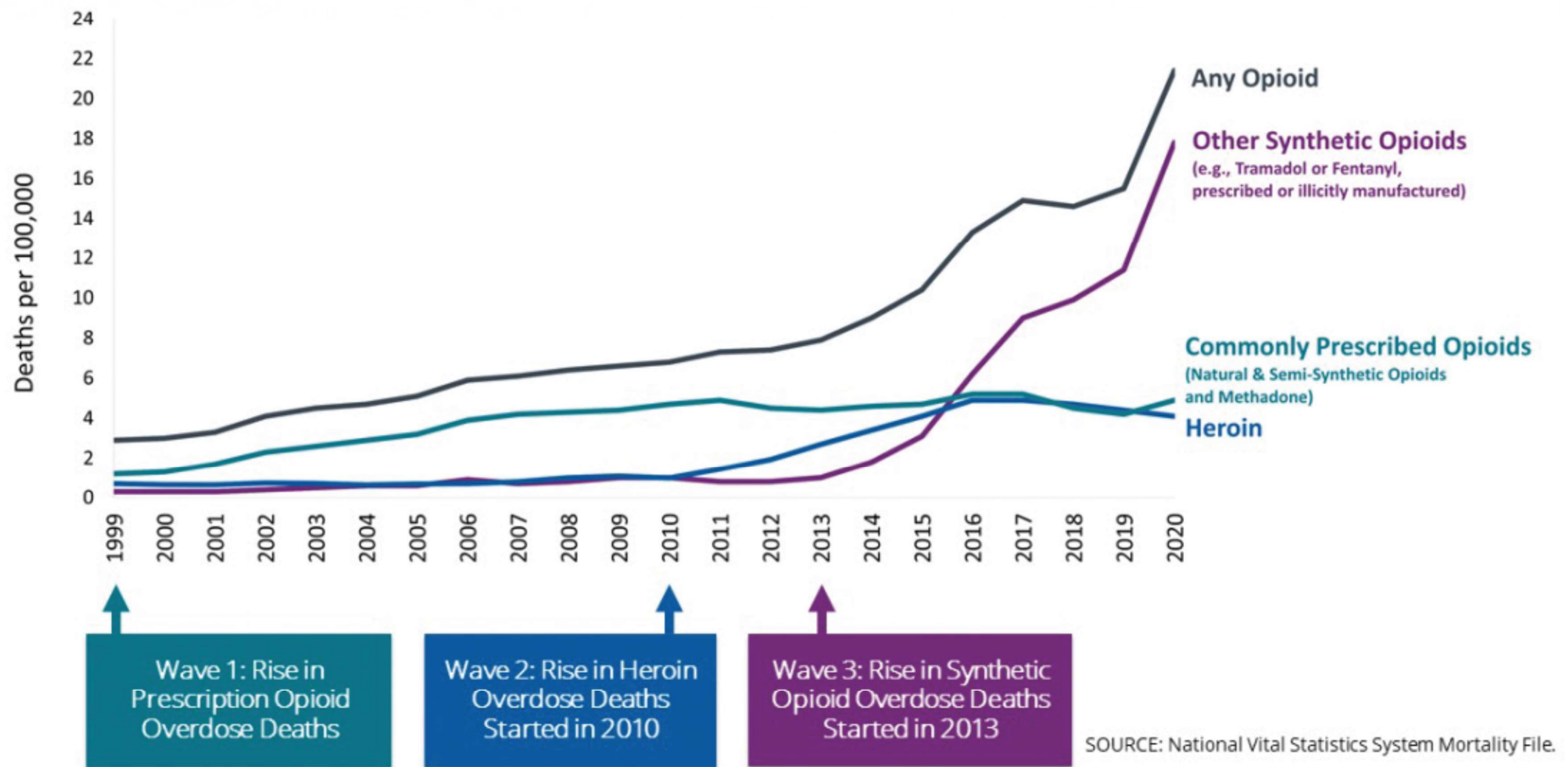
4. Research on novel harm reduction and prevention efforts such as the provision of fentanyl test strips.
5. Research on innovative supply-side enforcement efforts such as improved detection of mail-based delivery of synthetic opioids.
6. Expanded research on swift/certain/fair models to reduce and deter opioid misuse within criminal justice populations that build upon promising approaches used to address other substances (*e.g.*, Hawaii HOPE and Dakota 24/7).
7. Epidemiological surveillance of OUD-related behaviors in critical populations, including individuals entering the criminal justice system, including, but not limited to approaches modeled on the Arrestee Drug Abuse Monitoring (“ADAM”) system.
8. Qualitative and quantitative research regarding public health risks and harm reduction opportunities within illicit drug markets, including surveys of market participants who sell or distribute illicit opioids.
9. Geospatial analysis of access barriers to MAT and their association with treatment engagement and treatment outcomes.

July 14, 2023

The Opioid Crisis in the Kansas City Region



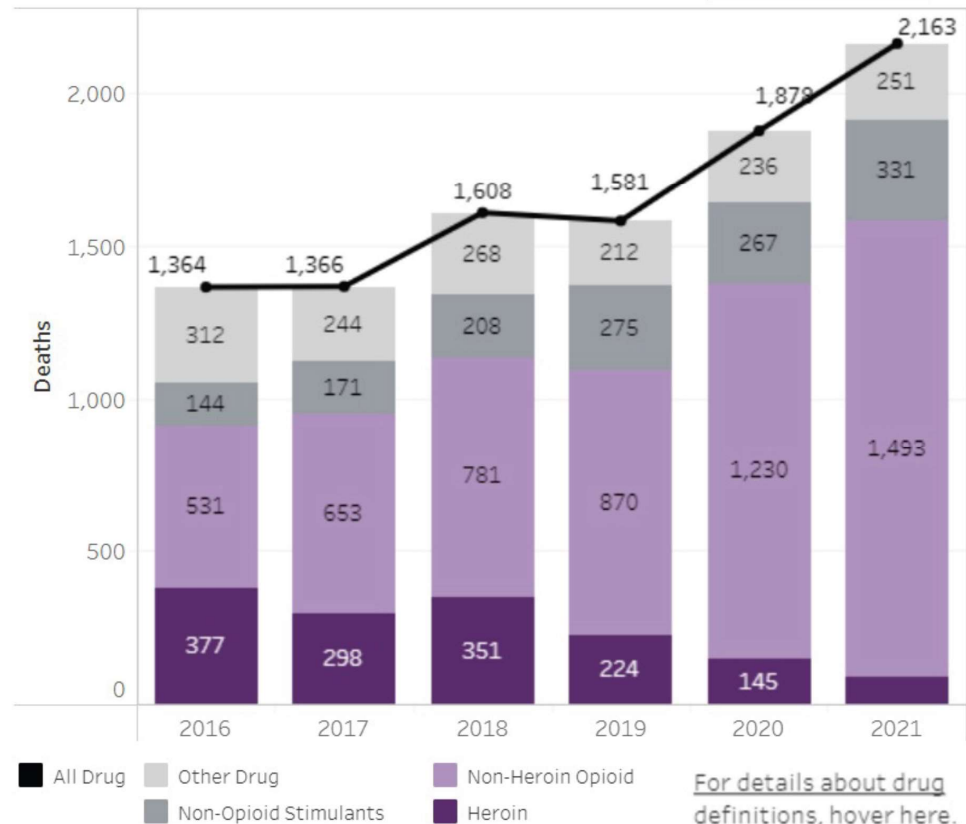
Three Waves of Opioid Overdose Deaths



In Missouri,
overdose deaths
by non-heroin
opioids increased
21% between
2020 and 2021.

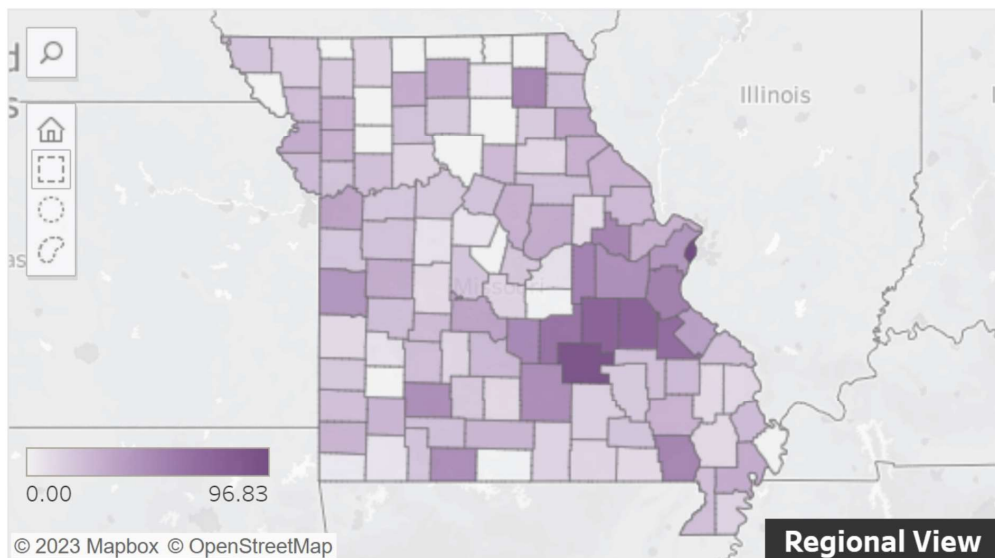
Missouri Resident Overdose Deaths

[Detailed View](#)

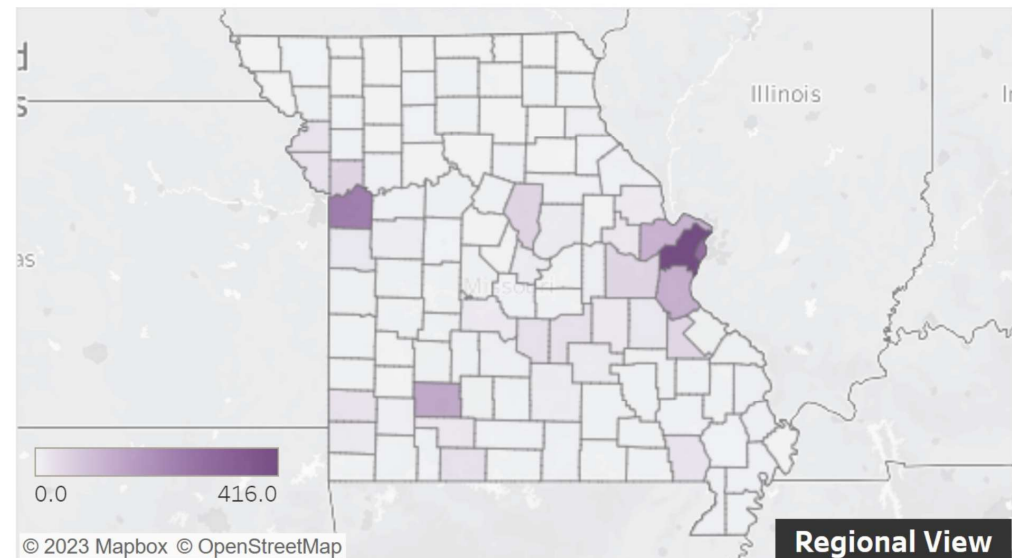


The Kansas City region has a high **number** of deaths, but **mortality rates** are higher in regions with smaller populations.

All Drug Overdose Mortality Rates in Missouri
(Year: 2021)



All Drug Overdose Mortality Counts in Missouri
(Year: 2021)



- Johnson County — approx. \$3M
- Unified Government — approx. \$3M

- Clay County — approx. \$1.4M
- Jackson County — approx. \$13M
- Kansas City — approx. \$15M

A Summary of Expert Recommendations for

Utilizing Opioid Settlement Funds



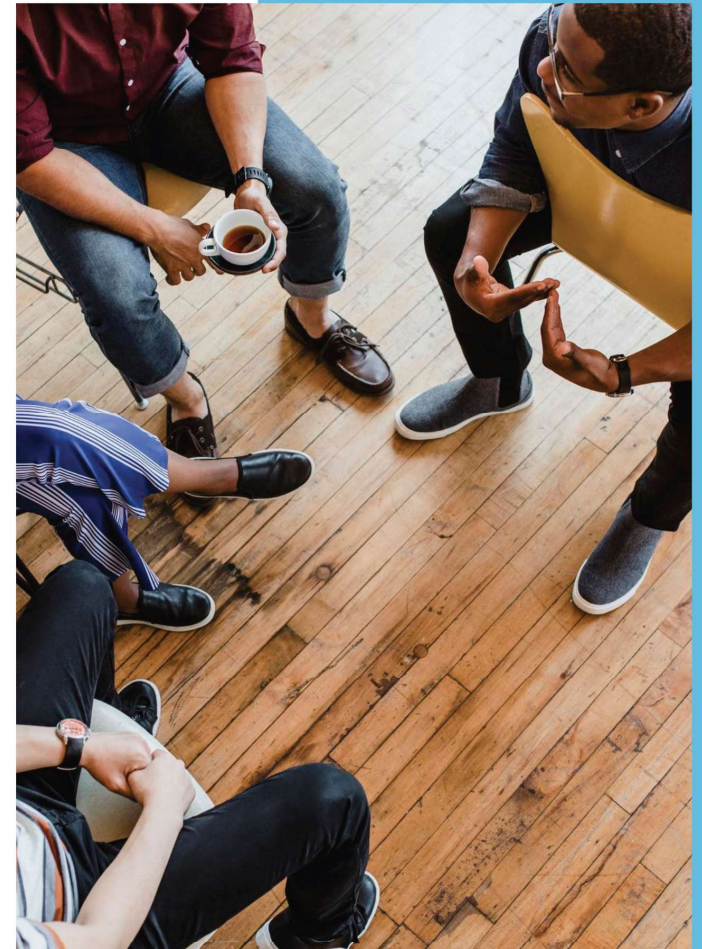
Guiding Principles

- Saving Lives
- Focus on Equity
- Evidence-Based Action
- Systems Efficiency & Collaboration
- Improving Data Systems & Capacity



Considerations

- Determine areas of need
- Collect input from groups that touch different parts of the plan
- Ensure there is representation that reflects the diversity of affected communities when allocating funds
- Determine a comprehensive plan that allows for innovative methodologies and a system to evaluate strategies



Four Priority Areas

1

*Systems
Improvement*

2

*Harm
Reduction
& Access*

3

*Improve
Capacity for
Surveillance*

4

*Regional
Campaigns &
Communications*

01.

PRIORITY AREA ONE

Systems Improvement

GOALS

- Improve coordination and collaborations among substance use disorder providers, organizations, and government partners
- Convene a diverse group of stakeholders, including those with lived experience
- Complete a systems mapping exercise to identify the most effective portfolio of solutions for action

01.

PRIORITY AREA ONE

Systems Improvement

LOCAL COALITION & TASK FORCE INVOLVEMENT

- JCPH and IHD participate in the **Eastern Jackson County Youth Overdose Prevention Task Force**
 - JCPH has assisted with facilitating education-focused workgroup meetings to help identify trainings that address stigma and implicit biases among mental and behavioral health providers, such as utilizing person-first language
- JCPH participates in the **Blue Springs Youth Alliance Coalition**
 - Aims to incorporate youth voices and focus on their needs while creating plans for action

01.

PRIORITY AREA ONE

Systems Improvement



IRIS REFERRAL SYSTEM

- Integrated Referral and Intake System (IRIS) is a streamlined referral platform that **helps organizations connect the people they serve to resources within their community**
- At the Blue Springs Youth Alliance Coalition, JCPH promotes the IRIS referral system as a way for partners to referral out clients to services (*mental and behavioral health crisis services, case management, mentoring, safety and prevention, etc.*) and share their events / initiatives via newsletter
- The Independence Fire Department—ARCH Crisis Response Unit has been integrated into IRIS by JCPH to help connect people to individualized mental health assistance and to lessen the frequency of 911 requests from firefighters, police officers, and paramedics

02.

PRIORITY AREA TWO

Harm Reduction & Access

GOALS

- Increase community-based distribution of naloxone
- Increase community-based distribution of safer use supplies and low-threshold care
- Set up a bulk purchasing fund to procure naloxone and Medications Assisted Treatment (MAT) at lower prices
- Provide naloxone training, MAT access, and related care for people who are involved in the criminal legal system
- Invest in community development and safety net programs, and remove abstinence-only conditions that further punish drug use

02.

PRIORITY AREA TWO

Harm Reduction & Access

NARCAN DISTRIBUTION

JCPH & IHD launched an onsite Narcan Distribution Program for clients to request and pick-up a free Narcan kit. This kit includes:

- *1 box of 4mg Narcan nasal spray*
- *a CPR face shield*
- *educational booklet on Narcan administration, plus local treatment centers and resources*

Qualified entities, such as health departments, EMS, law enforcement, fire departments, community organizations, corrections, and schools/universities can request free Narcan from the University of Missouri-St. Louis (UMSL)-Missouri Institute of Mental Health (MIMH).

Individuals can also find information on where to locate free Narcan in their region via their website:

mimhaddisci.org/get-naloxone1



02.

PRIORITY AREA TWO

Harm Reduction & Access

OVERDOSE PREVENTION WALLET CARDS

What does an overdose look like?

COMMON SYMPTOMS



Blue or gray lips +
fingertips



Pale, clammy skin



Small, pinpoint pupils



Slow heartbeat +
slow or stopped
breathing



Not responding to
voice or touch

- To be distributed to stakeholders throughout Eastern Jackson County, primarily in **non-traditional locations** (*bars, dispensaries, gas stations, etc.*)
- Designed to be a **pocket-sized overdose prevention guide** for individuals who are in locations and/or engaging in activities that may increase their likelihood of coming into contact with someone experiencing an opioid overdose

OVERDOSE PREVENTION WALLET CARDS

Support + Resources

NEVER USE ALONE HOTLINE
1 (800) 484-3731

24/7 nonjudgmental support
from volunteers with lived
experience of substance abuse

MO GOOD SAMARITAN LAW

Protects 911 callers from arrest
for simple drug possession if call-
ing for help during an overdose

WHERE TO GET NARCAN + MORE

Scan the code
or visit us at
[JCPH.ORG/OPIOIDS](https://jcpH.org/opioids)
for more info
and sources



What does an overdose look like?

COMMON SYMPTOMS



Blue or gray lips +
fingertips



Pale, clammy skin



Small, pinpoint pupils



Slow heartbeat +
slow or stopped
breathing



Not responding to
voice or touch

Narcan can prevent an overdose.

HOW TO USE NARCAN

911

Call 911 to help you
keep time + get
medical help



Tilt head back. Insert
white tip of Narcan
spray into the nostril



Push the red plunger
with thumb until all
spray is released



Remove spray +
roll the person
onto their side



If they don't wake
up after 3 mins,
give another dose
of Narcan

Safer use means overdose prevention.

BE CAUTIOUS OF...

- ⚡ Mixing opioids with
alcohol or benzos
- ⚡ Using after 3+ days
of not using
- ⚡ Changing methods
of consumption

**THESE BEHAVIORS INCREASE
THE RISK OF OVERDOSE**

**Have a safety plan
+ don't use alone.**

BACK

FRONT

INTERIOR

03.

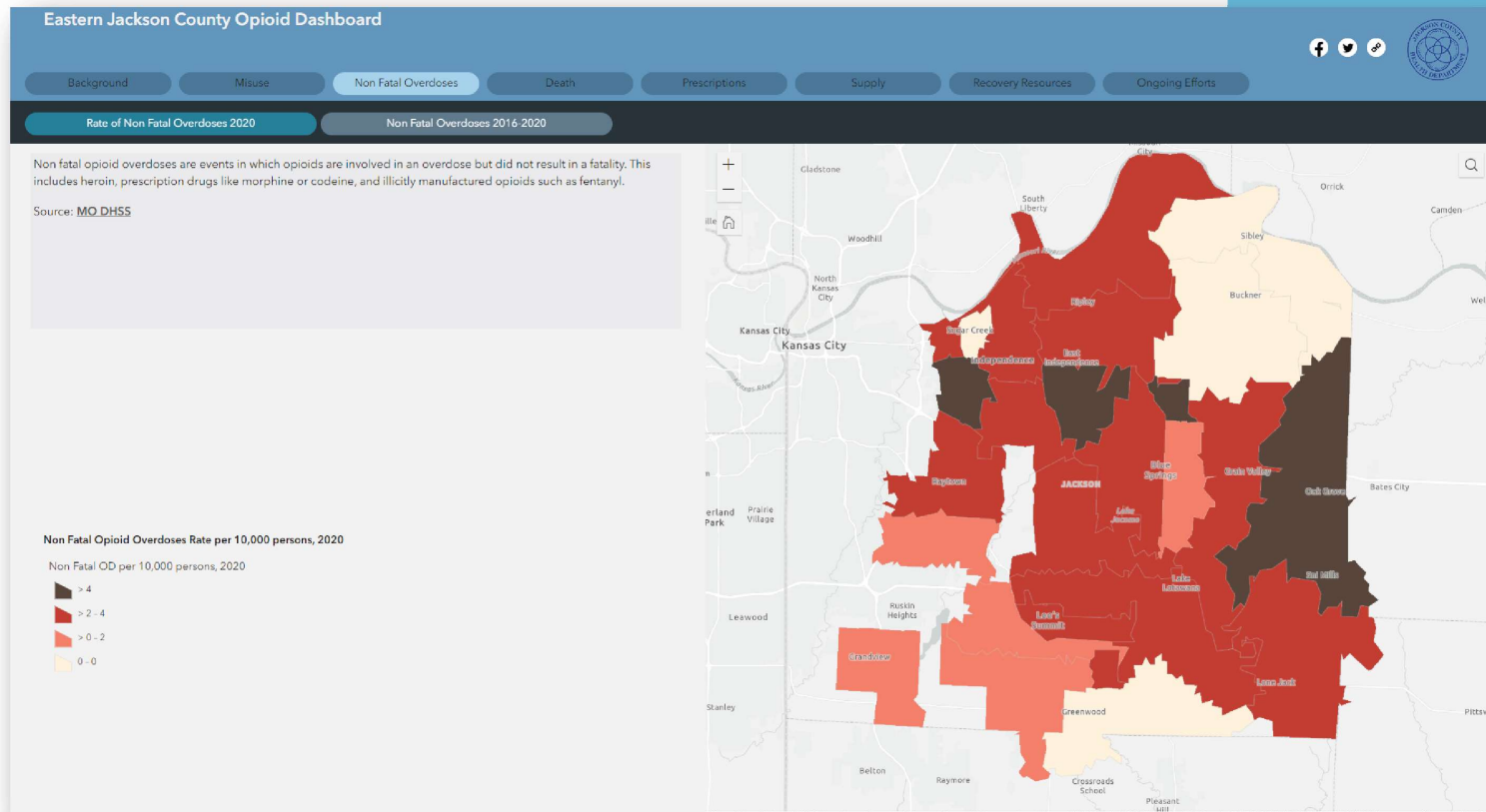
PRIORITY AREA THREE

Improve Capacity for Surveillance

GOALS

- Improve surveillance systems to capture non-fatal and fatal overdose data in real-time
- Work with healthcare providers to establish a data-sharing platform to collect data on overdose events
- Establish a regional wastewater surveillance program to track near real-time opioid misuse data

JCPH Opioid Dashboard



04.

PRIORITY AREA FOUR

Regional Campaigns & Communications

GOALS

- Create a regional campaign and communications plan to address stigma and misconceptions around drug use and treatment, both in the general public and among clinicians
- Implement a campaign to reduce stigma related to drug use/addiction
- Implement a campaign to provide education on naloxone and where it can be accessed
- Implement a campaign to reduce stigma surrounding MAT for medical professionals and students

04.

PRIORITY AREA FOUR

Regional Campaigns & Communications

YOUTH-FOCUSED BILLBOARD CAMPAIGN

In 2022, JCPH designed opioid overdose prevention billboards to raise awareness among youth about increased circulation of synthetic opioids, particularly fentanyl, and the growing number of overdoses in the region.

The billboards were placed in Raytown, Blue Springs, Oak Grove, and Lee's Summit. Sites were selected based on elevated overdose deaths from 2015 to 2021. Oak Grove had the region's highest rates of non-fatal overdoses in 2020.

Teen opioid deaths
are at a record high.

Talk to your child about **opioid abuse.**

jacoHD.org/opioids



One of these pills can kill.



If it didn't come from a doctor,
assume it contains fentanyl.



LEARN MORE AT [JACOHD.ORG/OPIOIDS](https://jacoHD.org/opioids)

04.

PRIORITY AREA FOUR

Regional Campaigns & Communications


STUDENT-FOCUSED SCHOOL CAMPAIGN

In January 2023, JCPH created and disseminated student-focused campaign materials featuring mental health resources for middle & high school students.

Survey data published by Pew Research Center in 2022 found that more than 1 in 3 U.S. high school students reported poor mental health most or all the time during the COVID-19 pandemic. To support student mental health, this campaign aimed to help students identify sources of stress in their lives and practice healthy, effective coping skills, including accessing community mental health and crisis resources.

JCPH created printed materials, including bookmarks and posters, to distribute to EJC middle and high schools heavily impacted by the opioid crisis (*Oak Grove, Raytown, Grandview*)

Student-Focused Posters



More than 1 in 3 students reported poor mental health since the pandemic started. You are not alone.

Students are under a lot of pressure.


- school & homework
- activities & sports
- life & family transitions, like graduating, moving, or divorce
- work & money
- friendships & relationships
- peer pressure & pressure to succeed

All that pressure can cause...

- mood swings or irritability
- headaches & stomachaches
- problems getting to sleep or staying asleep
- difficulty focusing
- withdrawing or isolating from friends & activities you like
- sudden changes in your performance at school, work, or other activities

Looking for some help?

Call or text **988** to connect to a counselor and receive confidential support and resources.



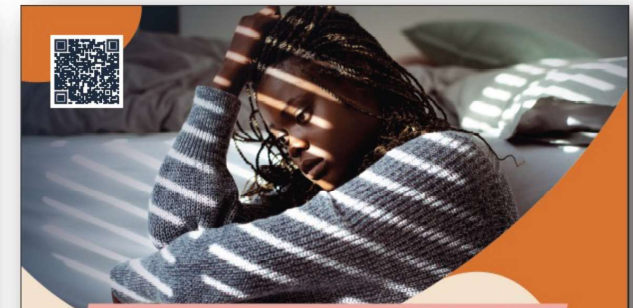

Coping Skills for Managing Stress

- 1. Listen to music.**
- 2. Exercise or move your body.**
Whether it's running, walking, dancing, cleaning, or lifting weights, movement releases endorphins and helps your body de-stress.
- 3. Eat meals and snacks that nourish your body and make you feel good.**
Keeping your plate colorful is a good way to start!
- 4. Take a pause.**
Deep breaths, identifying how you are feeling, and setting limits can help manage stress and regulate your nervous system.
- 5. Use your social support network.**
Text your bestie. Call a loved one. Do something fun with friends. Laughing releases stress.




Scan the QR code to watch a quick 2-minute video on belly breathing to manage stress and anxiety, and feel calm and grounded.







Feeling overwhelmed? Support is available.

Get connected to local resources:

- Comprehensive Mental Health Services**
(816) 254-3652
thecmhs.com
- ReDiscover Mental Health**
(884) 994-4325
rediscovermh.org
- UH Behavioral Health - Lakewood Counseling**
(816) 404-6170
- First Call Alcohol/Drug Treatment & Prevention**
(816) 361-5900
firstcallkc.org
- Healthcare Collaborative of Rural Missouri**
(816) 249-1521

Need to talk to someone right now?

- 988 Suicide & Crisis Lifeline**
Dial 988 from any phone
- National Crisis Text Line**
Text "HOME" to 741741
- CommCARE Missouri Crisis Line**
1-888-279-8188
- Missouri Crisis Line**
Call 1-888-761-4357 or text "HAND" to 839-863
- The Trevor Project LGBTQ+ Crisis Helpline**
Call 1-866-488-7386; text "START" to 678-678; or visit thetrevorproject.org/webchat online for support

WAYS TO SUPPORT ONGOING EFFORTS

- Consider mandating **reporting of non-fatal and fatal overdose data** or **linking public health with public safety agencies and medical providers** in order to support and enhance JCPH's Opioid Dashboard
- Debut **regional opioid campaign**
- **Expand co-responder programs** for mental and behavioral health calls
- **Connect with local coalitions and task forces** to learn about and support their prevention and response efforts within Eastern Jackson County
- Support **IRIS** by disseminating information about how this referral system will **strengthen linkages to care and timely treatment**
- Inform others about the **Narcan Distribution Program** and how other organizations and individuals can request and obtain Narcan through UMSL-MIMH website
- **Spread the word** about the JCPH "Tipping the Pain Scale" documentary-screening event and advocate for more **community events** to foster community connectivity and resiliency



Want to learn more?

You can find our full report at jcph.org

City of Independence

AGENDA ITEM COVER SHEET

Agenda Title:

Citizen Requests - Per Council Rules, Sec. 6.4 only "Council Sponsored Items" are eligible

Department:

Contact Person:

REVIEWERS:

Department

City Clerk Department

Action

Approved

Council Action:

Council Action:

City of Independence

AGENDA ITEM COVER SHEET

Agenda Title:

Independence Citizen Survey Presentation

Department:**Contact Person:**

REVIEWERS:**Department**

City Clerk Department

Action

Approved

Council Action:**Council Action:**

ATTACHMENTS:**Description**

- ▣ 2023 Independence Survey Report
- ▣ 2023 Independence Survey Maps
- ▣ 2023 Independence Survey Comments

Type

Ordinance
Ordinance
Ordinance



2023 City of Independence Resident Survey Findings Report

Presented to the City of
Independence, Missouri

March 2024



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Executive Summary

2023 City of Independence Resident Survey

Executive Summary



Purpose

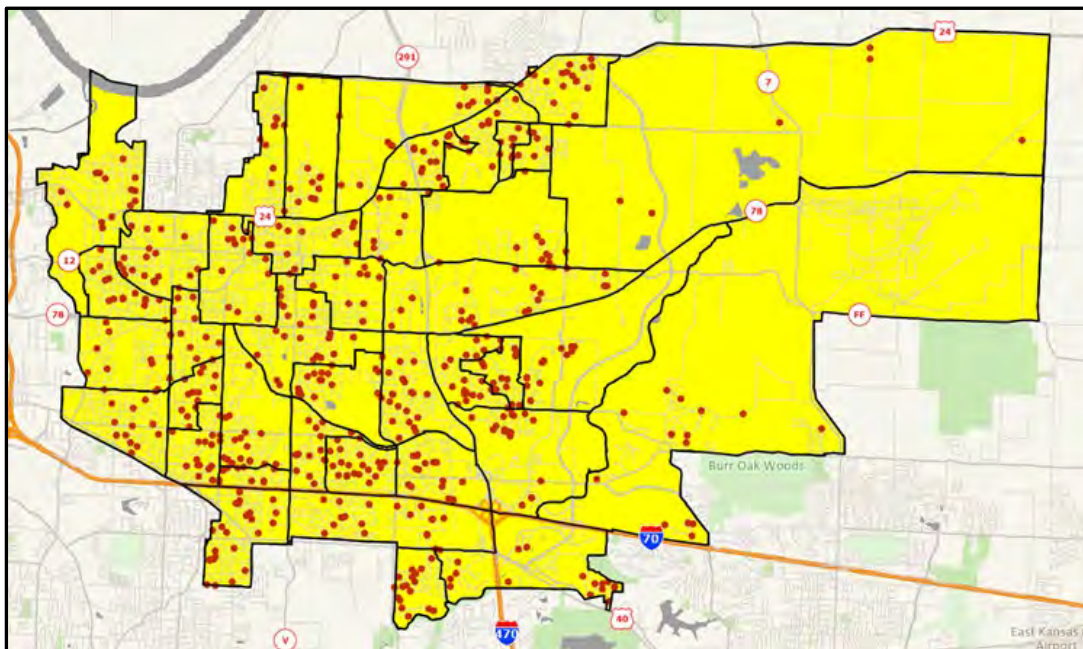
ETC Institute administered a community survey to residents of the City of Independence during January and February of 2024. The purpose of the survey was to gather resident opinion and feedback about city priorities and the quality of programs and services. The survey results will be used to improve and expand existing programs and determine future needs of residents in the City. This is the tenth resident survey ETC Institute has administered for the City of Independence; the first was conducted in 2000.

Methodology

The seven-page survey, cover letter, and postage-paid return envelope were mailed to a random sample of households in Independence. The cover letter explained the purpose of the survey and gave residents the option of returning their survey by mail or completing it online. Ten days after the surveys were mailed, ETC Institute sent text messages to the households that received the survey to encourage participation. The texts contained a link to the online version of the survey to make it easy for residents to complete the survey.

The goal was to obtain completed surveys from at least 600 residents. This goal was met, with a total of 602 residents completing the survey. The overall results for the sample of 602 households have a precision of at least $\pm 4.0\%$ at the 95% level of confidence.

In order to understand how well services are being delivered in different areas of the City, ETC Institute geocoded the home address of respondents to the survey. The map below shows the physical distribution of survey respondents based on the location of their home.



2023 City of Independence Resident Survey

Executive Summary



This report contains:

- An executive summary of the methodology for administering the survey and major findings,
- charts showing the overall results for all questions on the survey, as well as comparisons to previous survey results,
- benchmarking data that show how the results compare to other communities,
- Importance-Satisfaction analysis that determines priority actions for the City to address,
- tables that show the results of the random sample for each question on the survey,
- a copy of the survey instrument.

The percentage of “don’t know” responses has been excluded from many of the charts shown in this report to facilitate valid comparisons of the results from the City with the results from other communities where ETC Institute has conducted a community survey. Since the number of “don’t know” responses often reflects the utilization and awareness of City services, the percentage of “don’t know” responses has been provided in the tabular data section of this report. When the “don’t know” responses have been excluded, the text of this report will indicate that the responses have been excluded with the phrase “*who had an opinion.*”

Overall Ratings of the City

Fifty-four percent (54%) of the residents surveyed, *who had an opinion*, rated the City of Independence as an “excellent” or “good” place to live; 49% rated the City as an “excellent” or “good” place to visit, and 44% rated the City as an “excellent” or “good” place to raise children.

Major City Services

The major City services that had the highest levels of satisfaction, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents who had an opinion, were: fire services (87%), police services (58%), City electric utilities (54%), and City parks and recreation programs and facilities (51%).

Based on the sum of their top three choices, the major City services that residents thought were most important to emphasize over the next two years were: 1) maintenance of City streets, 2) police services, and 3) enforcement of City codes and ordinances.

Public Safety Services

The categories of public safety that had the highest levels of satisfaction, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents who had an opinion, were: fire protection (85%), how quickly fire personnel arrive at emergencies (81%), how quickly ambulances arrive at emergencies (69%), and emergency or 9-1-1 dispatching (62%).

2023 City of Independence Resident Survey

Executive Summary



Based on the sum of their top three choices, the public safety services that residents thought were most important to provide were: 1) City's efforts to prevent crime, 2) police presence in neighborhoods, and 3) police presence in commercial areas.

How Safe Residents Feel in the City

The perceptions of safety that had the highest levels of satisfaction, based upon the combined percentage of "very safe" and "safe" responses among residents who had an opinion, were: in neighborhoods during the day (86%), in commercial areas during the day (58%), and in neighborhoods during the night (50%).

Water, Wastewater and Electric Utilities

The water, wastewater and electric utilities that had the highest levels of satisfaction, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents who had an opinion, were: taste of tap water in the home (85%), overall reliability of electrical service (82%), water pressure in the home (78%), and how quickly electrical outages are repaired (75%).

Enforcement of Codes and Ordinances

The categories of codes and ordinances that had the highest levels of satisfaction, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents who had an opinion, were: food safety standards in restaurants in the City (58%), maintenance of residential buildings (48%), mowing and trimming of residential property (42%), and mowing and trimming of commercial property (38%).

Parks and Recreation

The categories of parks and recreation that had the highest levels of satisfaction, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents who had an opinion, were: access to and availability of City parks (65%), maintenance and condition of City parks/facilities (55%), and number of walking and biking trails (54%).

City Maintenance

The categories of City maintenance services that had the highest levels of satisfaction, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents who had an opinion, were: maintenance of traffic signals on City streets (64%), maintenance/preservation of Independence Square (62%), snow removal on major City streets (59%), access to 3rd party trash and recycling services (58%), and maintenance of street signs on City streets (53%).

2023 City of Independence Resident Survey

Executive Summary



Additional Findings

- Most (92%) of the residents surveyed, *who had an opinion*, felt it was important to preserve the City's historic sites; 89% felt it was important to maintain the historic character of The Square, and 89% felt it was important to preserve historic neighborhoods. Additionally, 81% *who had an opinion* support the City using tax dollars to own and operate historic sites.
- Seventy-six percent (76%) of residents, *who had an opinion*, were satisfied with their access to grocery and drug stores.
- The top three reasons residents reported they would stay in the City of Independence for the next ten years were: the affordability of housing (55%), the proximity to family or friends (42%), and access to a variety of shopping and entertainment options (41%).
- The top three types of development that residents felt should receive the highest priority in the City's Long Range Plan were: single-family residential development (64%), pace and quality of development (60%), and retail development (56%).
- Seventy-two percent (72%) of respondents would support a general obligation bond for street repair and replacement. Other projects in which respondents would support a bond include: repairing/replacing bridges (55%), sidewalks to schools/parks (48%), and animal shelter renovations (46%).
- Nearly three-fourths (72%) of respondents *who had an opinion* are "very satisfied" or "satisfied" with the overall quality of the Independence Events Center; 22% are "neutral," and only 5% are dissatisfied.
- The top three ways that residents reported they had received information about the City were: reading the City's newsletter (46%), accessing the City's social media (44%), and accessing the City website (40%).

2023 City of Independence Resident Survey

Executive Summary



How Independence Compares to Other Communities in the Plains Region

Satisfaction ratings for the City of Independence **rated above the Plains regional average in 15 of the 42 areas that were assessed.** The City rated significantly higher than the Plains regional average (difference of 5% or more) in 24 of these areas. The City rated significantly higher than the Plains Regional average (5% or more above) in 10 of these areas. The areas in which the City rated at least 5% above the Plains Regional average are listed below:

Service	Independence	Plains Region	Difference	Category
Overall reliability of electrical service	82%	52%	30%	Utility Services
Taste of tap water in your home	85%	59%	26%	Utility Services
Wastewater collection system	69%	45%	24%	Utility Services
Water pressure in your home	78%	61%	17%	Utility Services
How quickly fire personnel arrive at emergencies	81%	67%	14%	Public Safety
Fire services	87%	76%	11%	Major Categories of Service
Maintenance of residential buildings	48%	40%	8%	Code Enforcement
Customer service received from City employees	49%	42%	7%	Major Categories of Service
Feeling of safety in your neighborhood during the day	86%	80%	6%	Feeling of Safety in the City
As a place to live	54%	49%	5%	Overall Ratings of the Community

How Independence Compares to the National Average

Satisfaction ratings for the City of Independence **rated at or above the National average in 15 of the 42 areas that were assessed.** The City rated significantly higher than the National average (difference of 5% or more) in 10 of these areas. The areas in which the City rated at least 5% above the National average are listed below:

Service	Independence	U.S.	Difference	Category
Overall reliability of electrical service	82%	48%	34%	Utility Services
Taste of tap water in your home	85%	59%	26%	Utility Services
Wastewater collection system	69%	53%	16%	Utility Services
Water pressure in your home	78%	66%	12%	Utility Services
Fire services	87%	76%	11%	Major Categories of Service
Customer service received from City employees	49%	39%	10%	Major Categories of Service
How quickly fire personnel arrive at emergencies	81%	72%	9%	Public Safety
As a place to live	54%	49%	5%	Overall Ratings of the Community
Police services	58%	53%	5%	Major Categories of Service
Feeling of safety in your neighborhood during the day	86%	81%	5%	Feeling of Safety in the City

2023 City of Independence Resident Survey

Executive Summary



Investment Priorities

Recommended Priorities. In order to help the City identify investment priorities, ETC Institute conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance residents placed on each City service and the level of satisfaction with each service. By identifying services of high importance and low satisfaction, the analysis identified which services will have the most impact on overall satisfaction with City services. If the City wants to improve its overall satisfaction rating, the City should prioritize investments in services with the highest Importance Satisfaction (I-S) ratings. Details regarding the methodology for the analysis are provided in Section 3 of this report.

Overall Priorities for the City by Major Category. This analysis reviewed the importance of and satisfaction with major City services. This analysis was conducted to help set the overall priorities for the City. Based on the results of this analysis, the major services that are recommended as the top priorities for investment in order to raise the City's overall satisfaction rating are listed below:

- Maintenance of City streets (I-S Rating = 0.5540)
- Enforcement of City codes and ordinances (I-S Rating = 0.2455)
- Police services (I-S Rating = 0.1995)
- City electric utilities (I-S Rating = 0.1541)
- Overall flow of traffic and congestion management (I-S Rating = 0.1251)

The table below shows the Importance-Satisfaction rating for all 12 major City services that were rated.

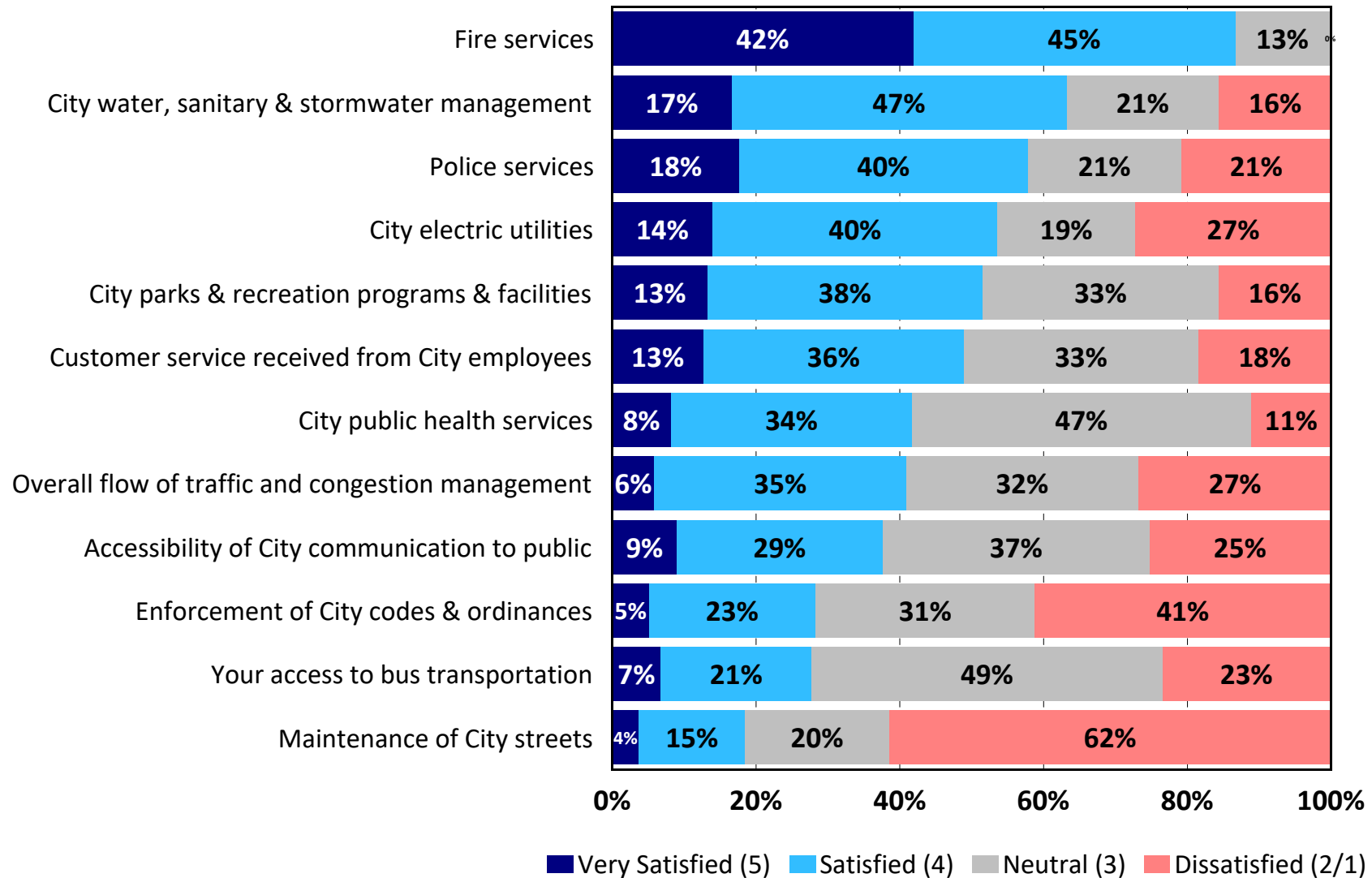
Importance-Satisfaction Rating						
City of Independence						
OVERALL						
Category of Service	Most Important %	most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (I-S > .20)</u>						
Maintenance of City streets	68%	1	19%	12	0.5540	1
Enforcement of City codes & ordinances	34%	3	28%	10	0.2455	2
<u>High Priority (I-S .10-.20)</u>						
Police services	48%	2	58%	3	0.1995	3
City electric utilities	34%	4	54%	4	0.1541	4
Overall flow of traffic and congestion management	21%	5	41%	8	0.1251	5
<u>Medium Priority (I-S < .10)</u>						
City parks & recreation programs & facilities	18%	6	51%	5	0.0882	6
Your access to bus transportation	10%	10	28%	11	0.0727	7
Accessibility of City communication to public	10%	9	38%	9	0.0626	8
City water, sanitary & stormwater management	14%	7	64%	2	0.0490	9
Customer service received from City employees	8%	11	49%	6	0.0413	10
City public health services	7%	12	42%	7	0.0383	11
Fire services	11%	8	87%	1	0.0146	12



Charts and Graphs

Q1. Overall Satisfaction With City Services by Major Category

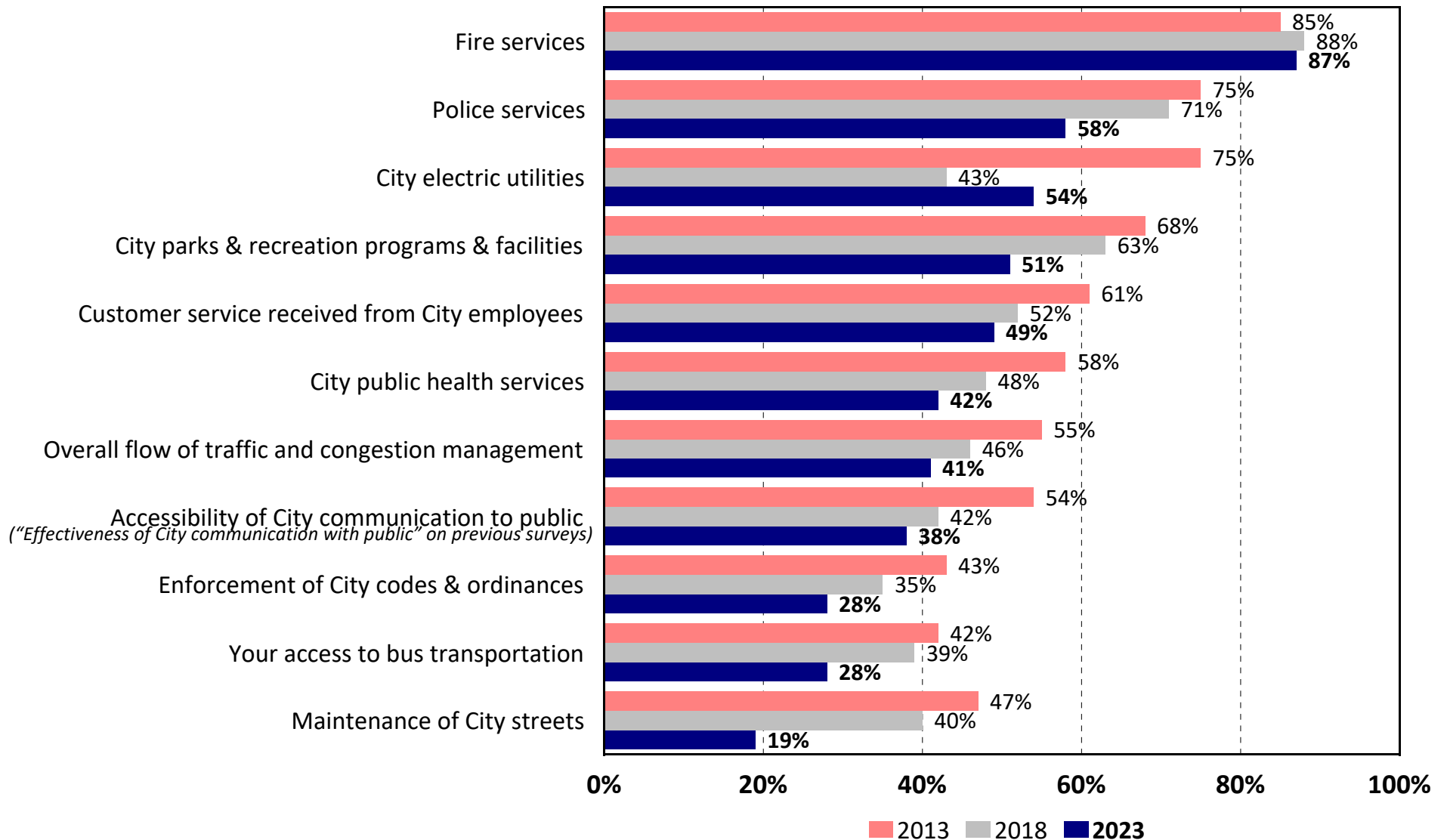
by percentage of respondents (excluding don't knows)



Overall Satisfaction With City Services

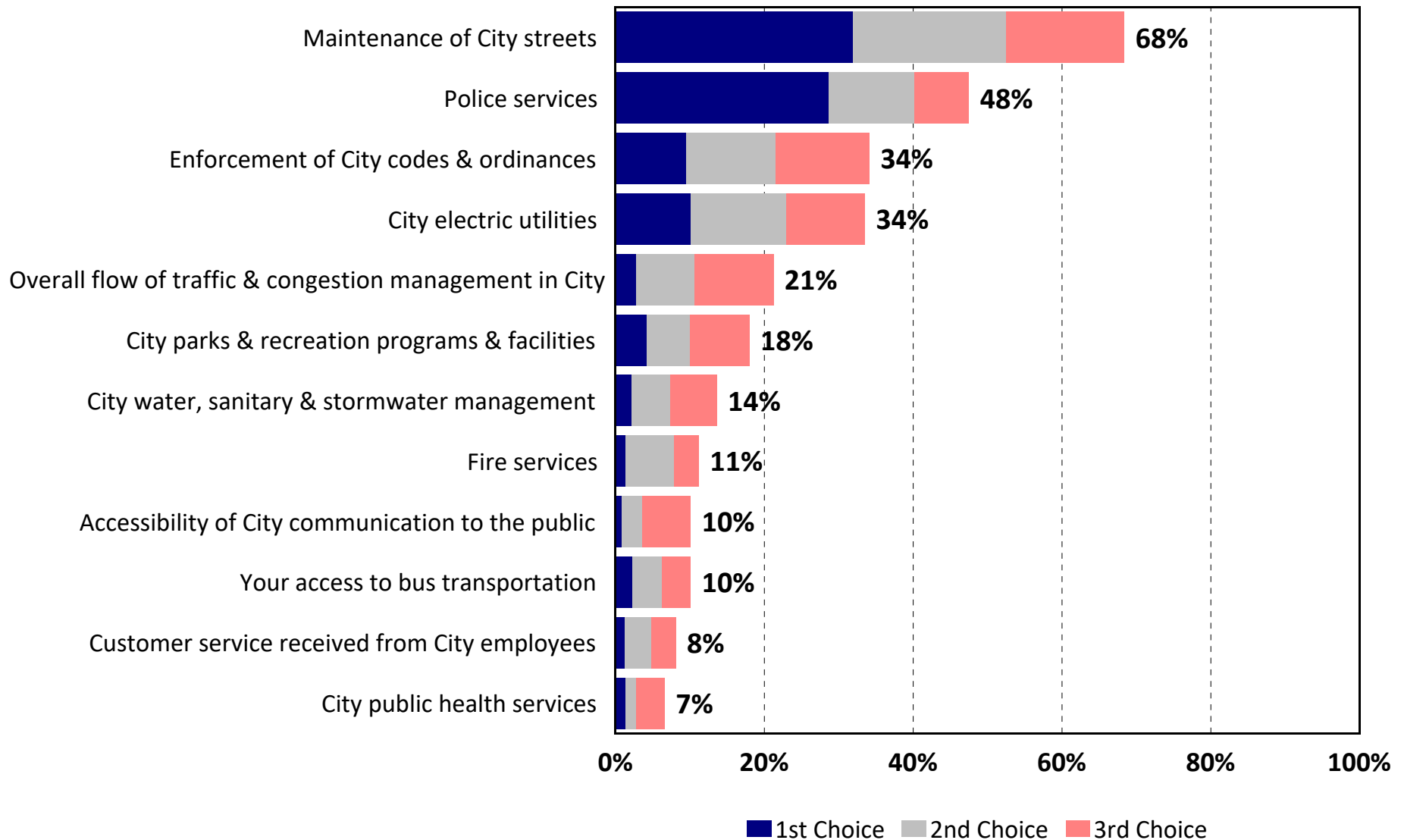
by Major Category: Trends - 2013, 2018 & 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale where
5 means "very satisfied" (excluding don't knows)



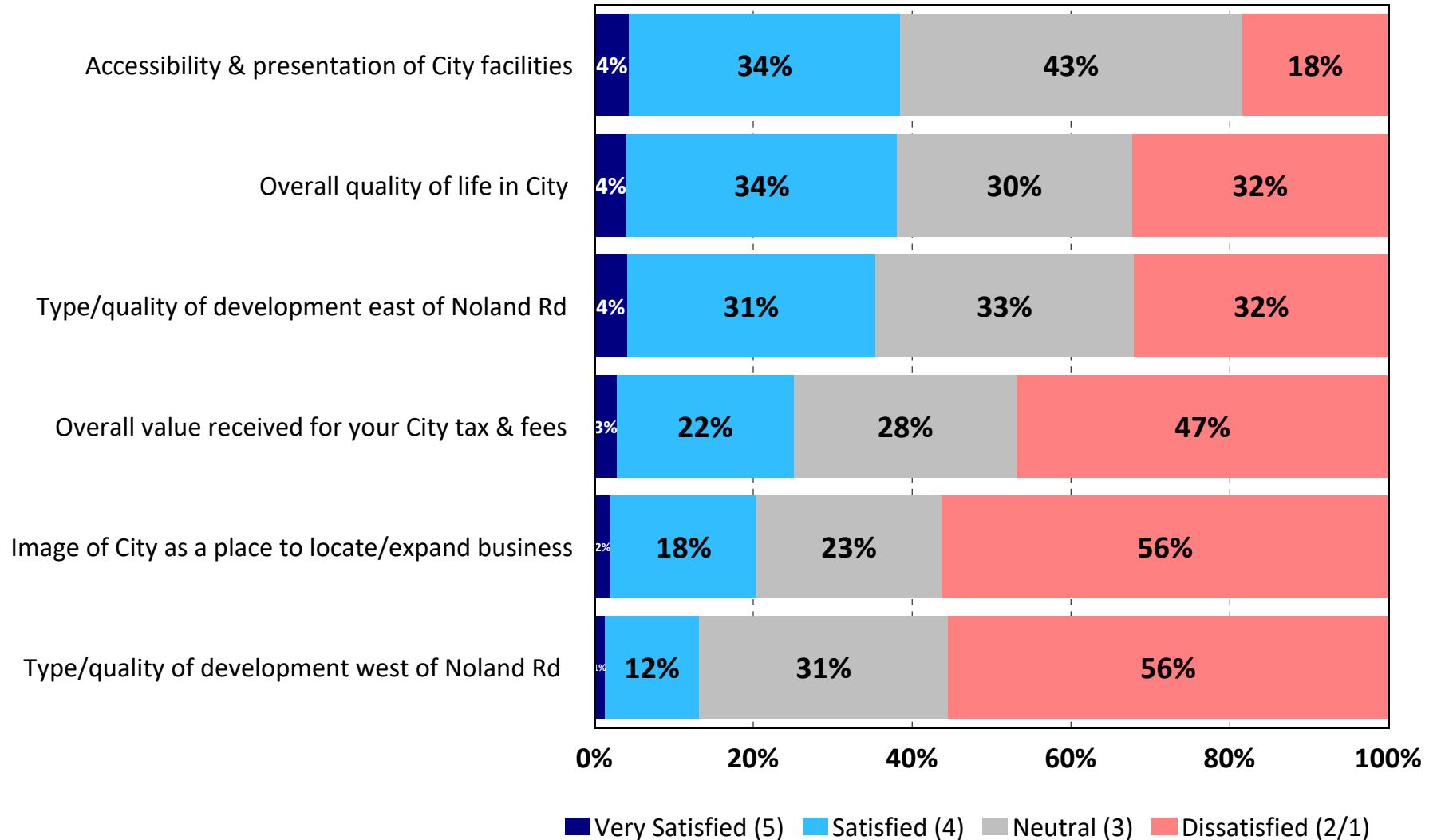
Q2. City Services That Should Receive the Most Emphasis Over the Next Two Years by Major Category

by percentage of respondents who selected the item as one of their top three choices



Q3. Satisfaction With Items That Influence the Perception Residents Have of the City

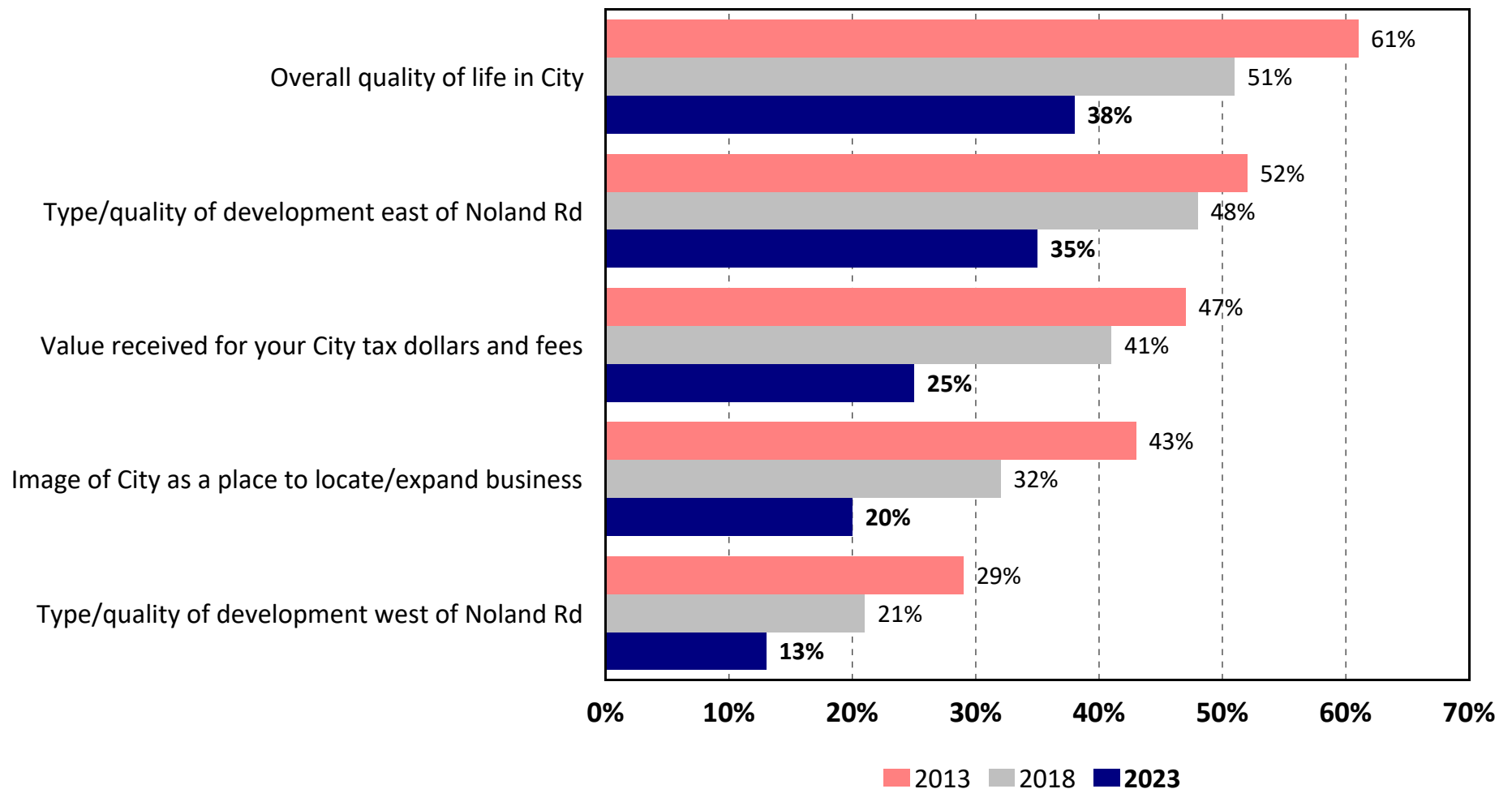
by percentage of respondents (excluding don't knows)



Satisfaction With Items That Influence the Perception Residents Have of the City

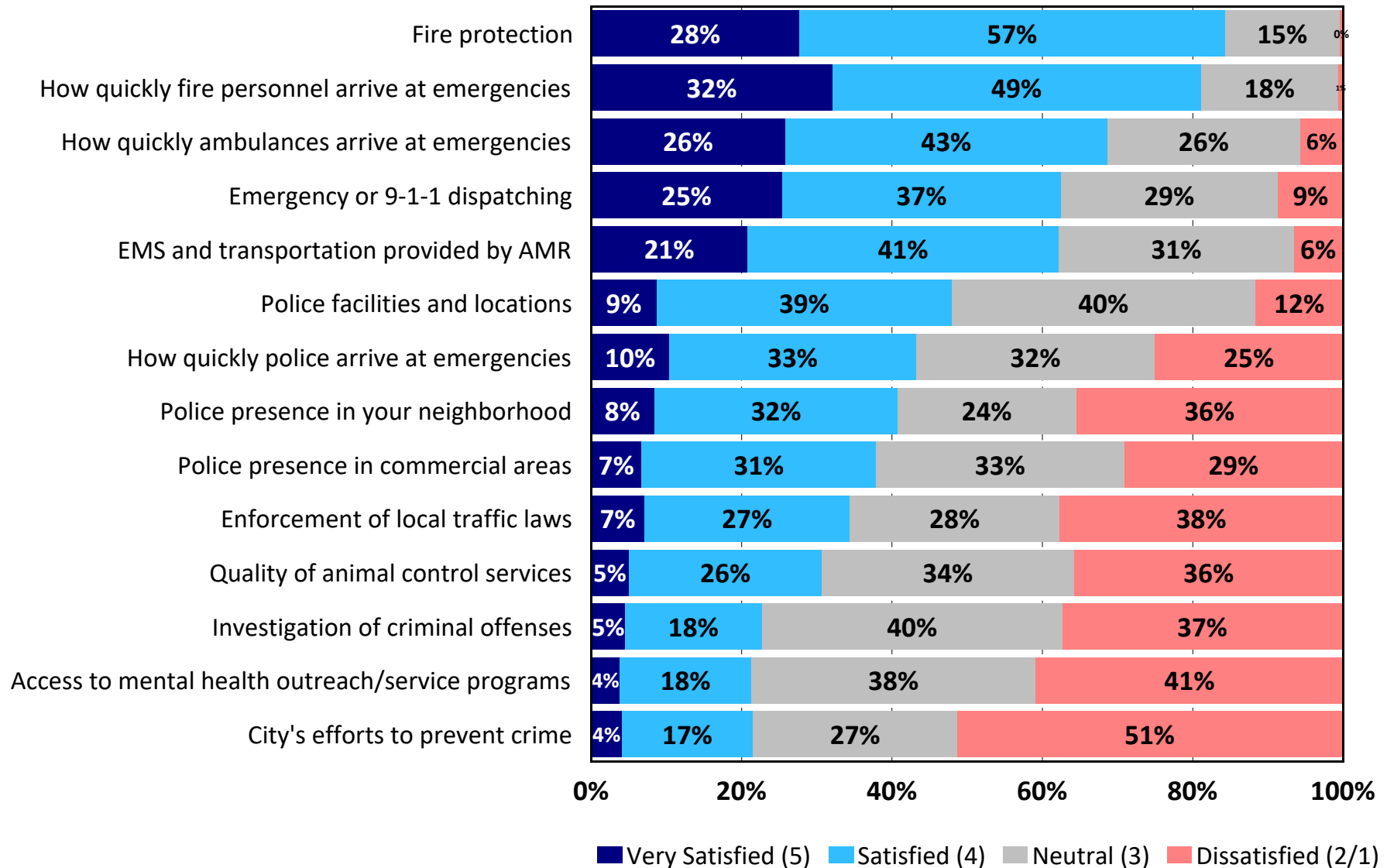
Trends - 2013, 2018 & 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale where 5 means "very satisfied" (excluding don't knows)



Q4. Satisfaction with Public Safety

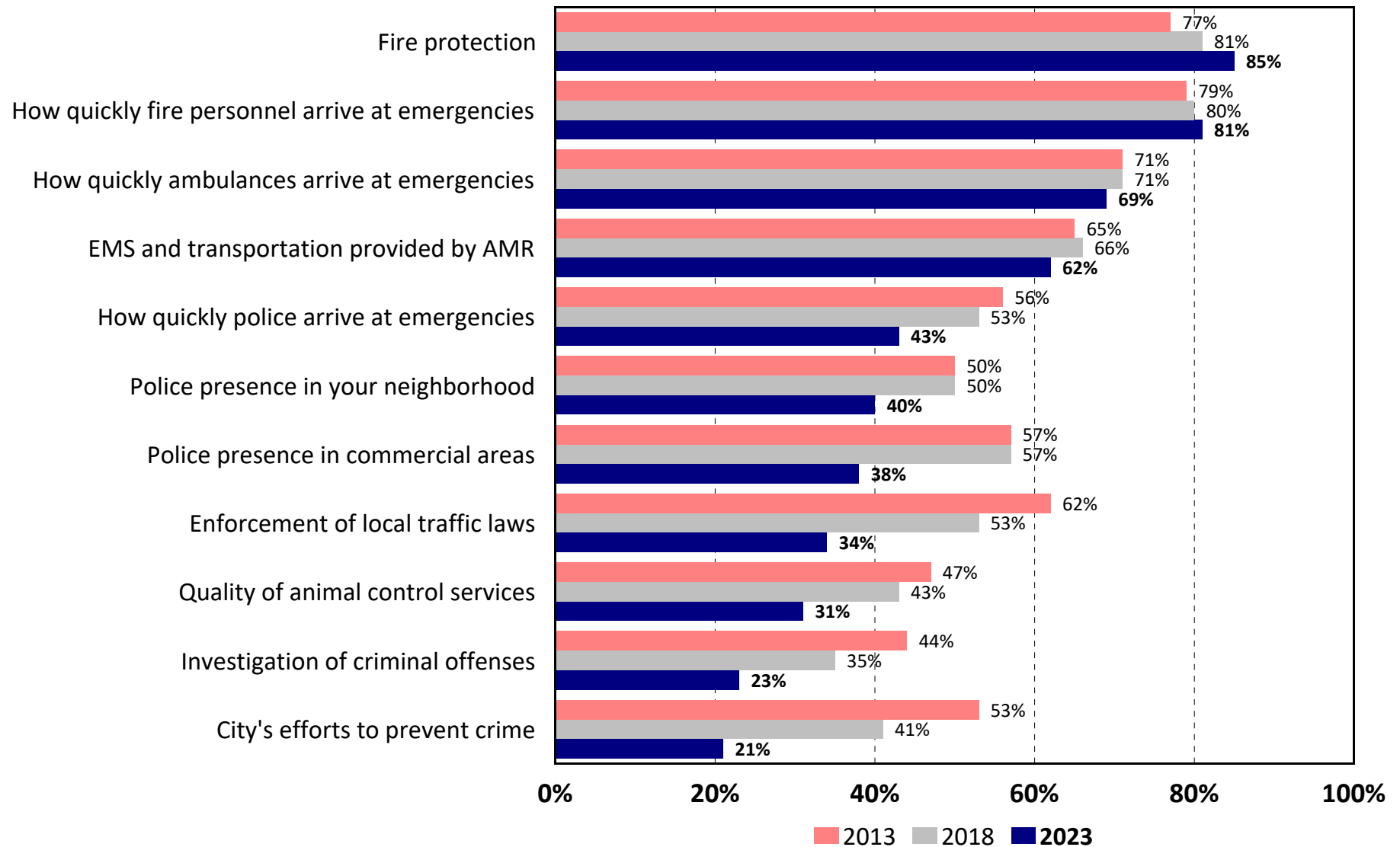
by percentage of respondents (excluding don't knows)



Satisfaction with Public Safety

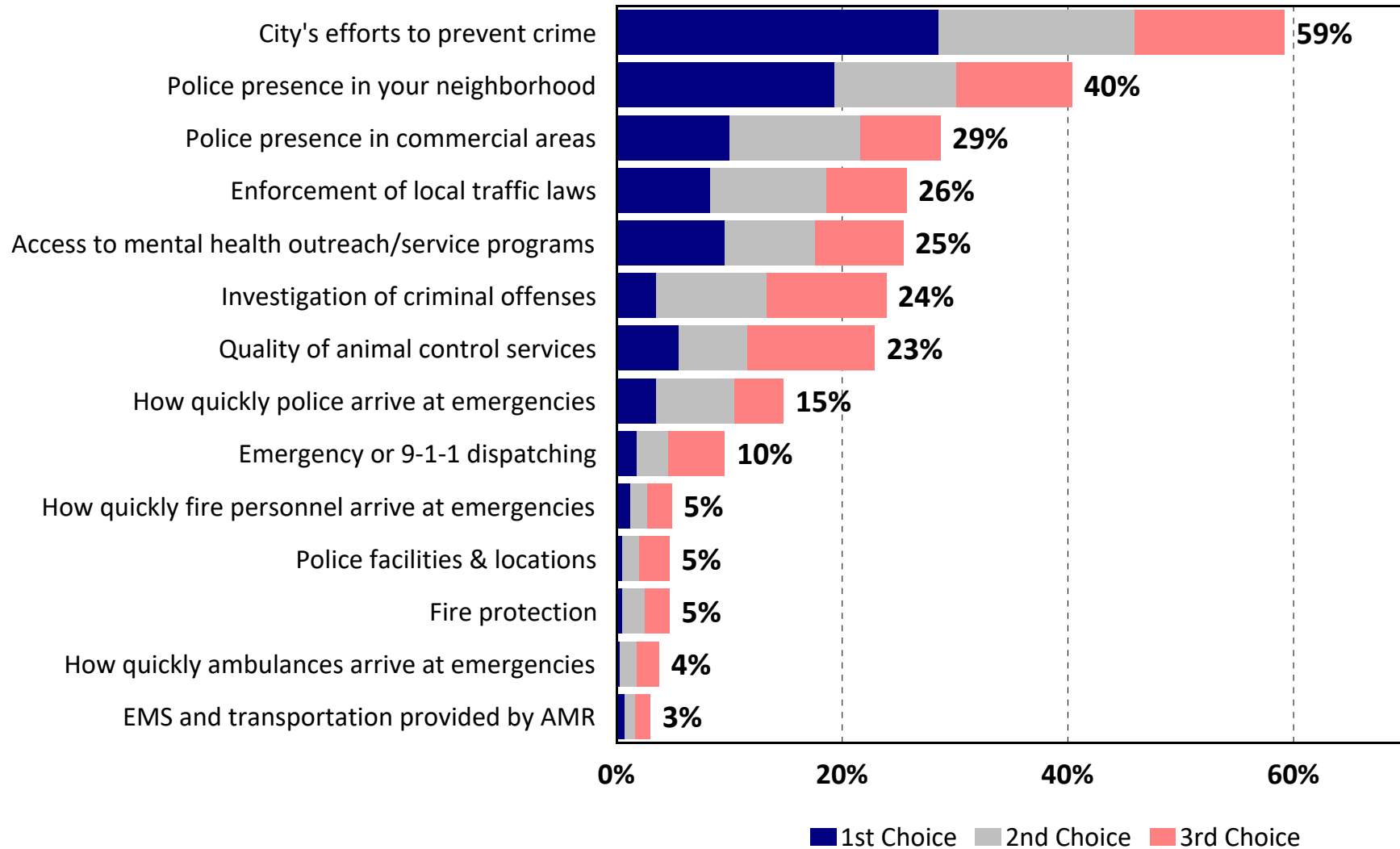
Trends - 2013, 2018 & 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale where
5 means "very satisfied" (excluding don't knows)



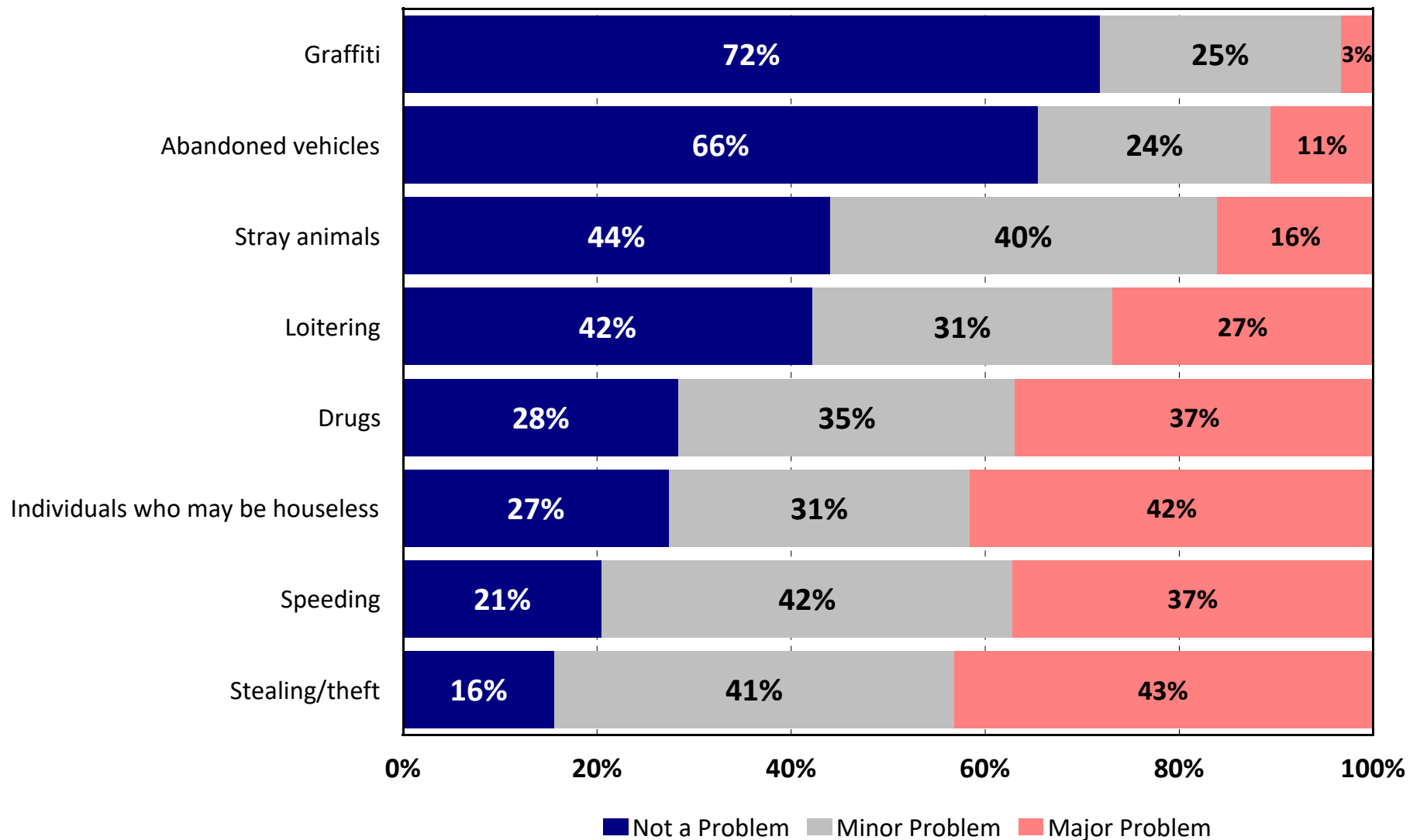
Q5. Public Safety Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top three choices



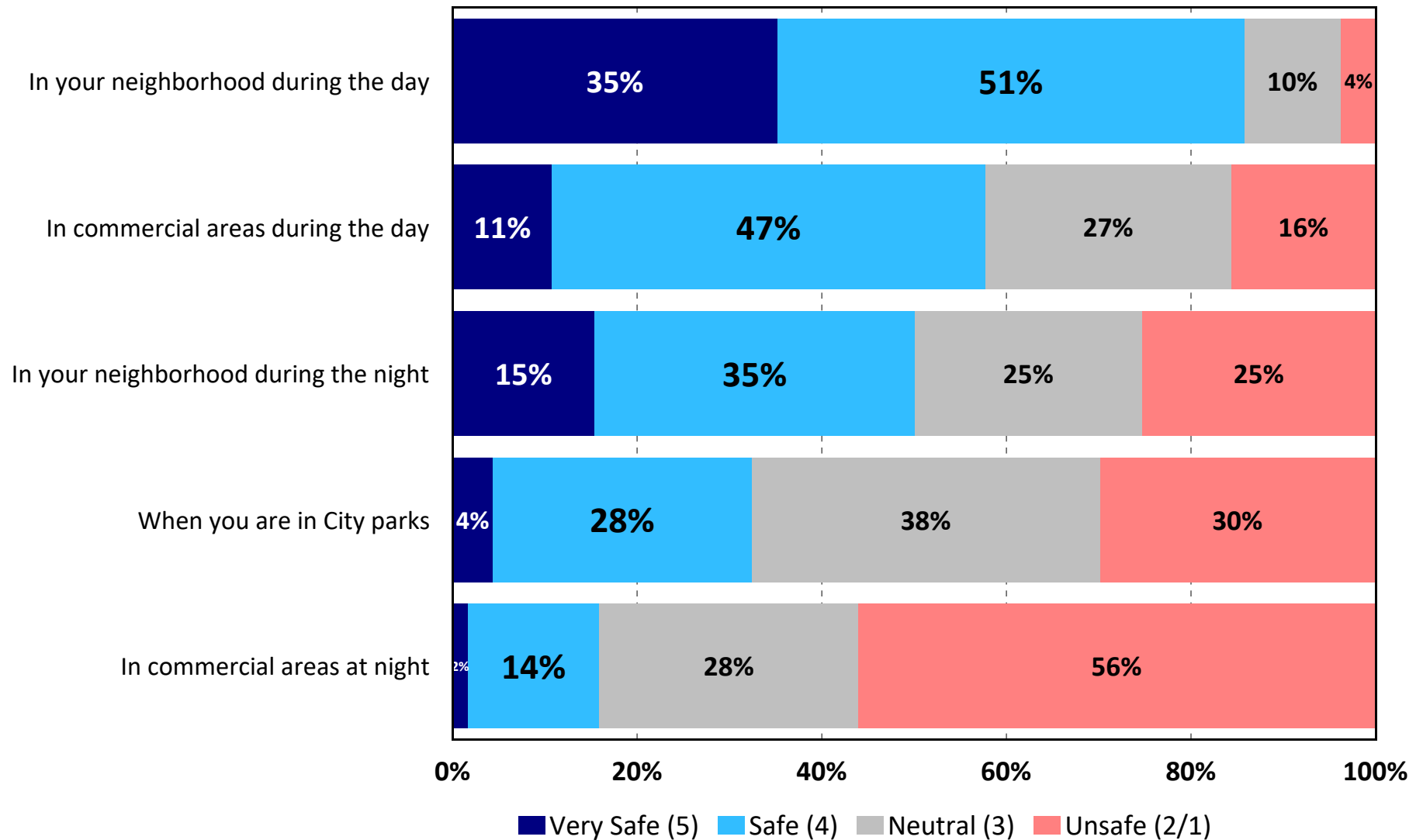
Q6. How Problematic Residents View Each of the Following Items in Their Neighborhood

by percentage of respondents (excluding don't knows)



Q7. How Safe Residents Feel in the City of Independence

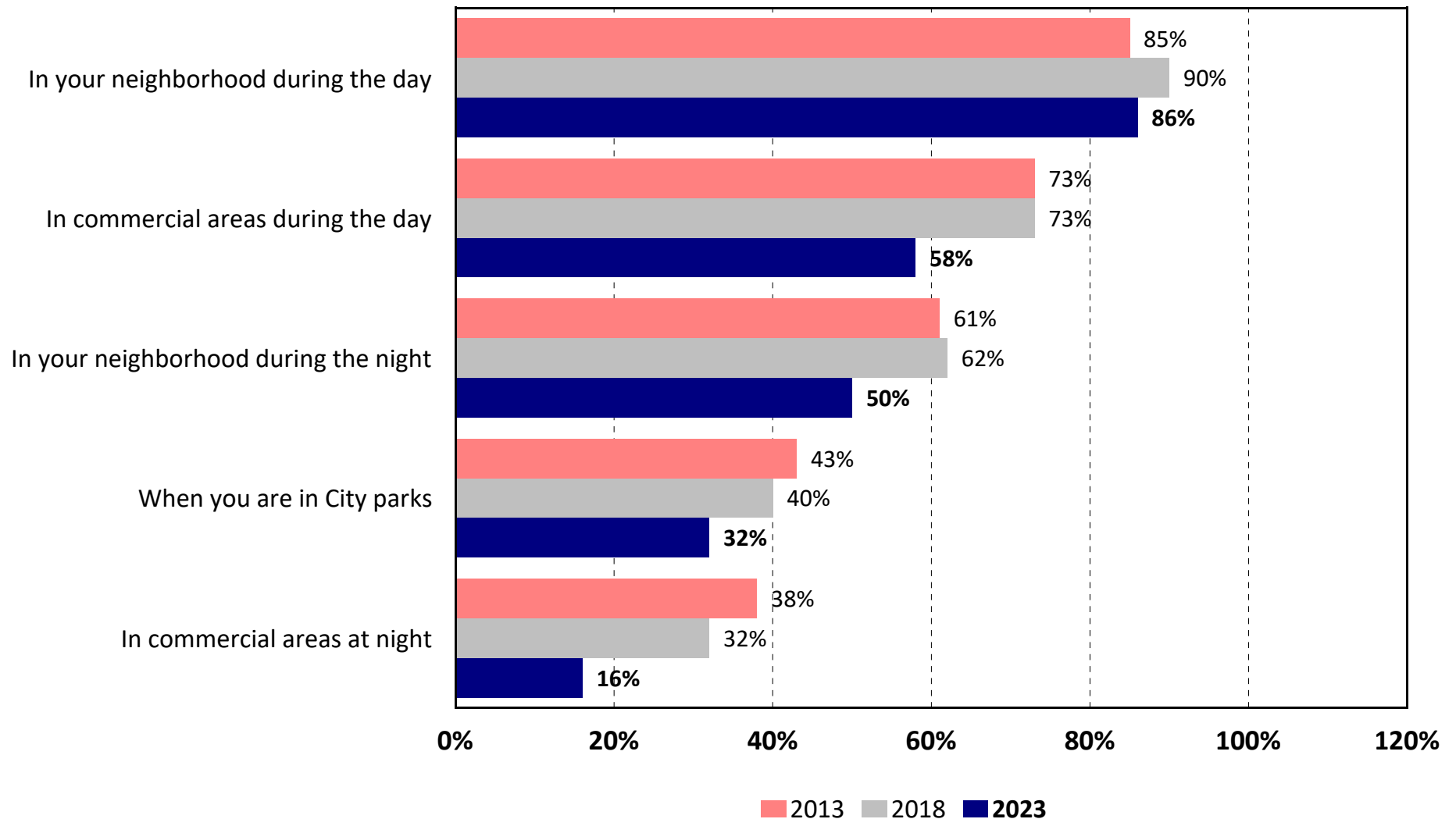
by percentage of respondents (excluding don't knows)



How Safe Residents Feel in the City of Independence

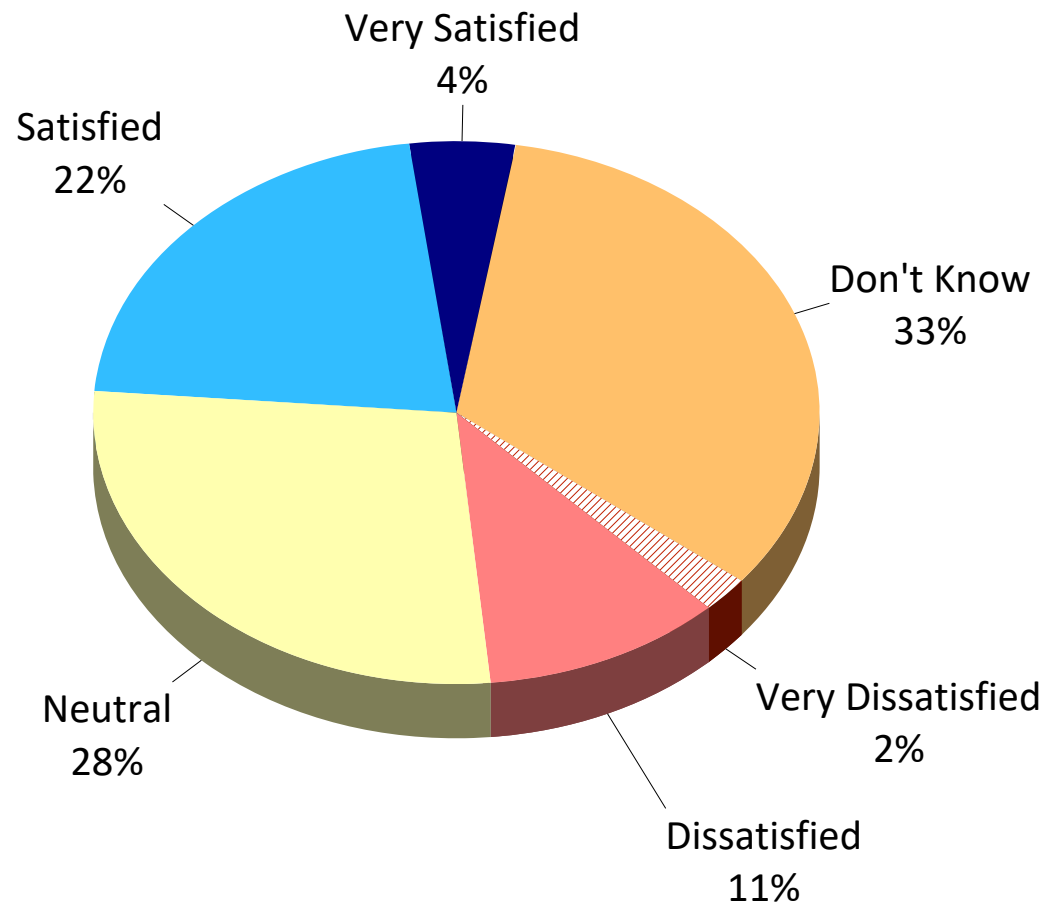
Trends - 2013, 2018 & 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale where
5 means "very safe" (excluding don't knows)



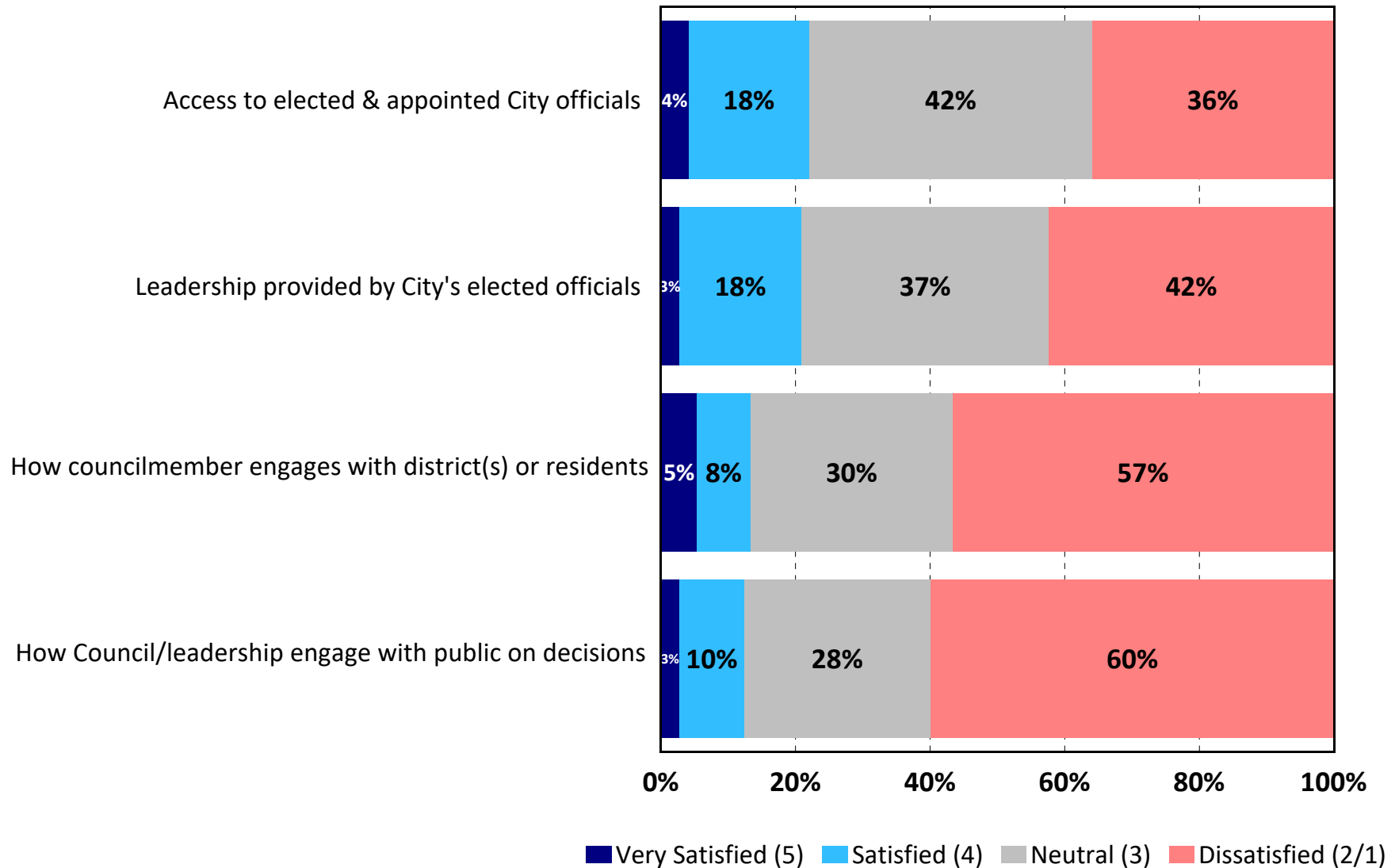
Q8. How satisfied are you with the City's emergency preparedness efforts to assist individuals/families in becoming better prepared in the event of a disaster?

by percentage of respondents



Q9. Satisfaction with City Leadership

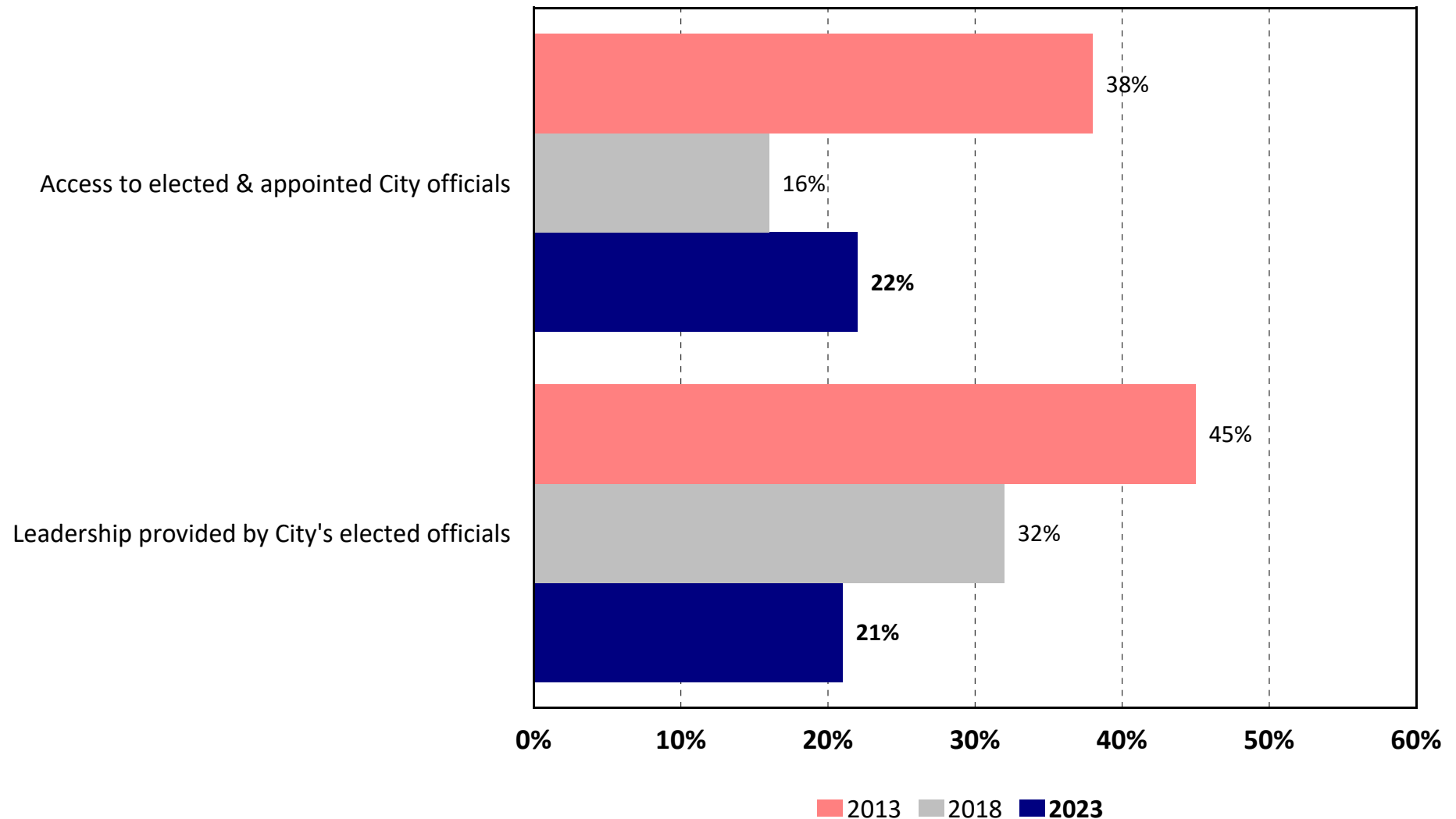
by percentage of respondents (excluding don't knows)



Satisfaction with City Leadership

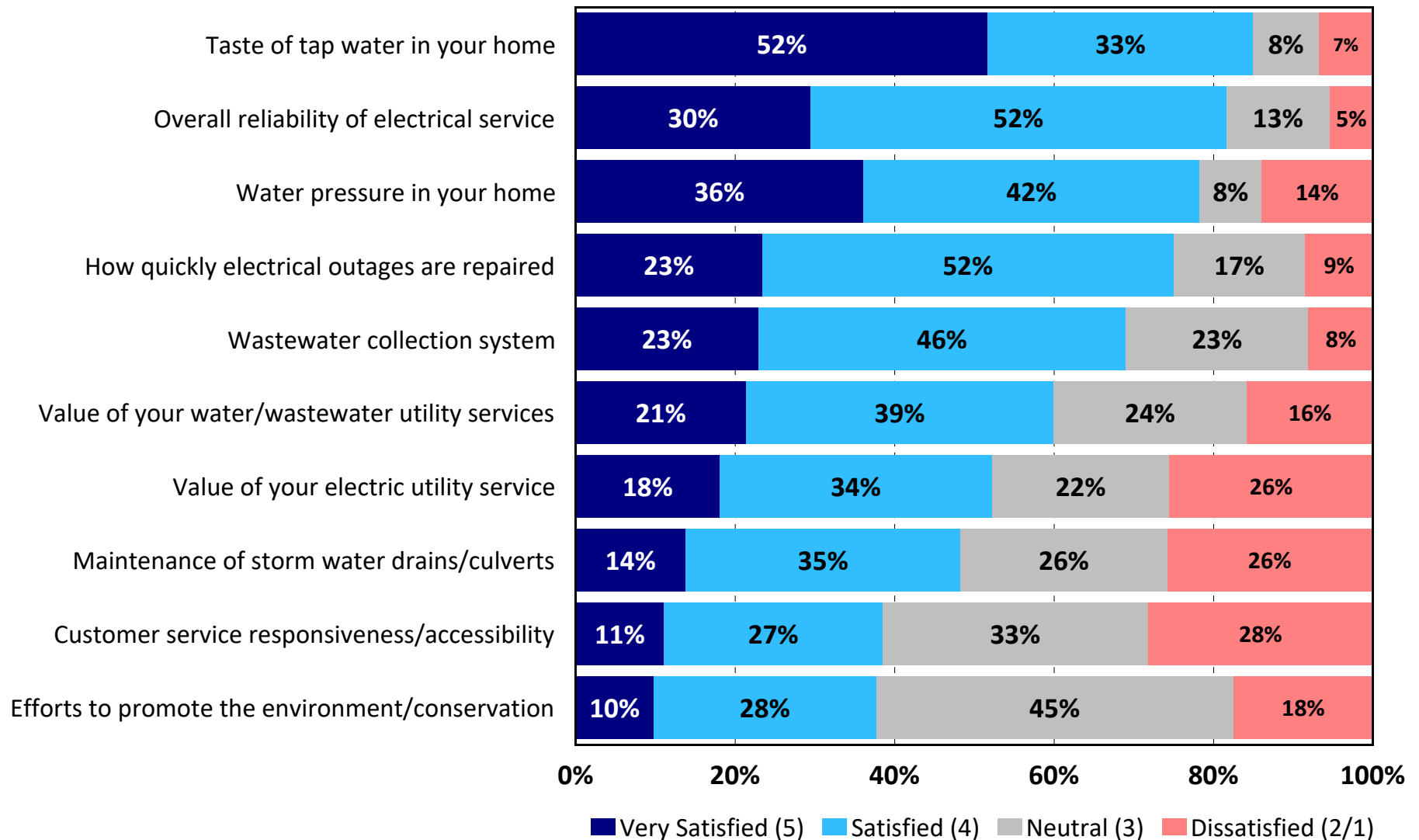
Trends - 2013, 2018 & 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale where 5 means "very satisfied" (excluding don't knows)



Q10. Satisfaction with Water, Wastewater and Electric Utilities

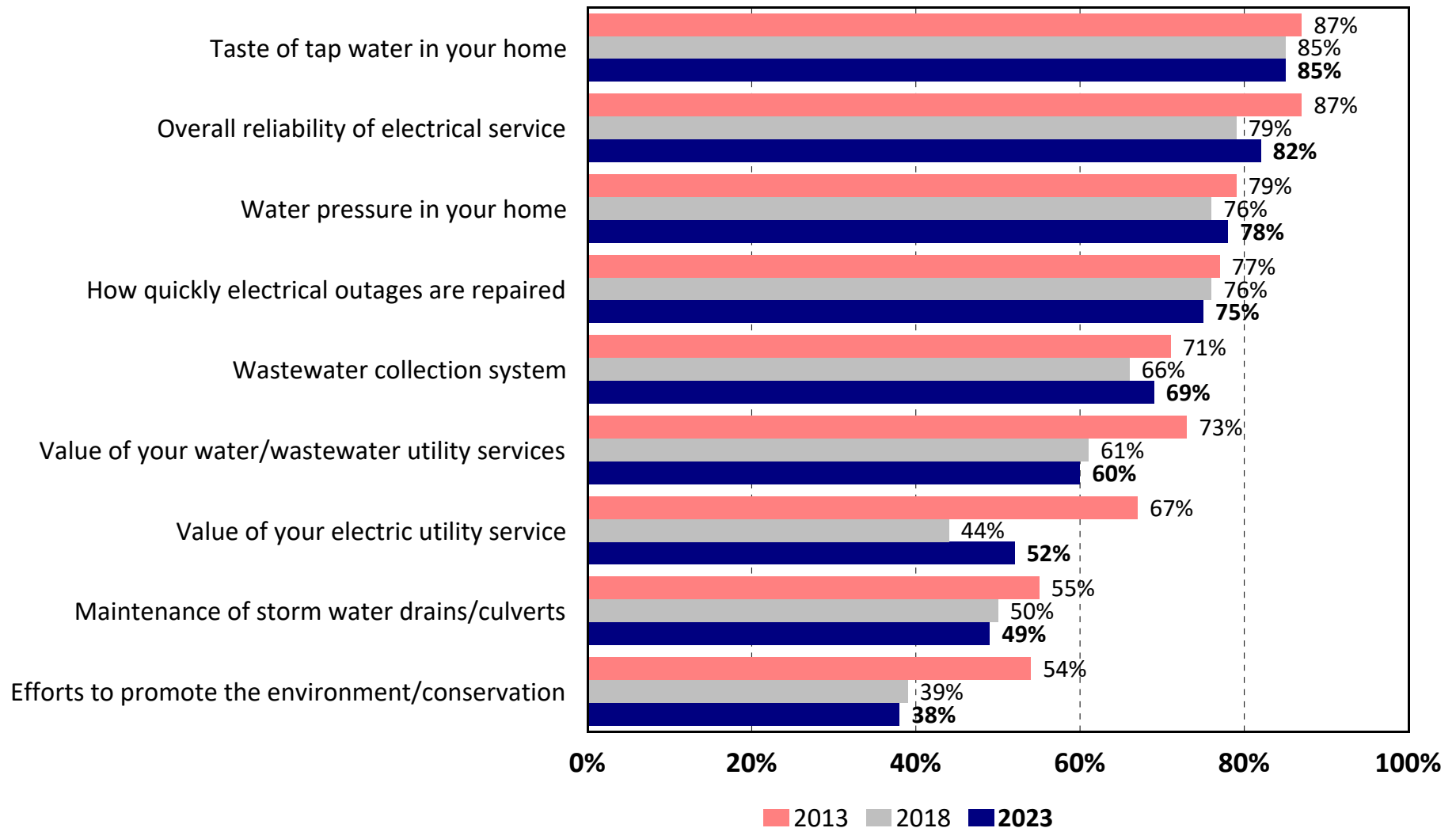
by percentage of respondents (excluding don't knows)



Satisfaction with Water, Wastewater, and Electric Utilities

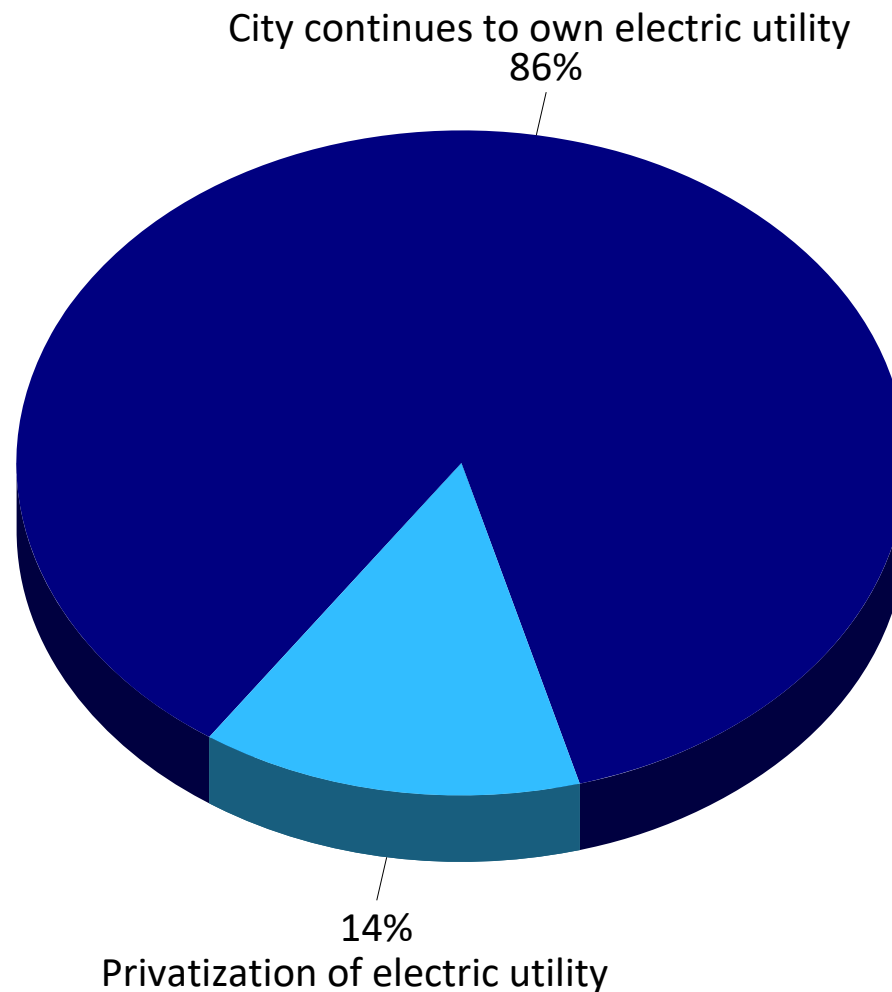
Trends - 2013, 2018 & 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale where
5 means "very satisfied" (excluding don't knows)



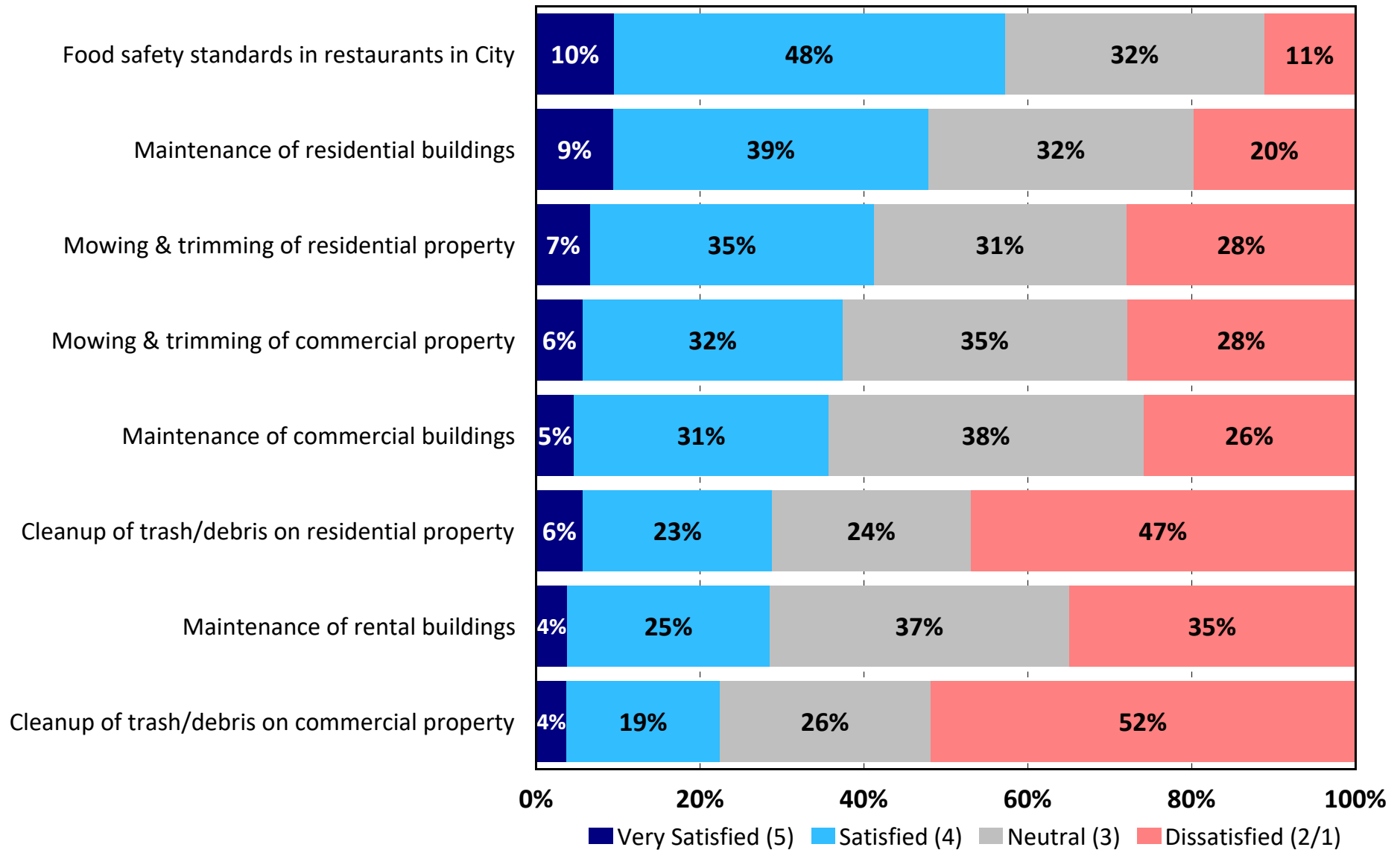
Q11. Regarding future ownership of the Independence Power and Light utility, which of the following options do you prefer?

by percentage of respondents (excluding “not provided”)



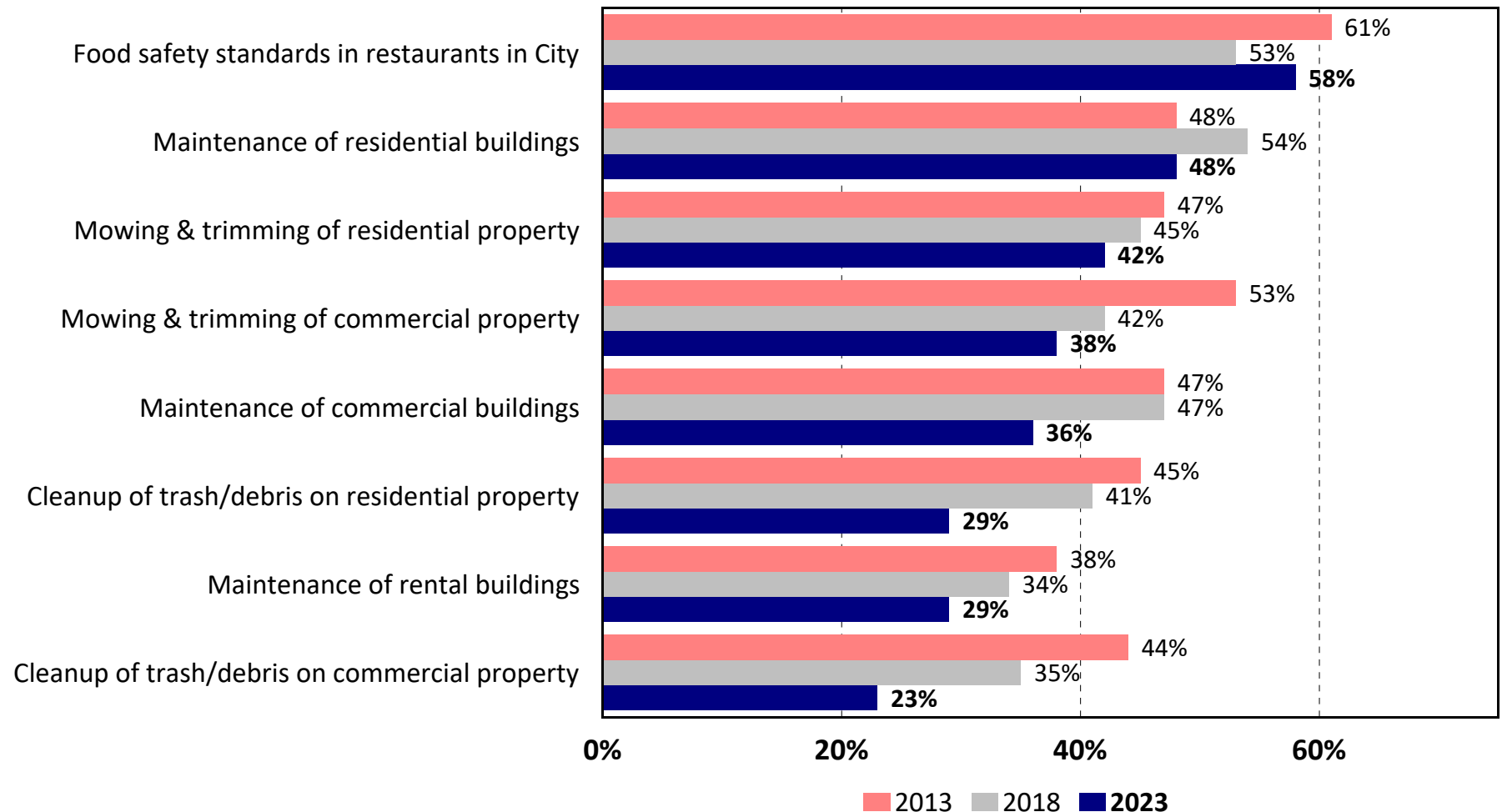
Q12. Satisfaction with the Enforcement of City Codes and Ordinances

by percentage of respondents (excluding don't knows)



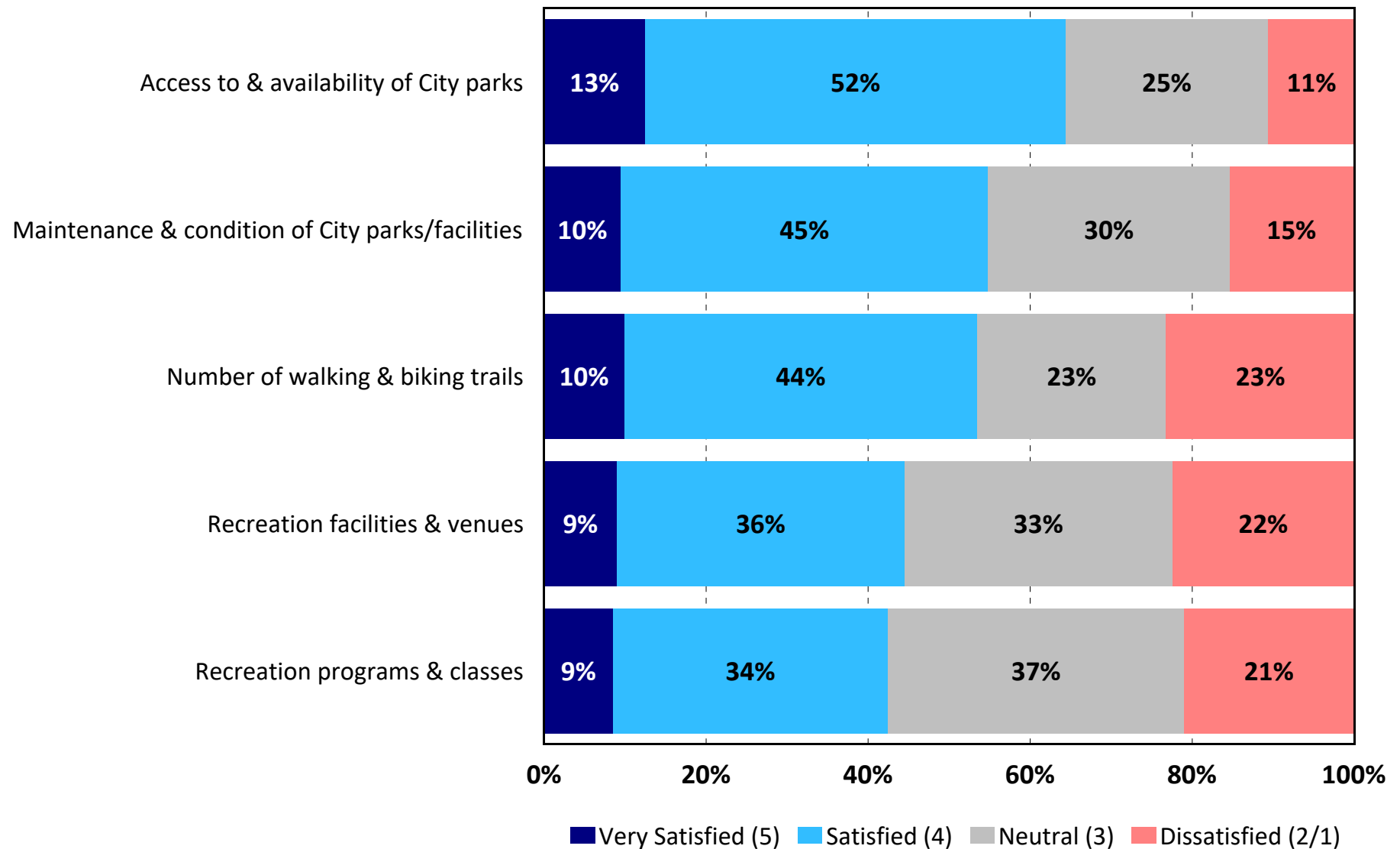
Satisfaction with the Enforcement of City Codes and Ordinances Trends - 2013, 2018 & 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale where
5 means "very satisfied" (excluding don't knows)



Q13. Satisfaction with City Parks & Recreation

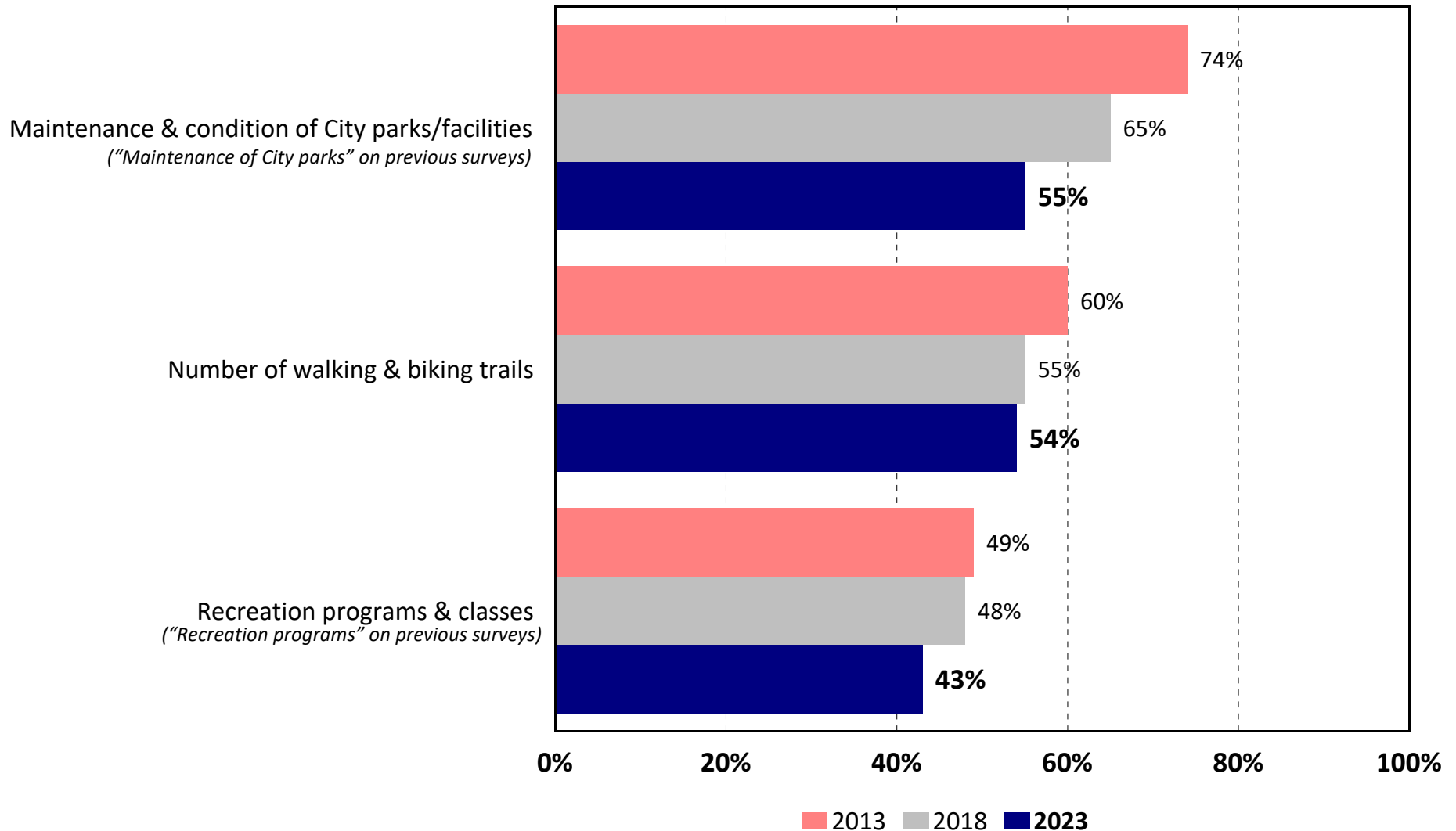
by percentage of respondents (excluding don't knows)



Satisfaction with Parks and Recreation

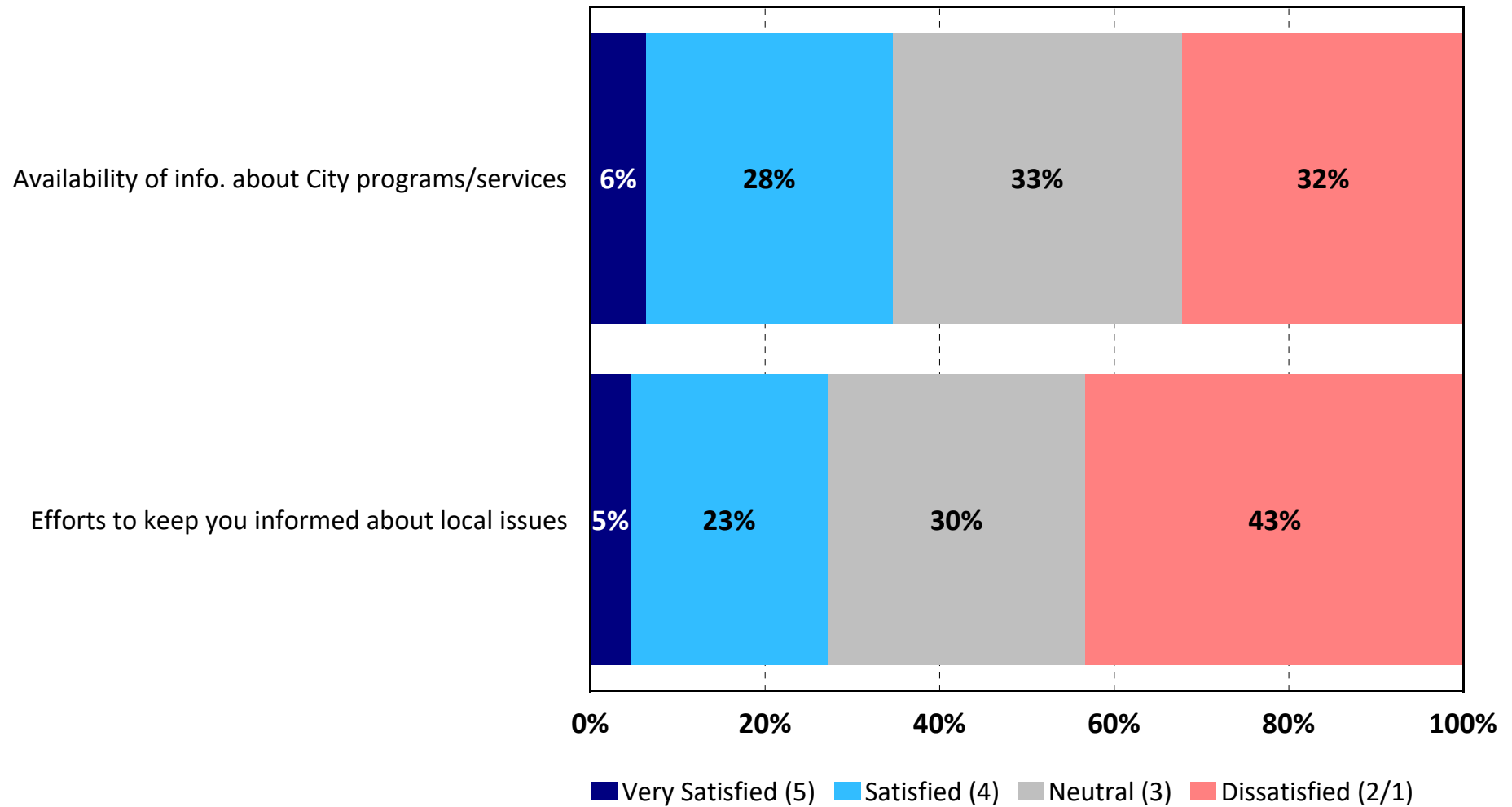
Trends - 2013, 2018 & 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale where 5 means "very satisfied" (excluding don't knows)



Q14. Satisfaction with City Communications

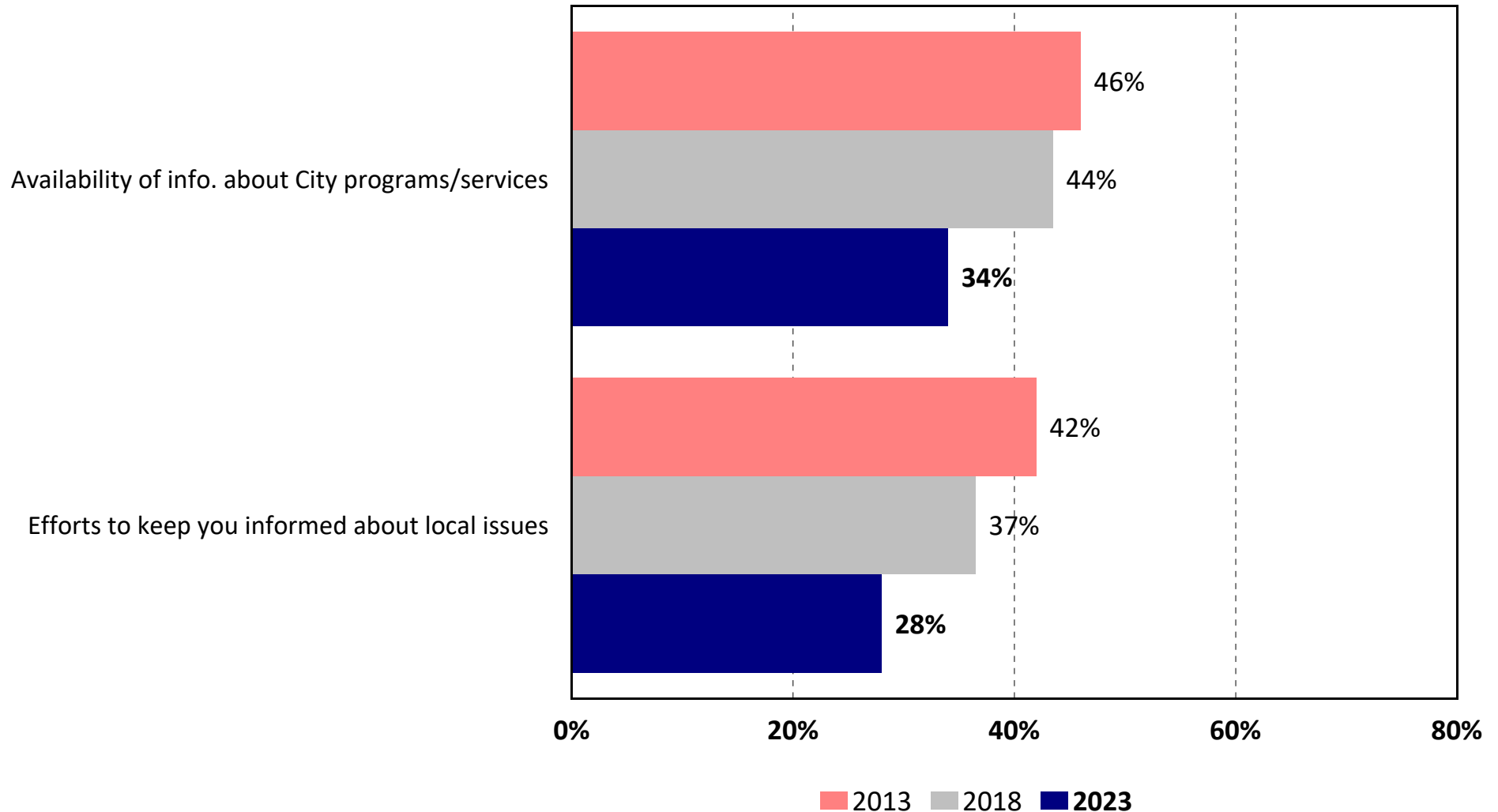
by percentage of respondents (excluding don't knows)



Satisfaction with City Communications

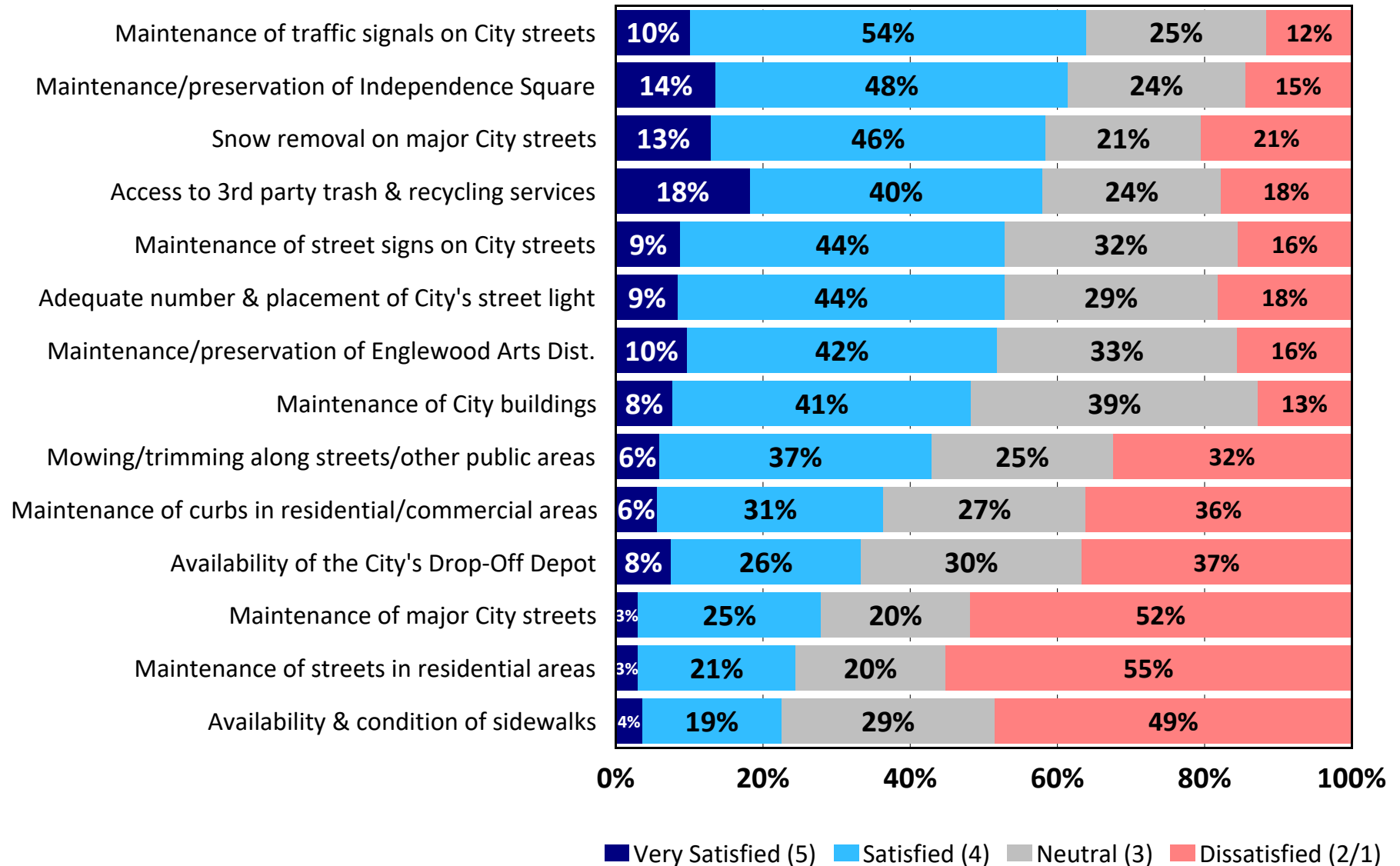
Trends - 2013, 2018 & 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale where 5 means "very satisfied" (excluding don't knows)



Q15. Satisfaction with City Maintenance

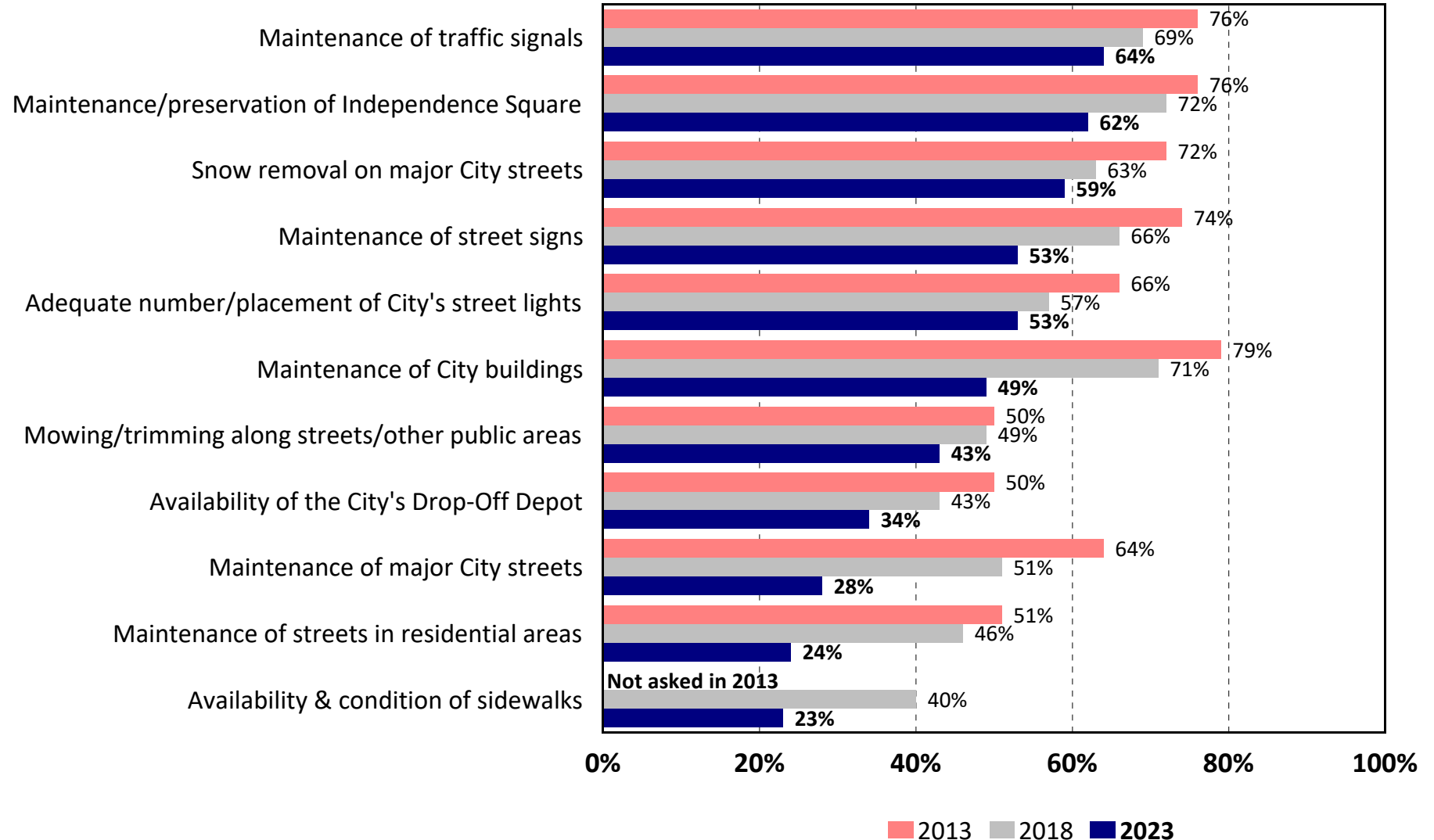
by percentage of respondents (excluding don't knows)



Satisfaction with City Maintenance

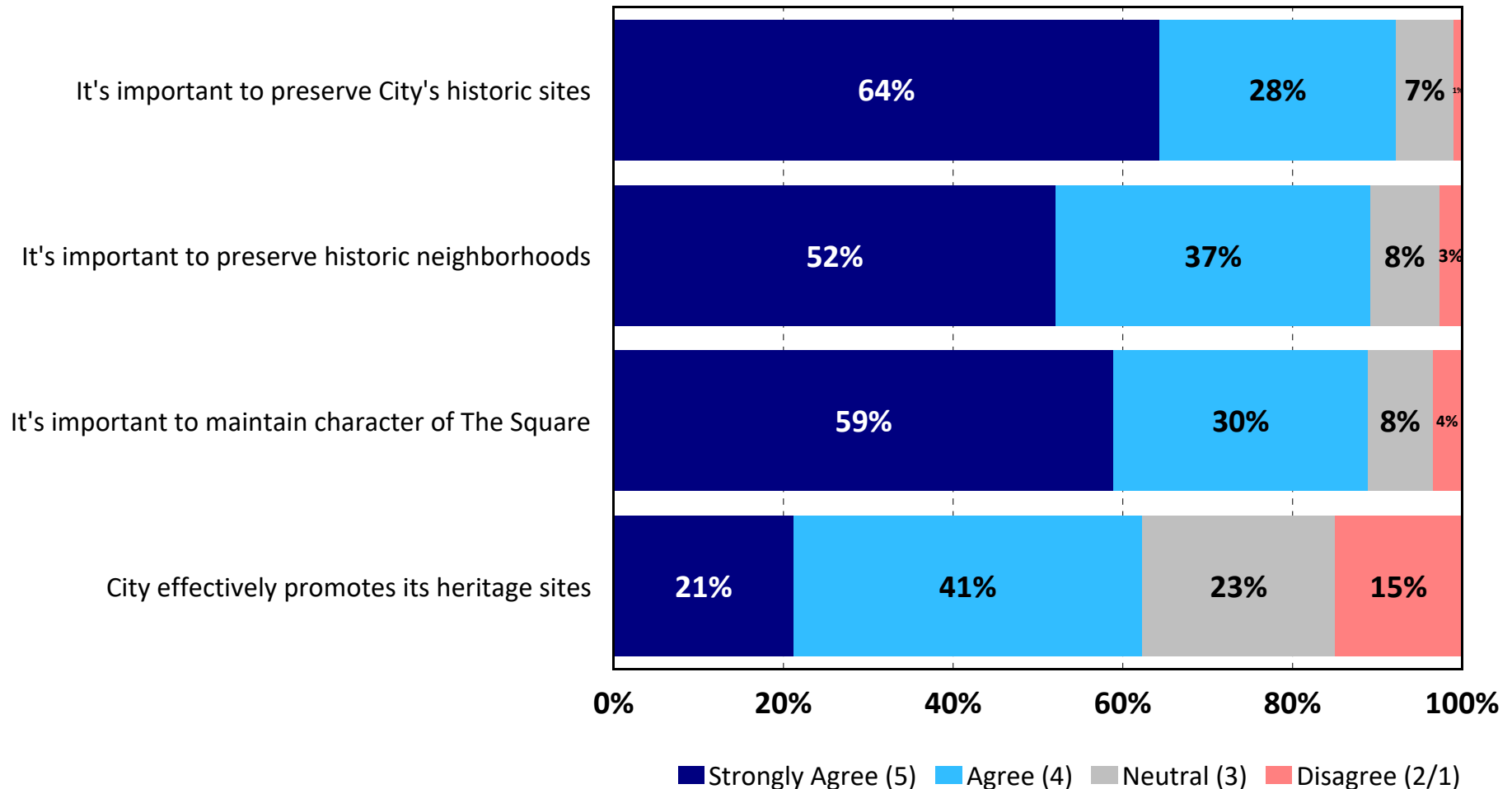
Trends - 2013, 2018 & 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale where 5 means "very satisfied" (excluding don't knows)



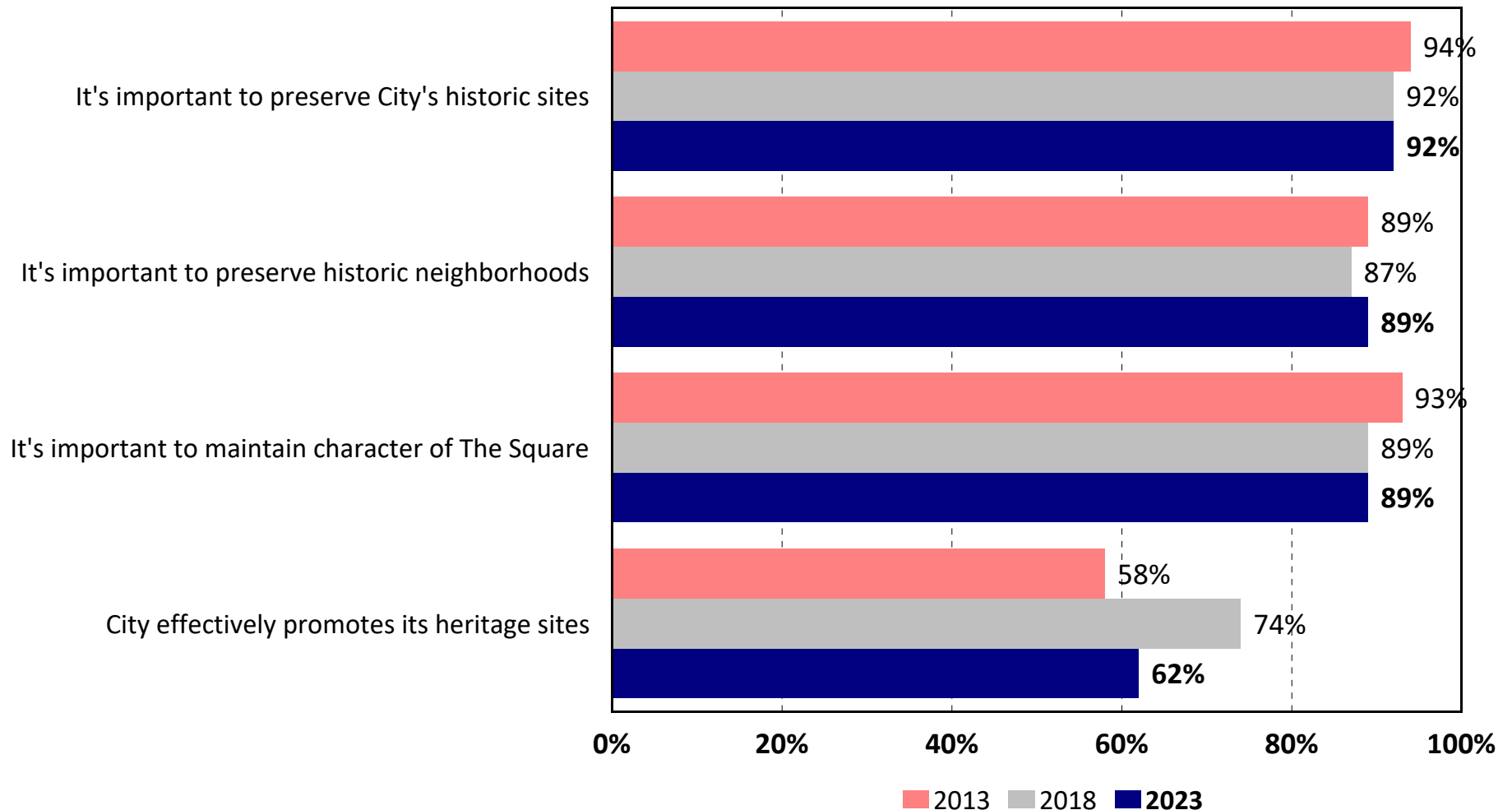
Q16. Agreement with Various Statements About Independence as a Historic City

by percentage of respondents (excluding "not provided")



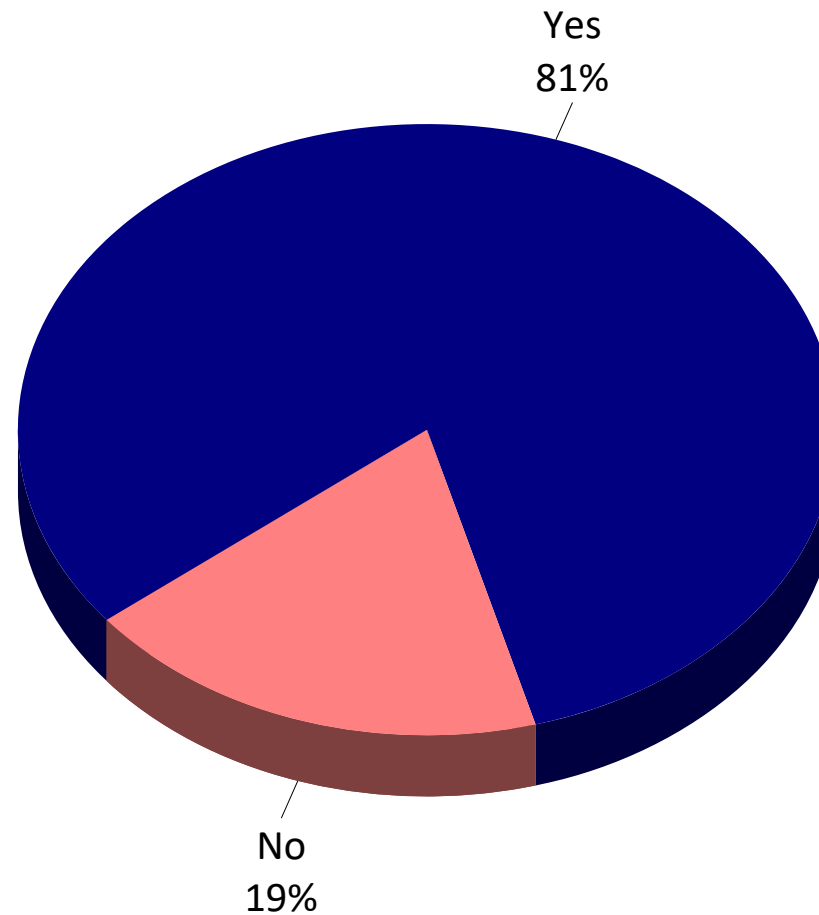
Agreement with Various Statements About Independence as a Historic City Trends - 2013, 2018 & 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale where
5 means "strongly agree" (excluding "not provided")



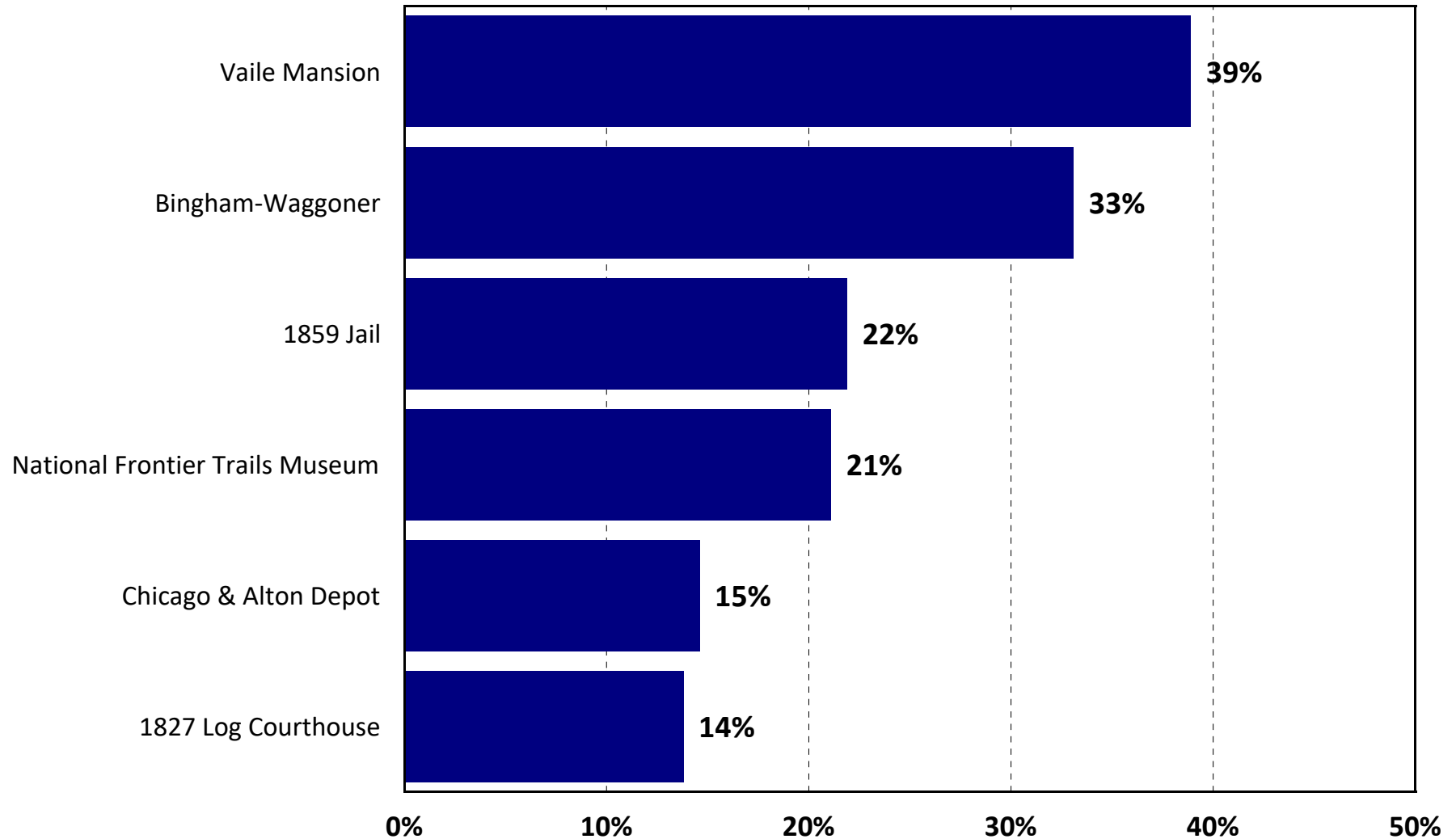
Q16a. Do you support the City using tax dollars to own and operate these historic sites?

by percentage of respondents (excluding “not provided”)



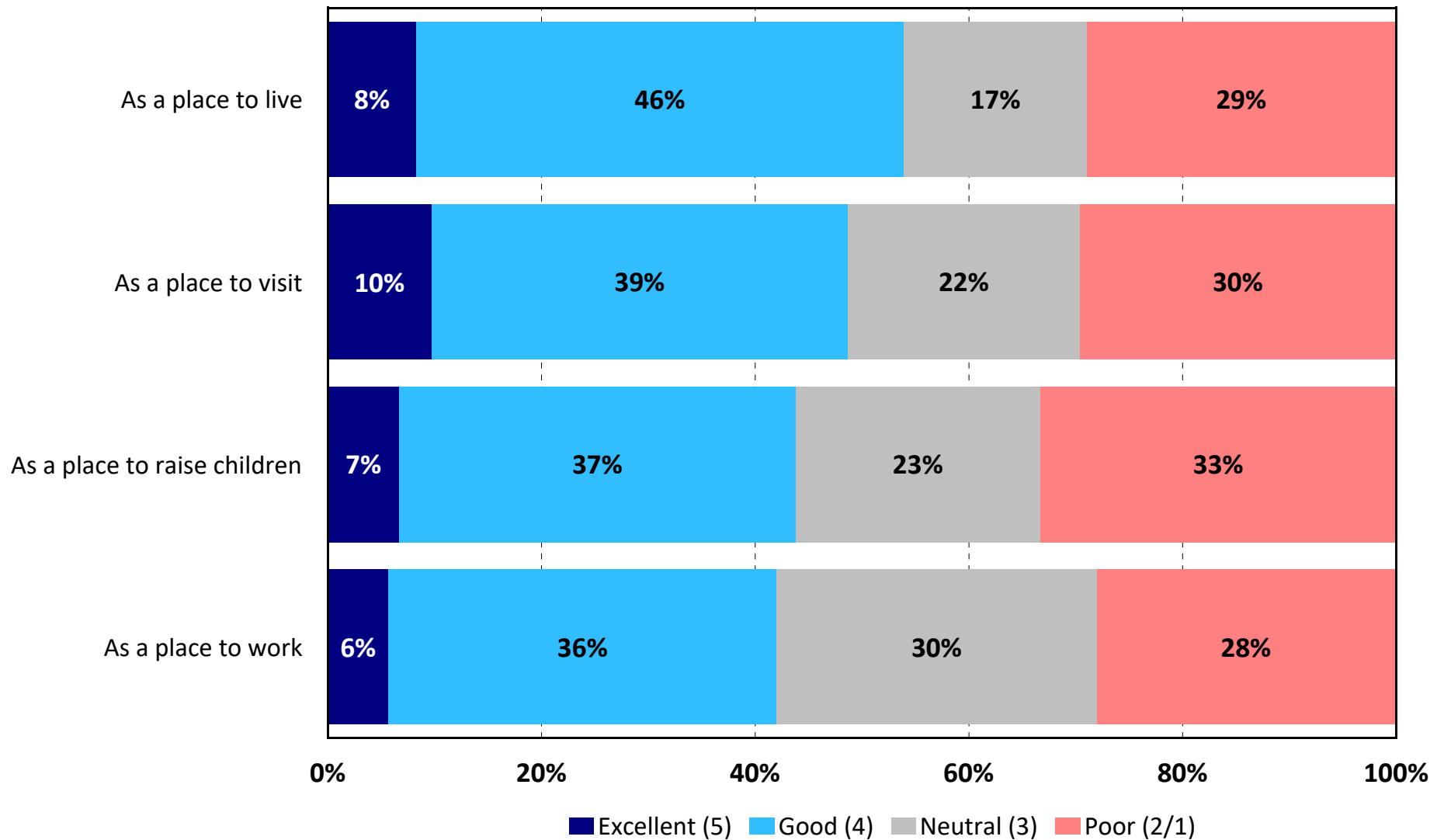
Q17. Historic Sites Respondent has Visited in the City within the Last Two Years

by percentage of respondents (multiple responses could be made)



Q18. Overall Ratings of the City

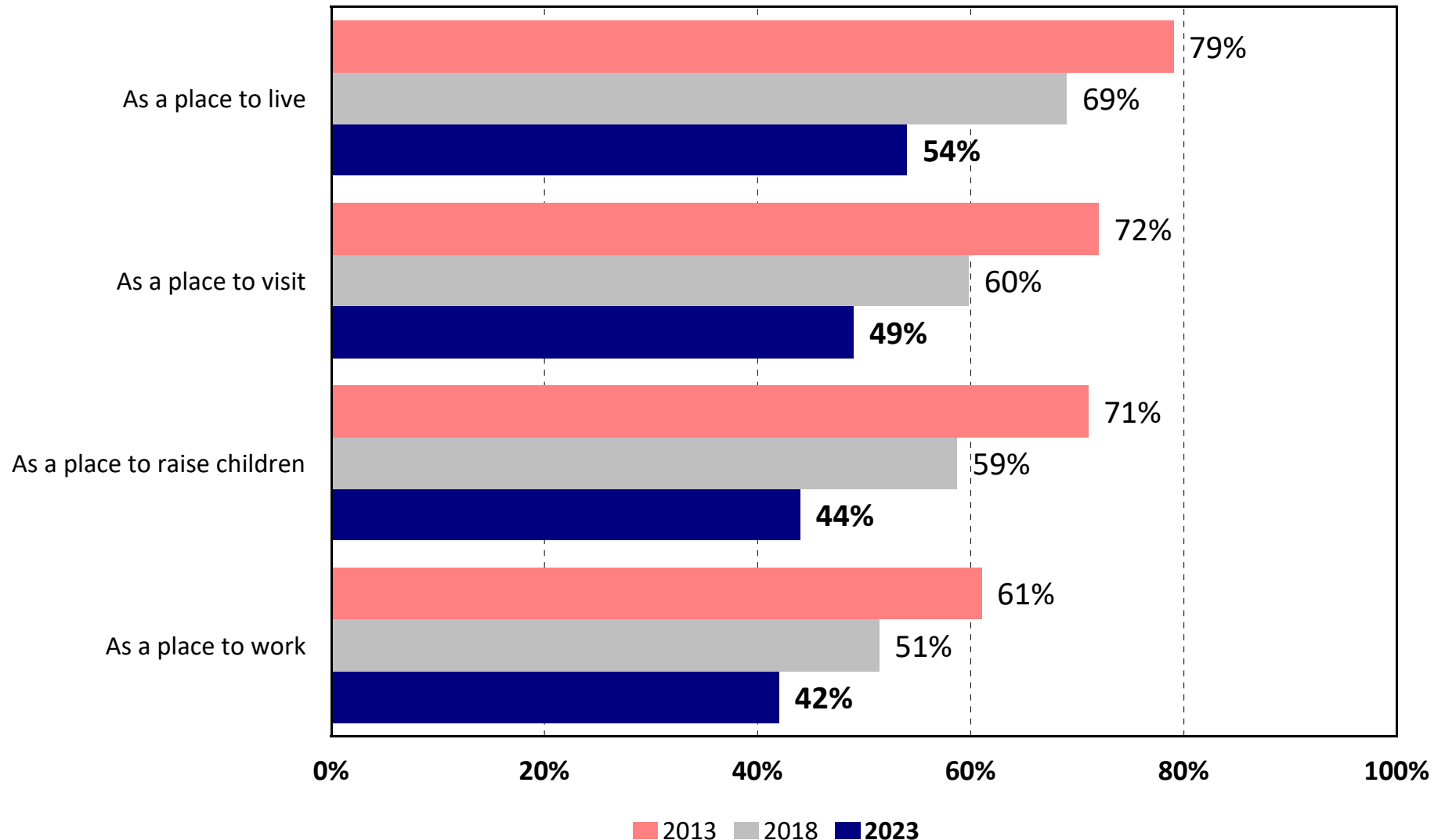
by percentage of respondents (excluding don't knows)



Overall Ratings of the City

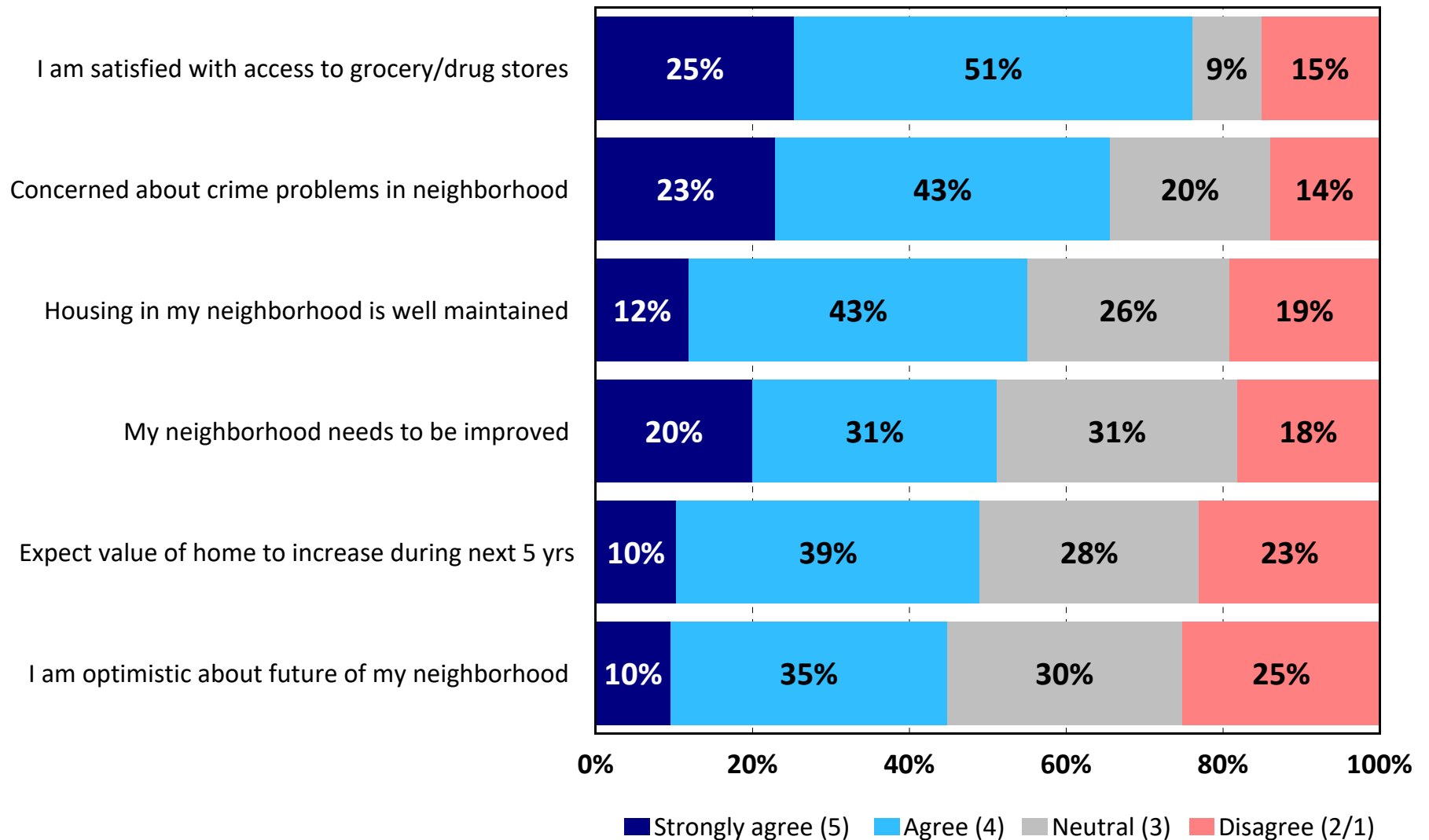
Trends - 2013, 2018 & 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale where 5 means "excellent" (excluding don't knows)



Q19. Agreement with Various Statements About the City

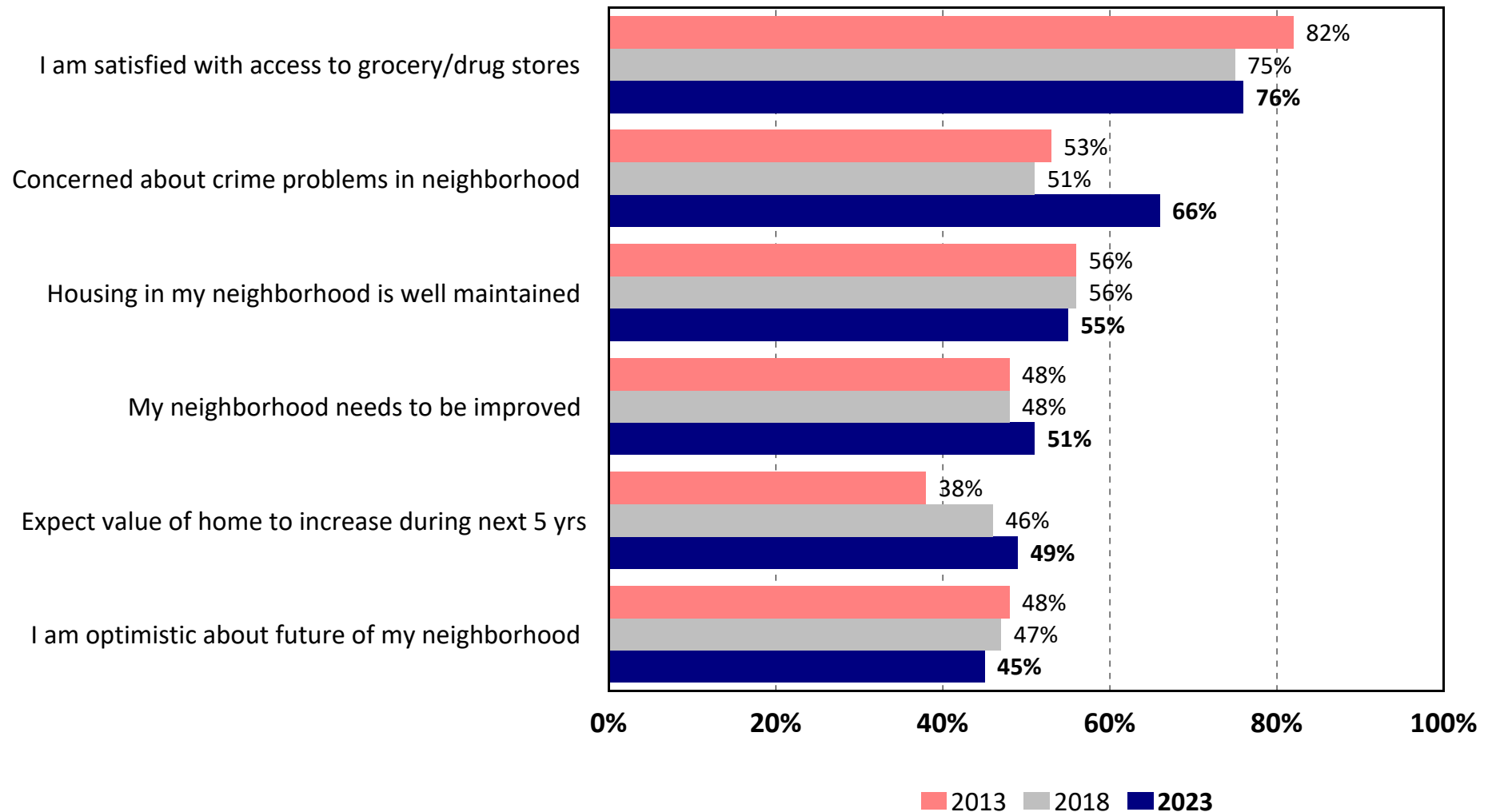
by percentage of respondents (excluding don't knows)



Agreement with Various Statements About the City

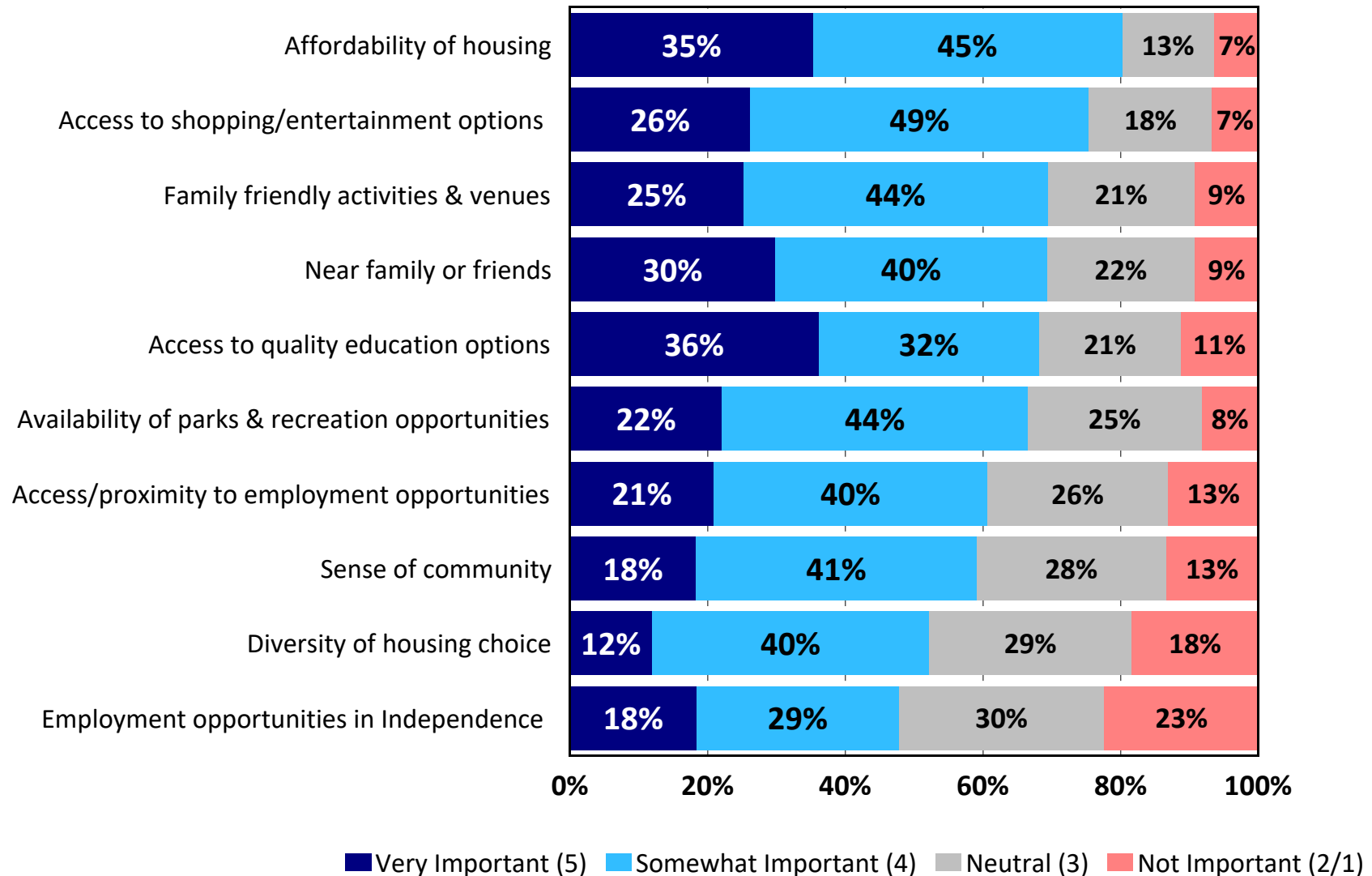
Trends - 2013, 2018 & 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale where 5 means "strongly agree" (excluding don't knows)



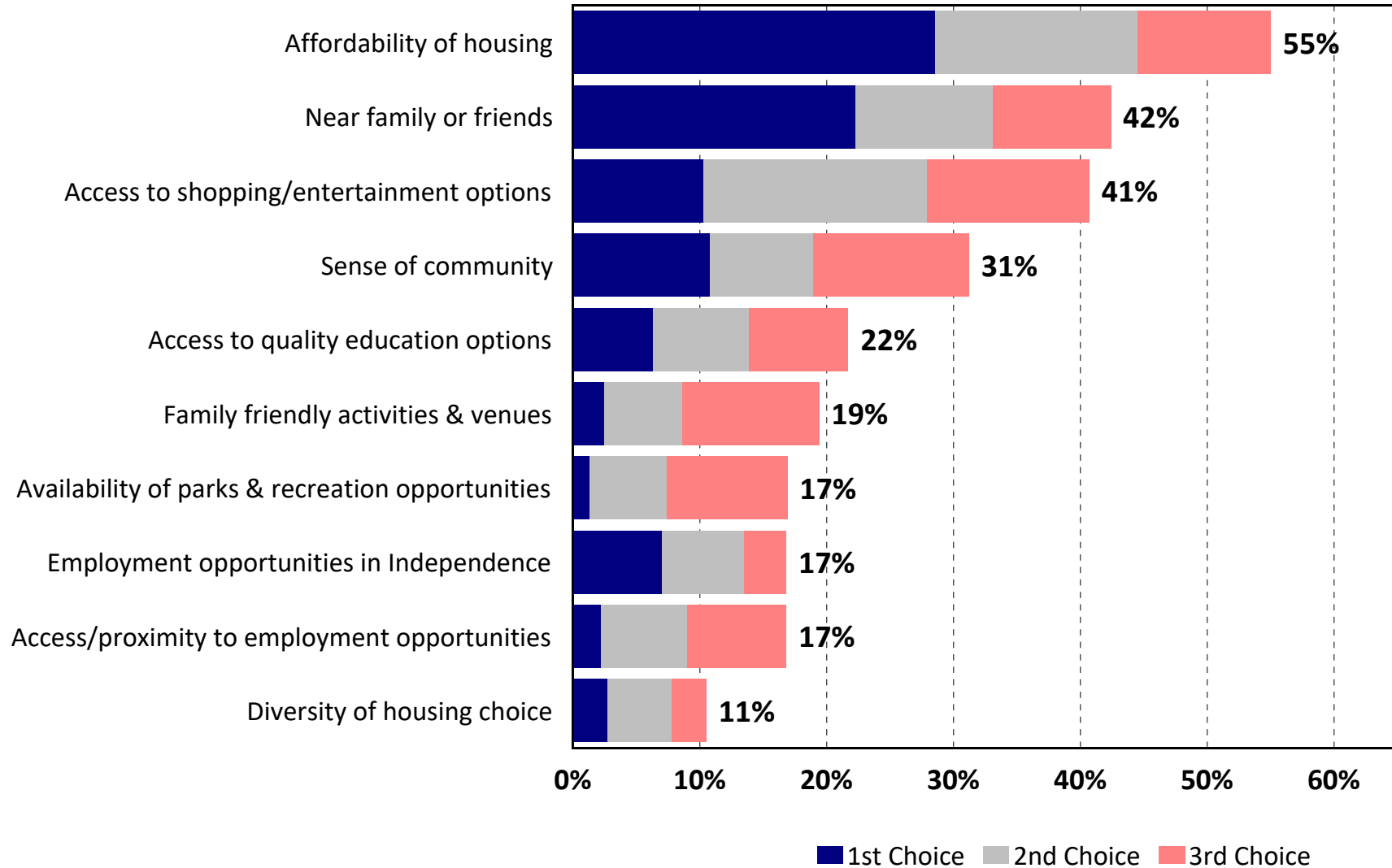
Q20. How important was each of the following in your decision to live in Independence?

by percentage of respondents (excluding don't knows)



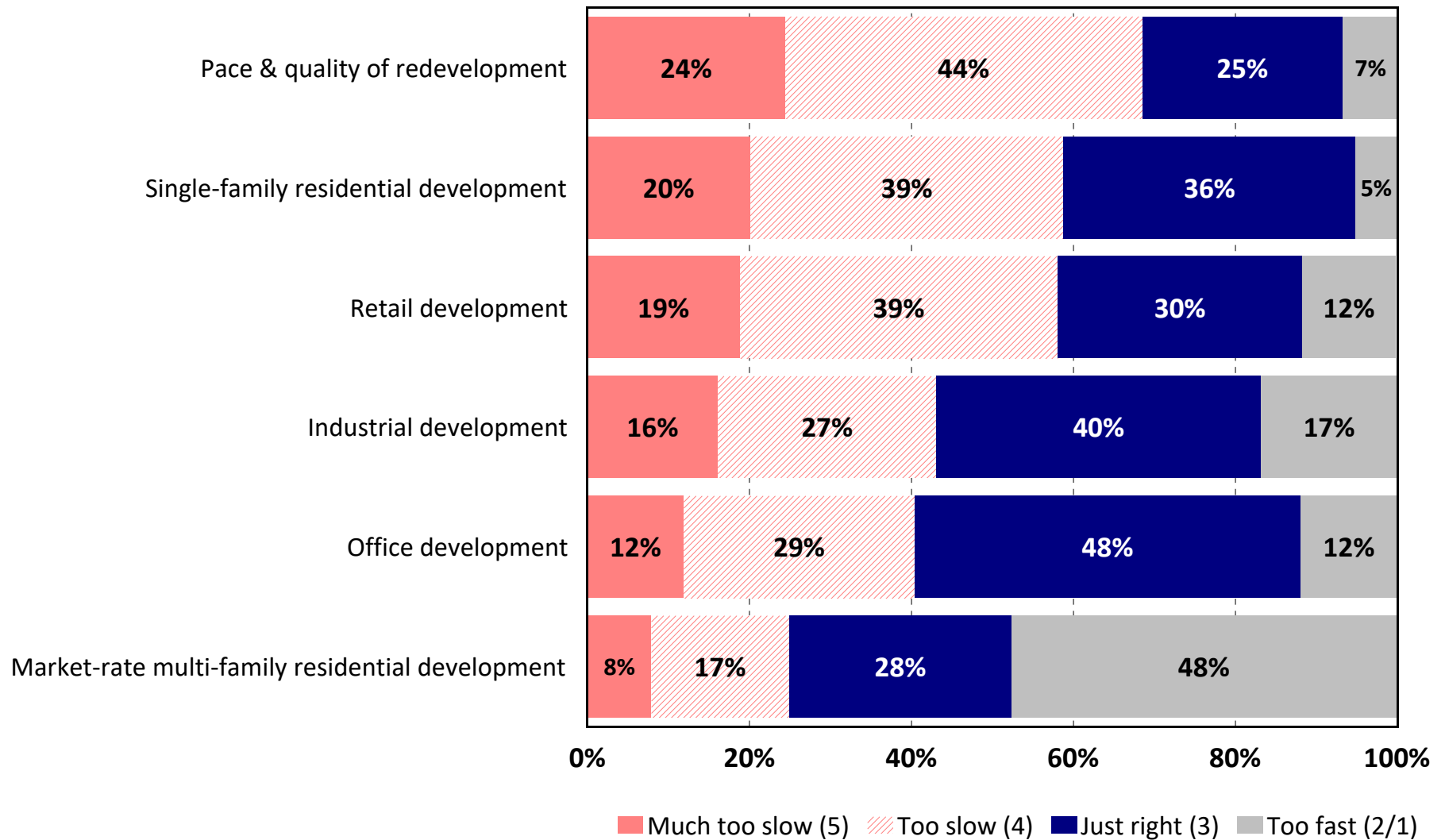
Q21. Most Important Reasons for Staying in the City for the Next 10 Years

by percentage of respondents who selected the item as one of their top three choices



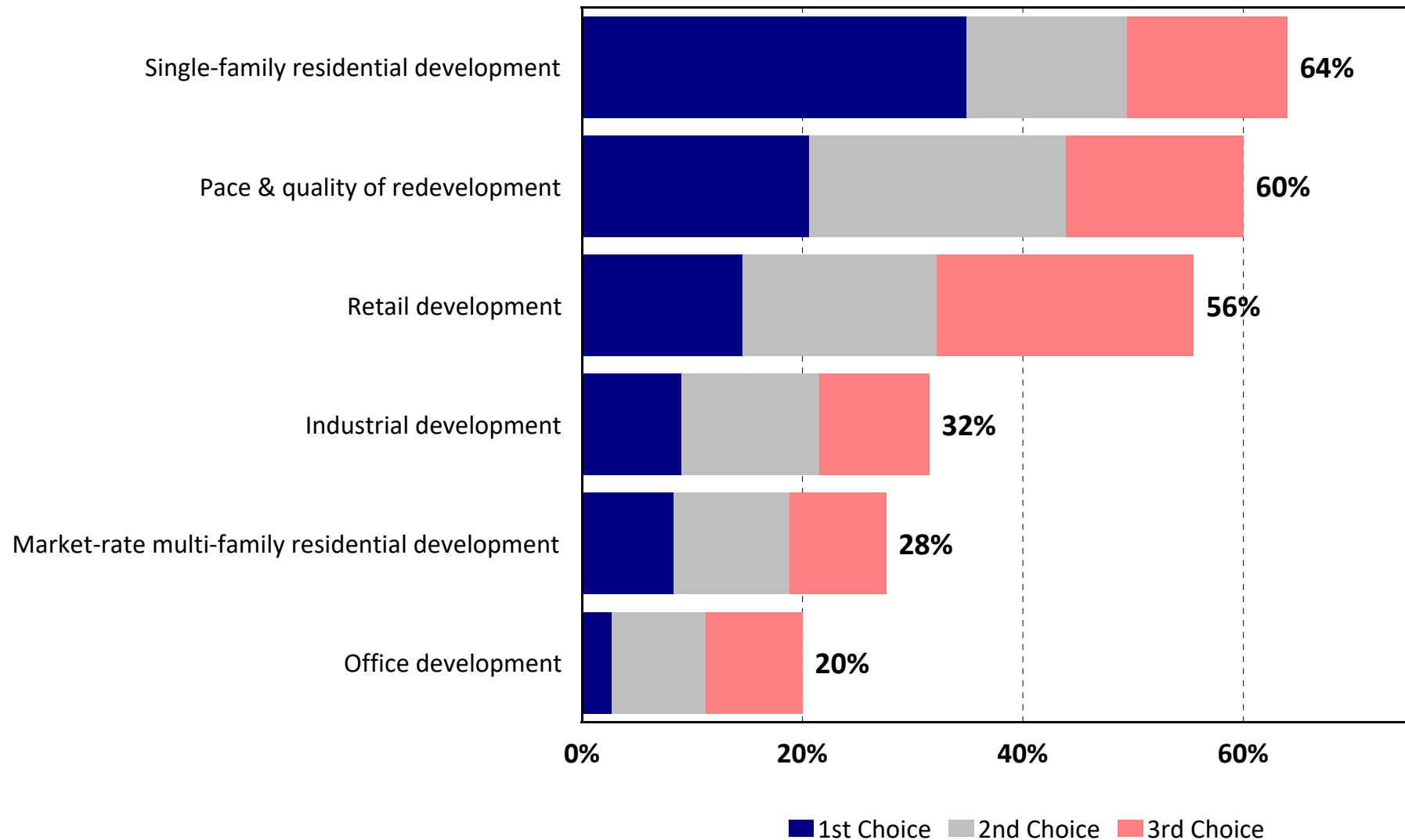
Q22. Ratings of the Current Pace of Development in the City of Independence

by percentage of respondents (excluding don't knows)



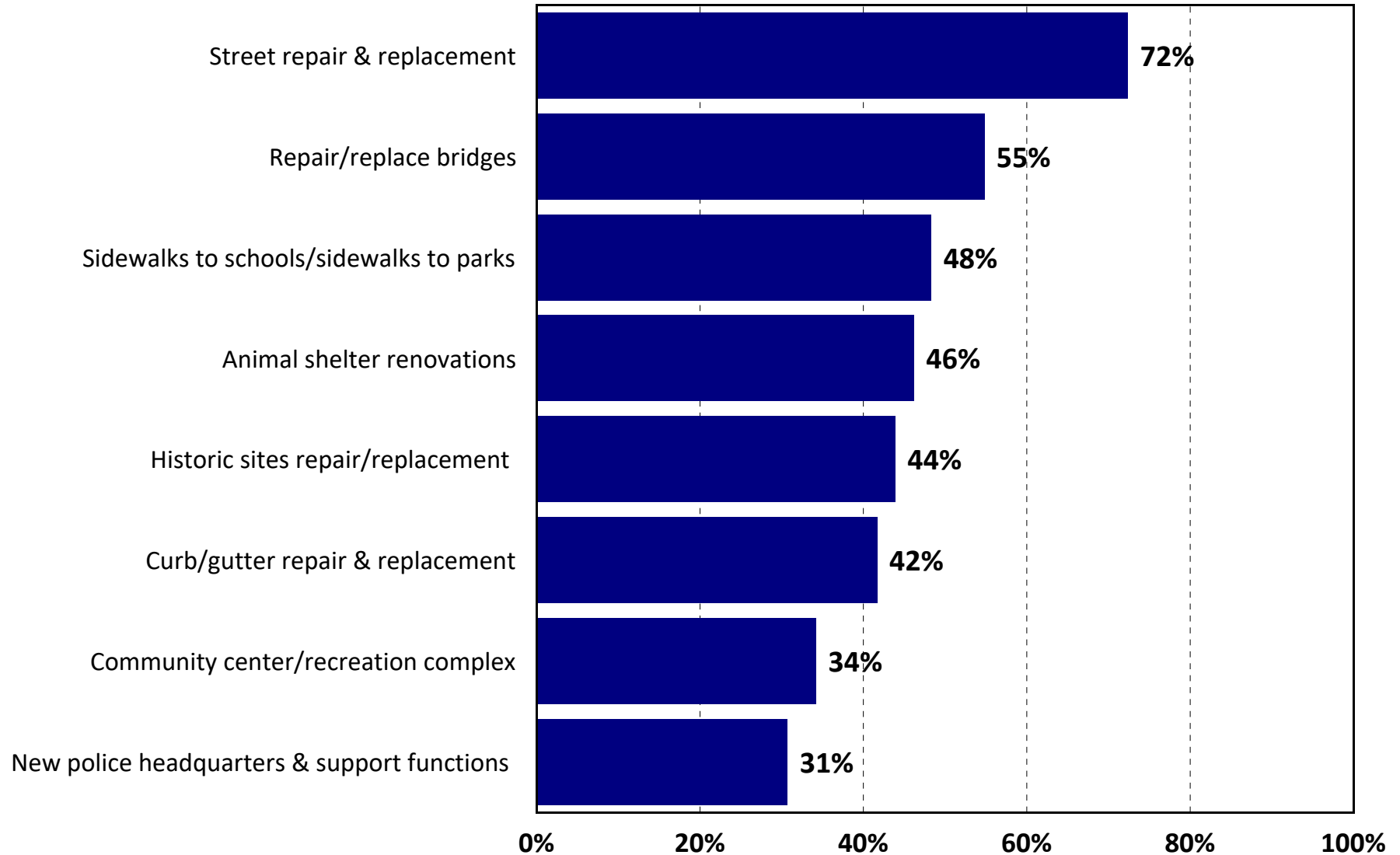
Q23. Types of Development that Should Receive the Highest Priority in the City's Long Range Plan

by percentage of respondents who selected the item as one of their top three choices



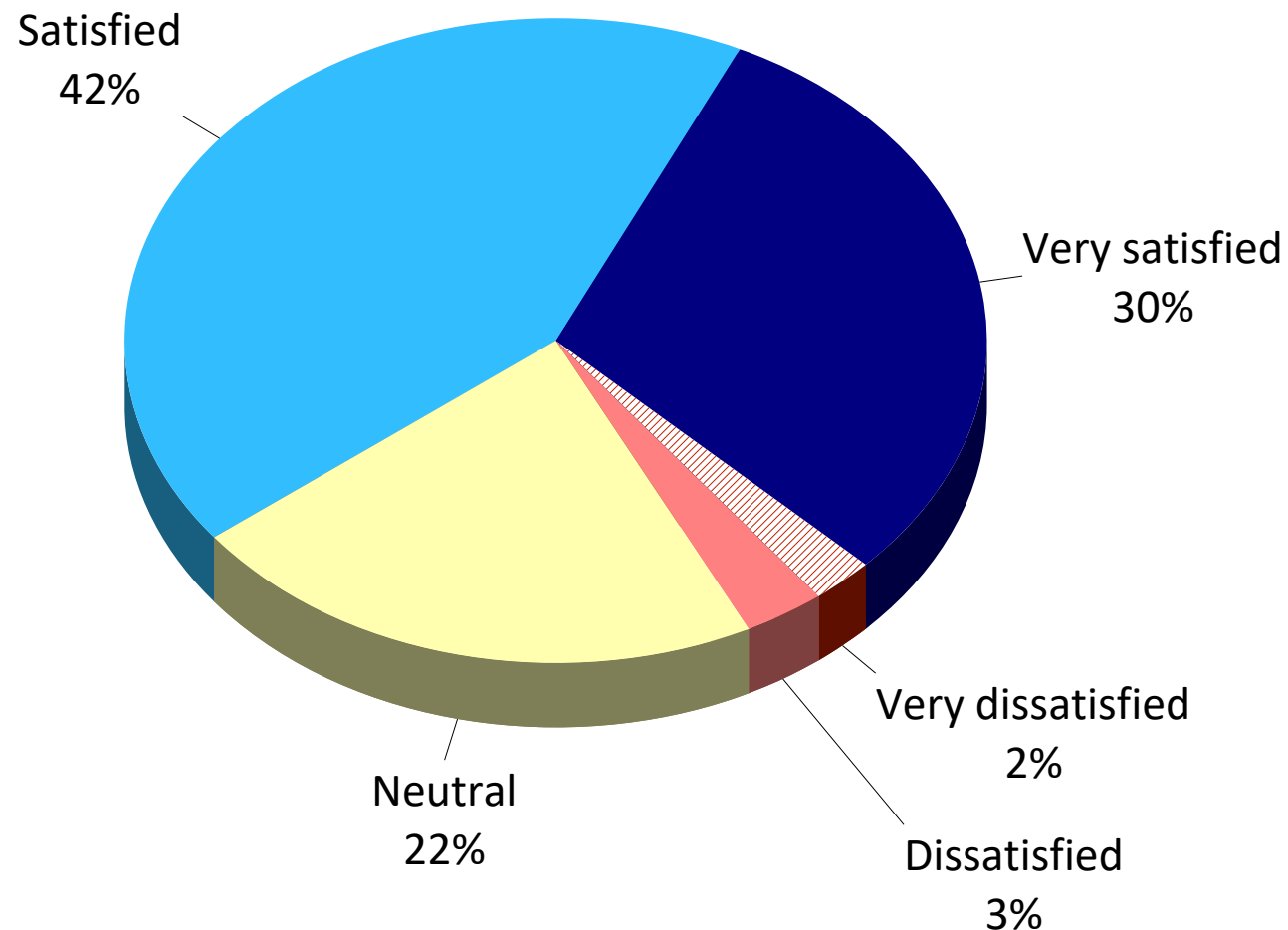
Q24. Would you support a general obligation bond to repair or replace?

by percentage of respondents (multiple responses could be made)



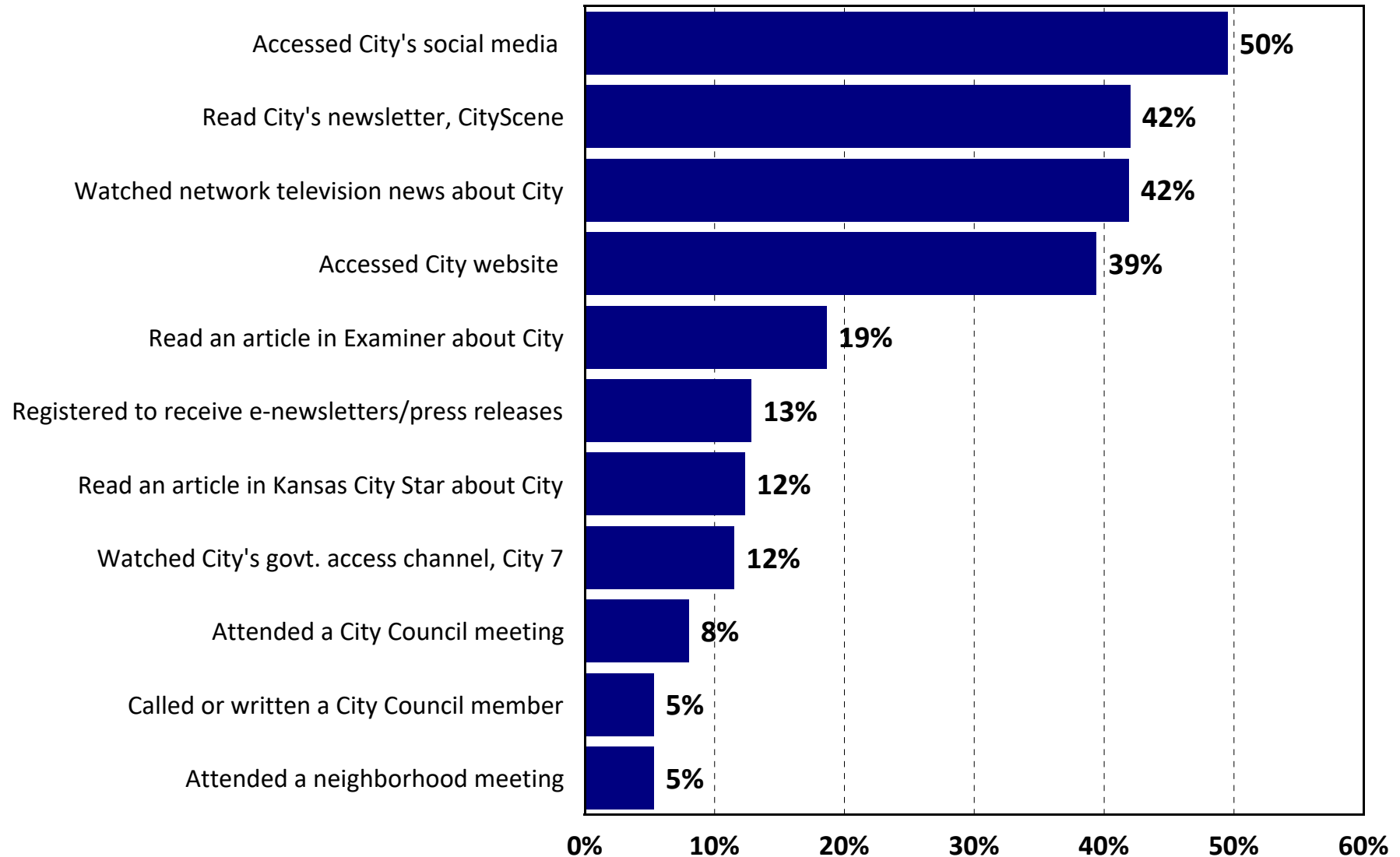
Q25. How satisfied are you with the overall quality of the Independence Events Center?

by percentage of respondents (excluding don't knows)



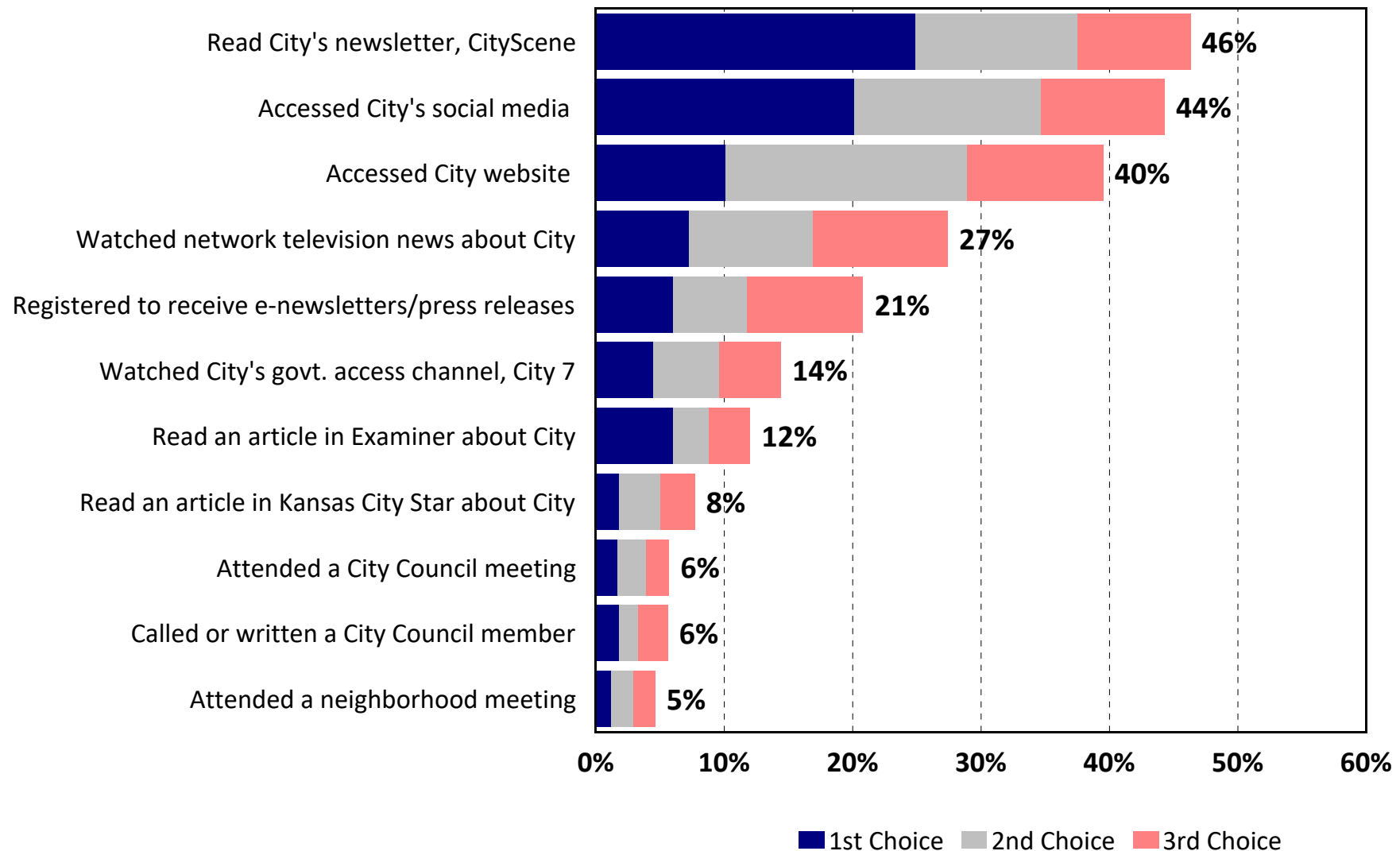
Q26. Where Residents Currently Get Information About City Programs, Services and Events

by percentage of respondents (multiple responses could be made)



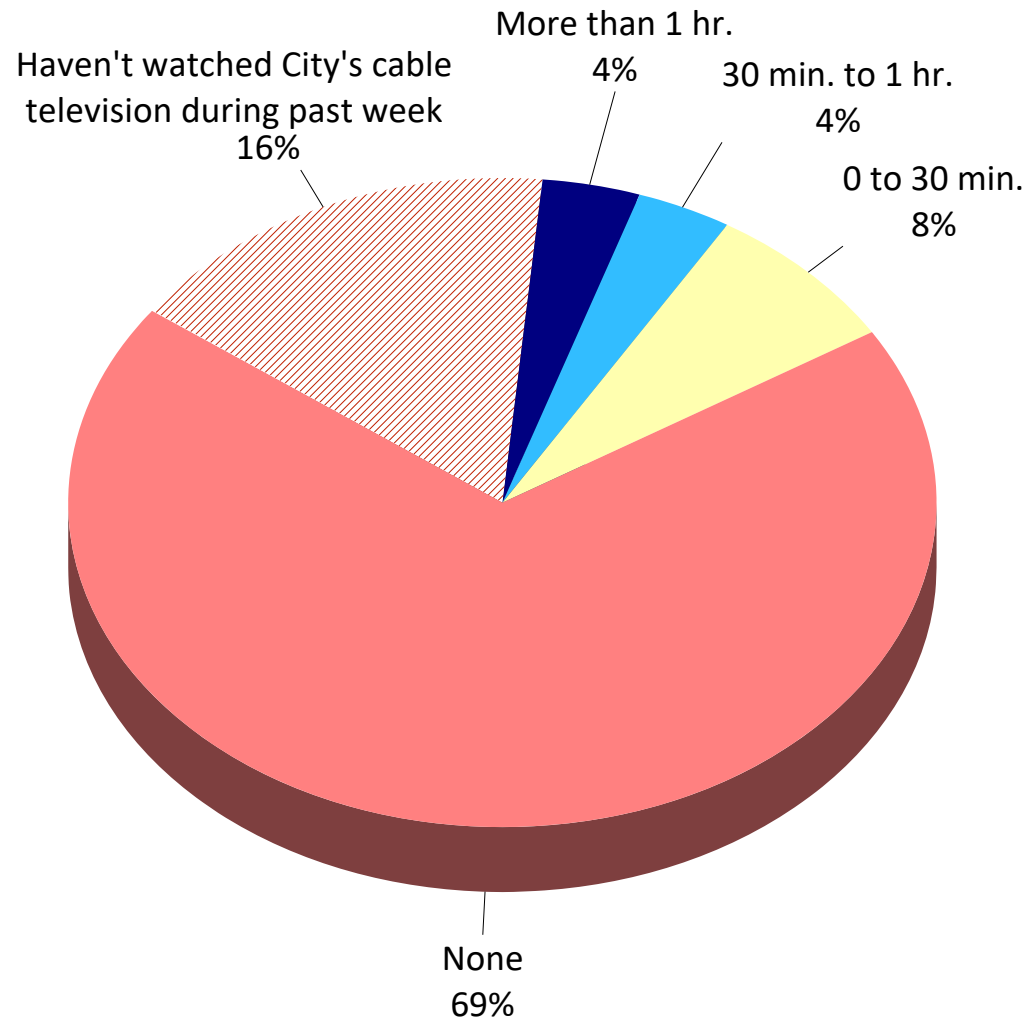
Q27. Sources Where Residents Most Prefer to Get Information From the City

by percentage of respondents who selected the item as one of their top three choices



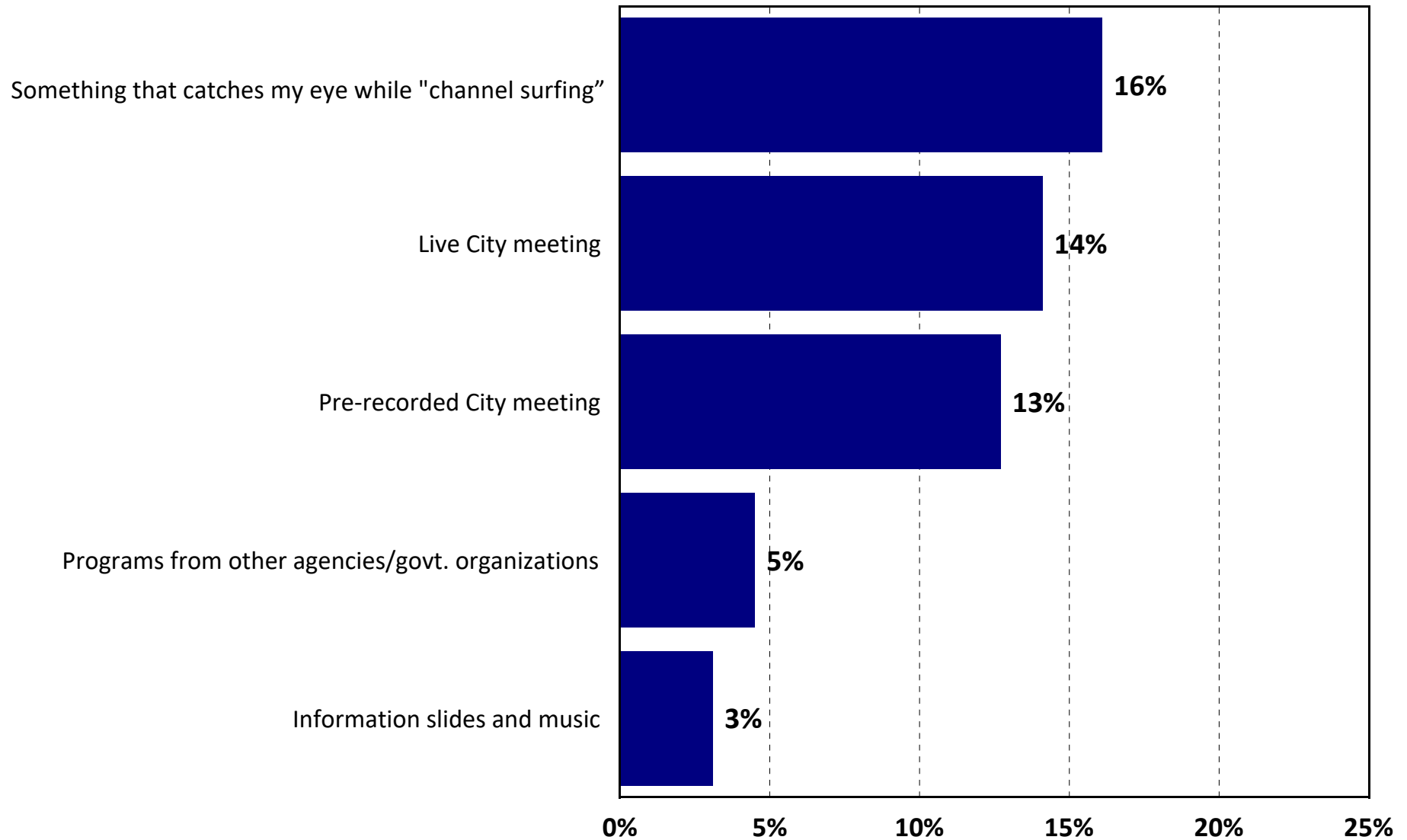
Q28. Approximately how many minutes did you or members of your household watch the City's cable television during the past week?

by percentage of respondents who watch the City cable channel



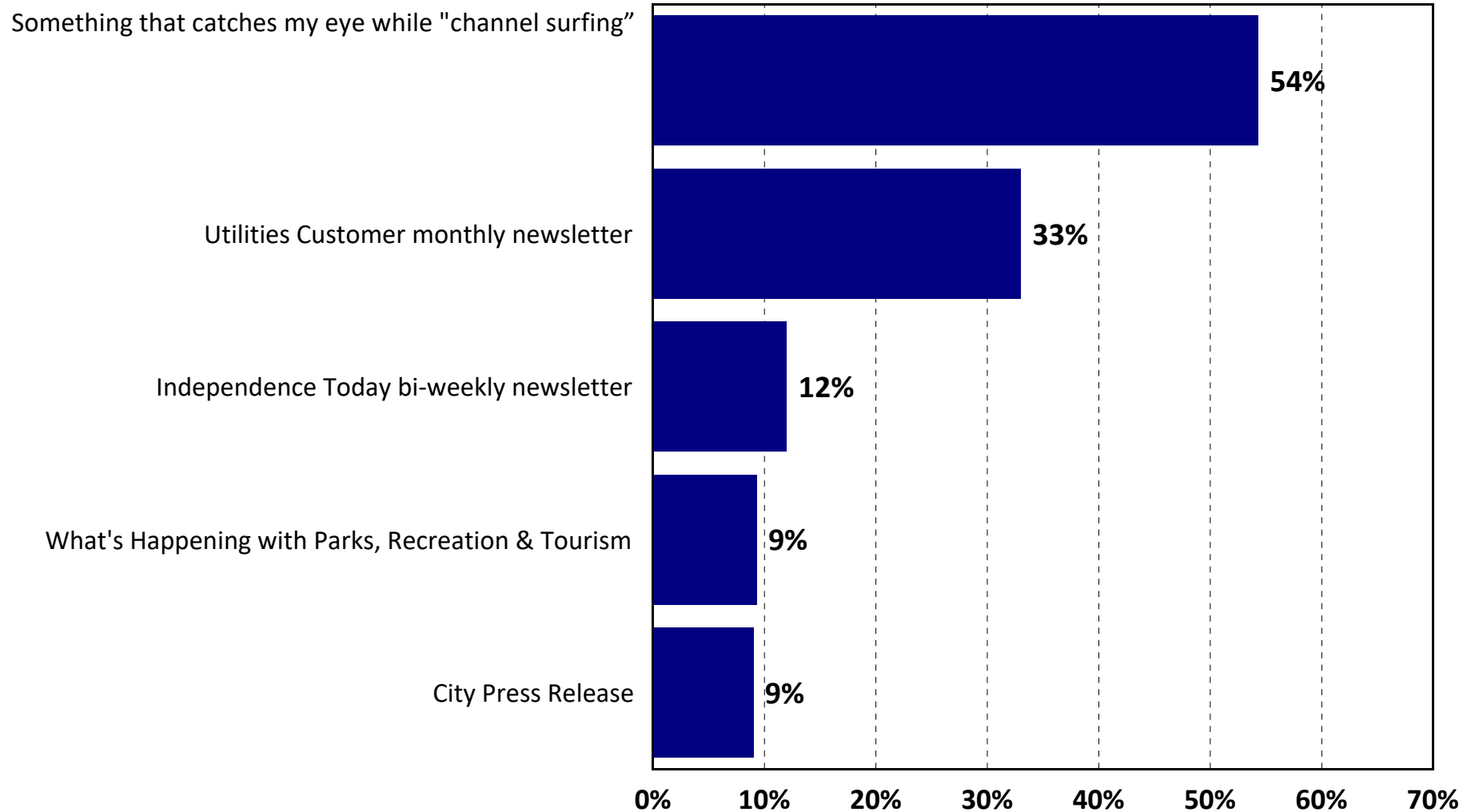
Q28a. Programs Viewed When Watching City 7

by percentage of respondents who watch the City cable channel (multiple responses could be made)



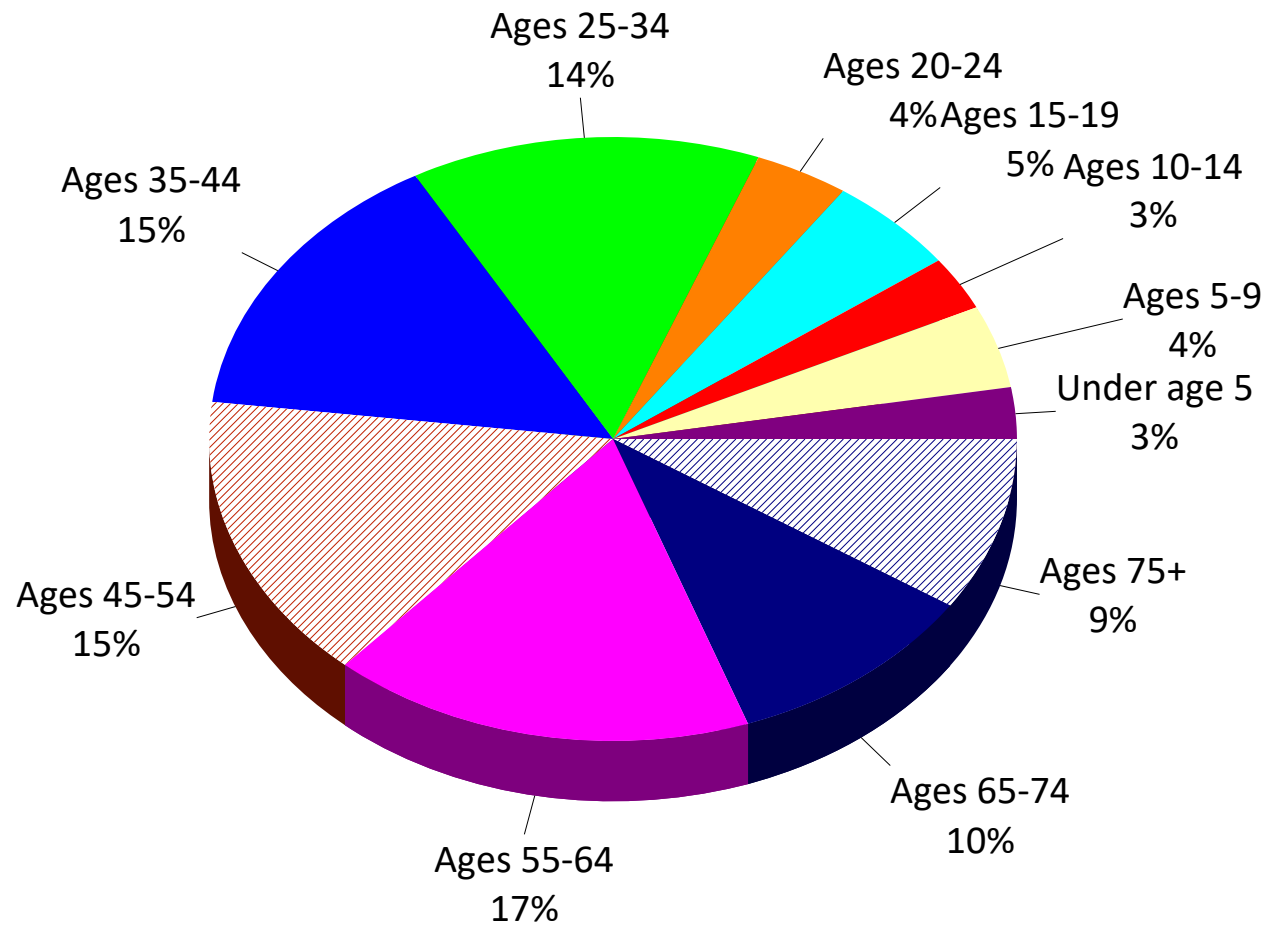
Q29. Digital Newsletters or Press Releases That Residents Currently Receive

by percentage of respondents (excluding "none" - multiple responses could be made)



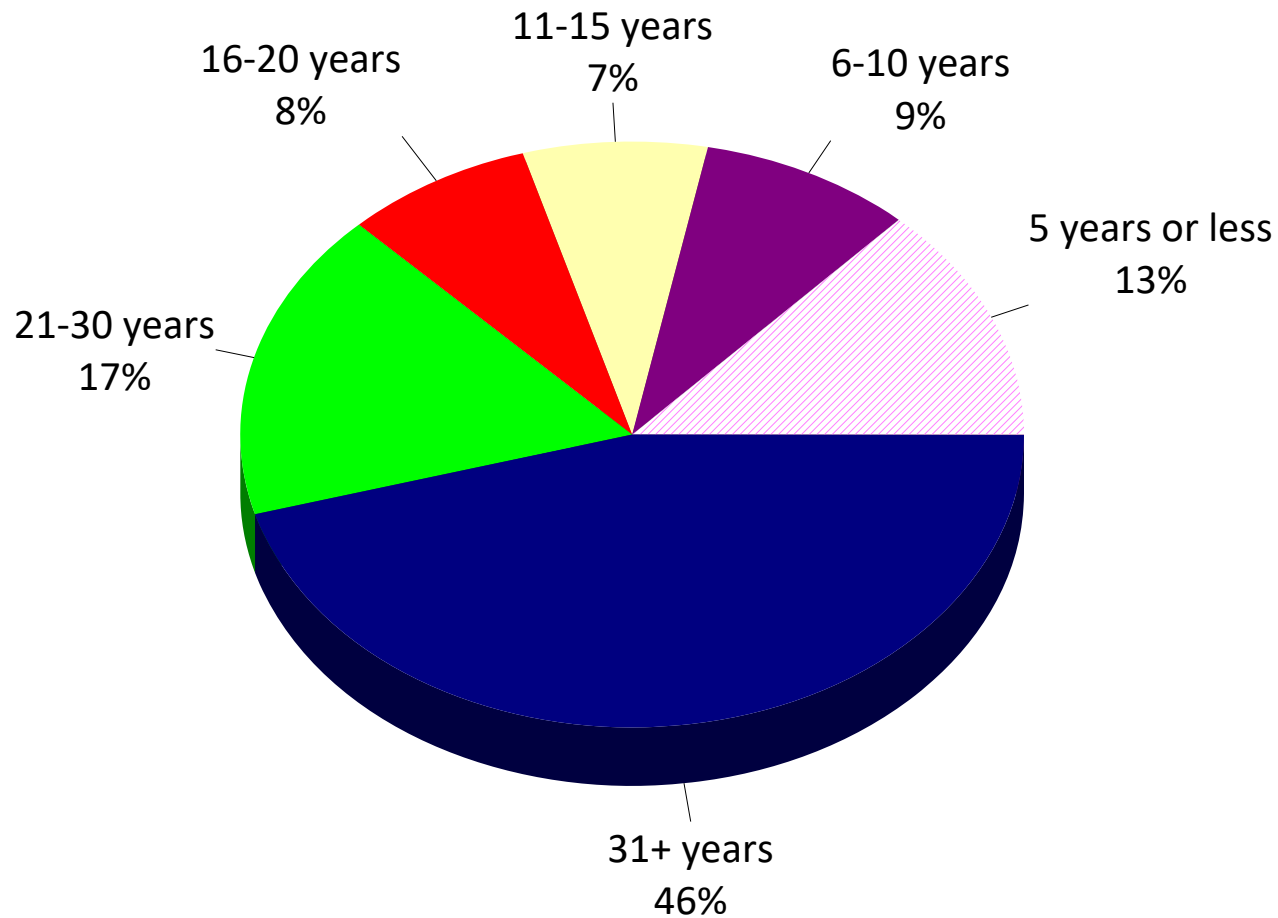
Demographics: Ages of Household Occupants

by percentage of persons in household



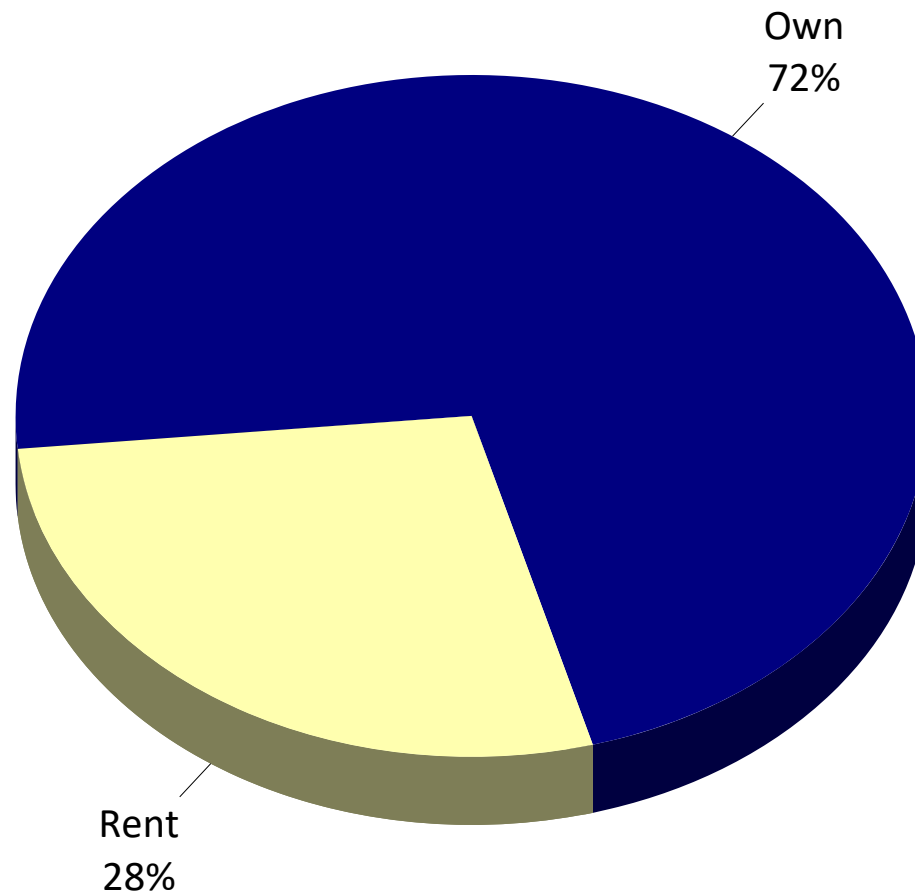
Demographics: Number of Years Lived in Independence

by percentage of respondents (excluding "not provided")



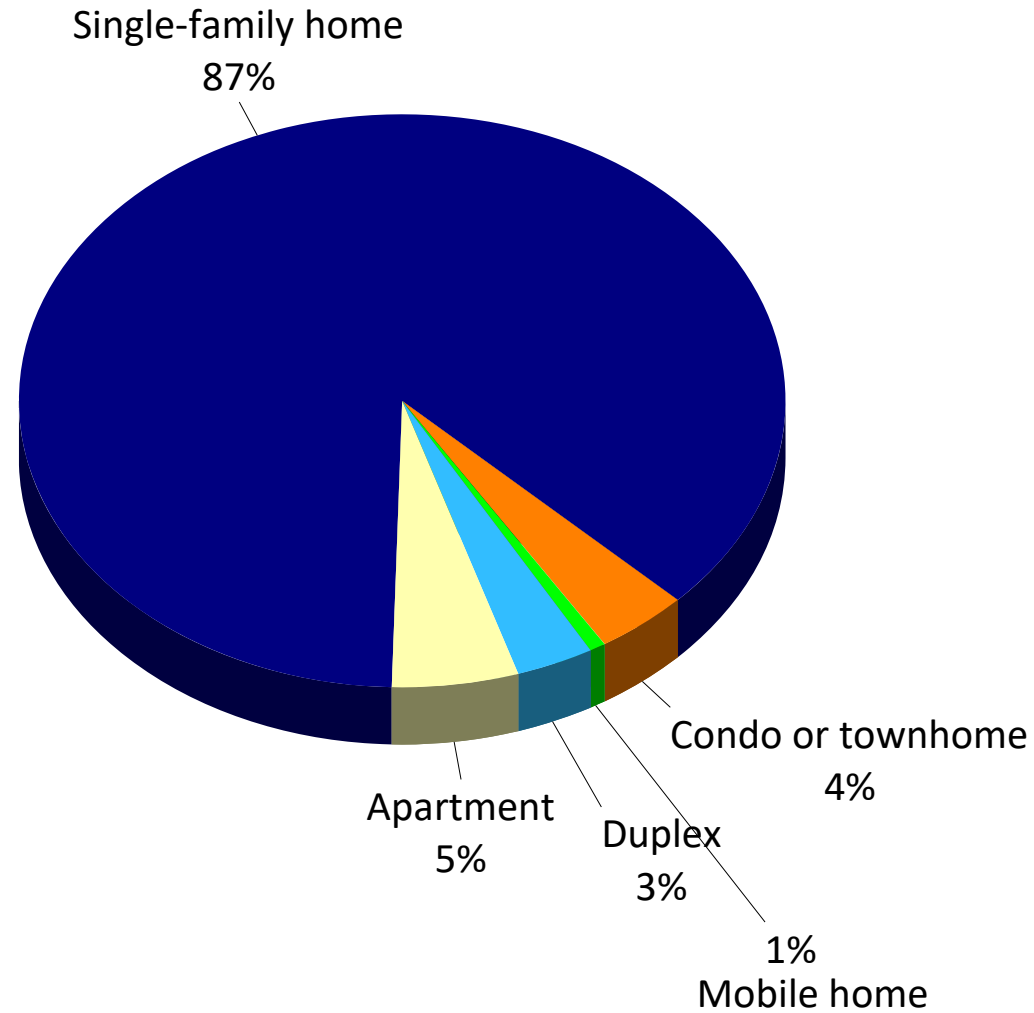
Demographics: Home Owners Versus Renters

by percentage of respondents



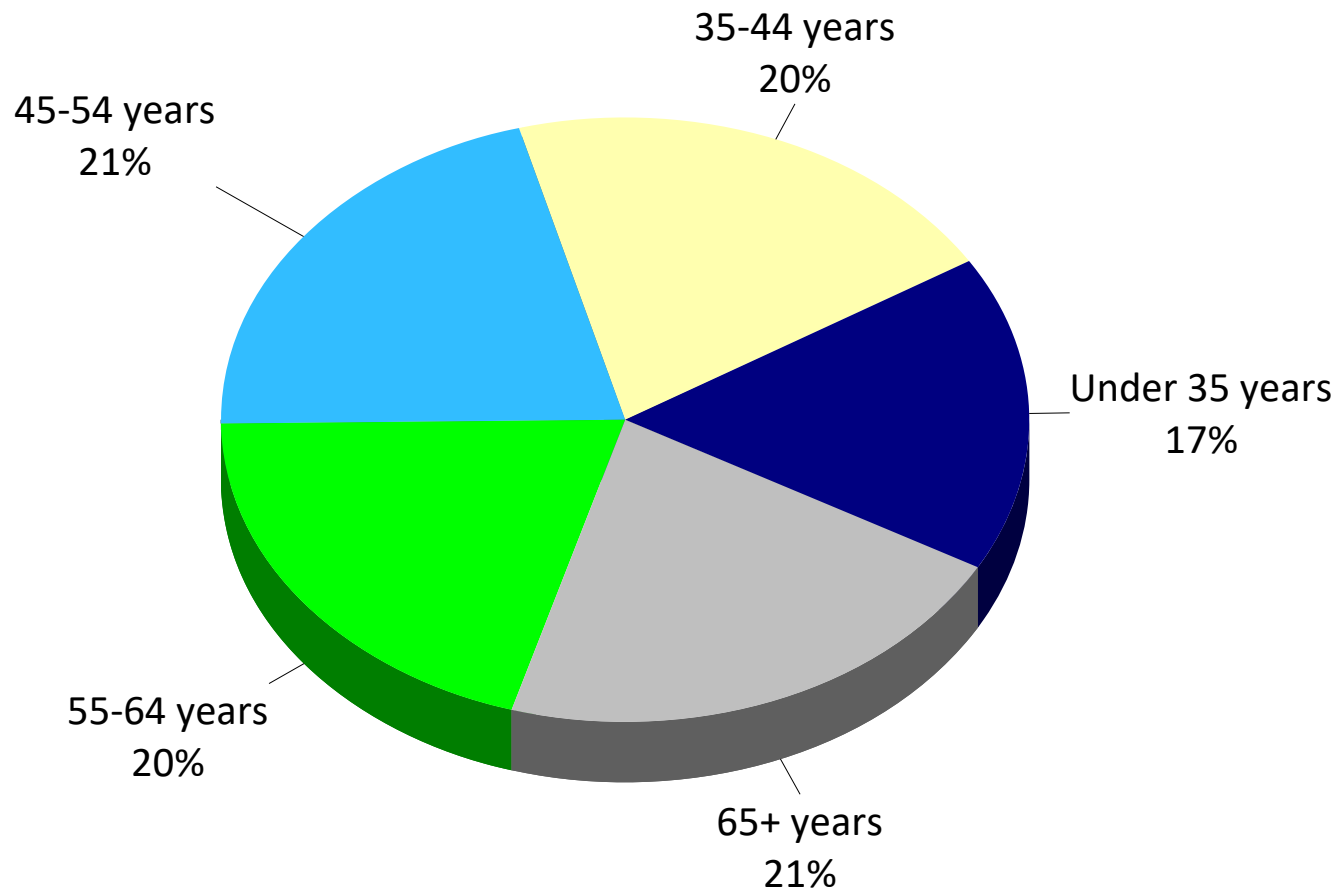
Demographics: Type of Housing

by percentage of respondents (excluding "not provided")



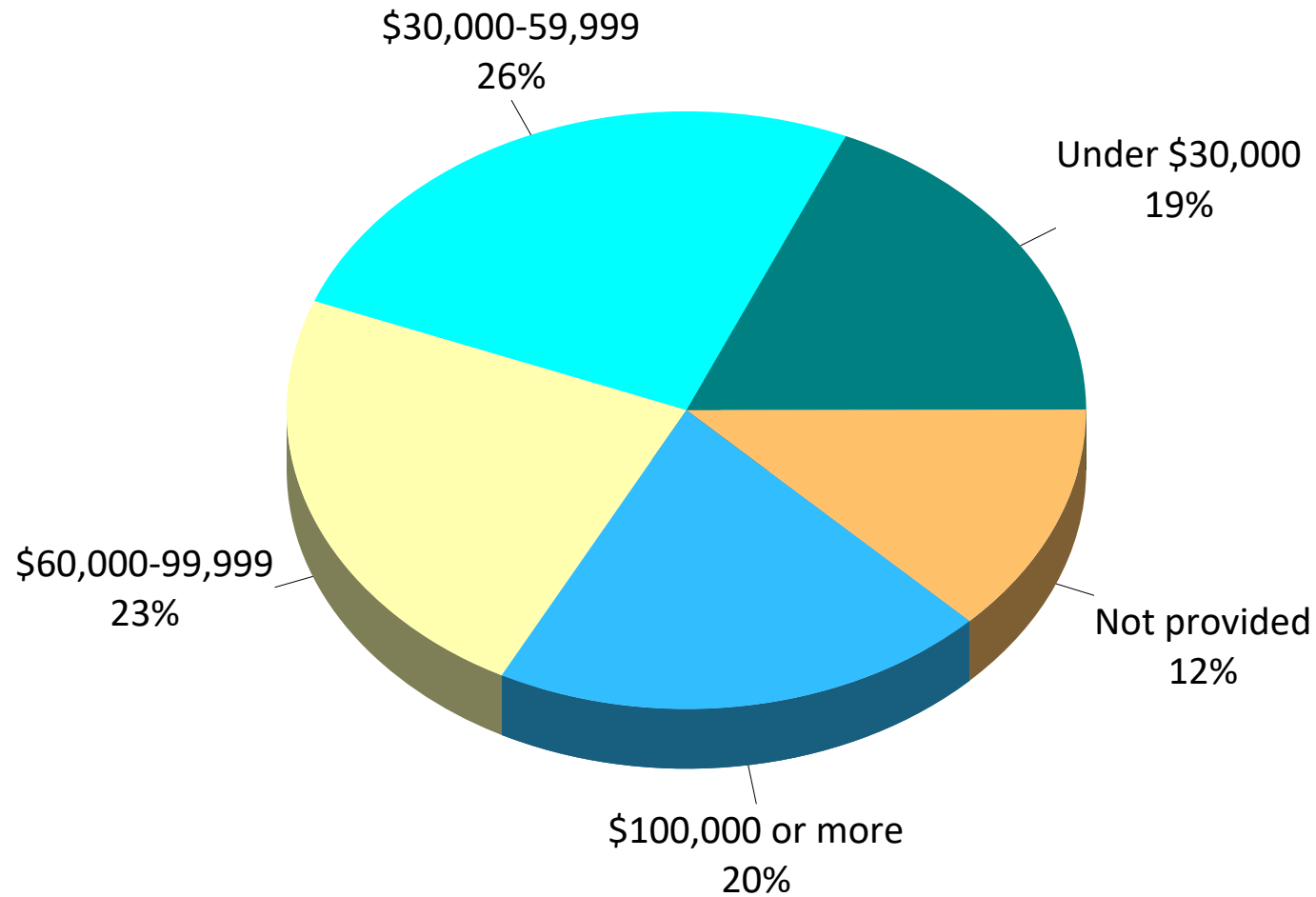
Demographics: Respondent's Age

by percentage of respondents (excluding "not provided")



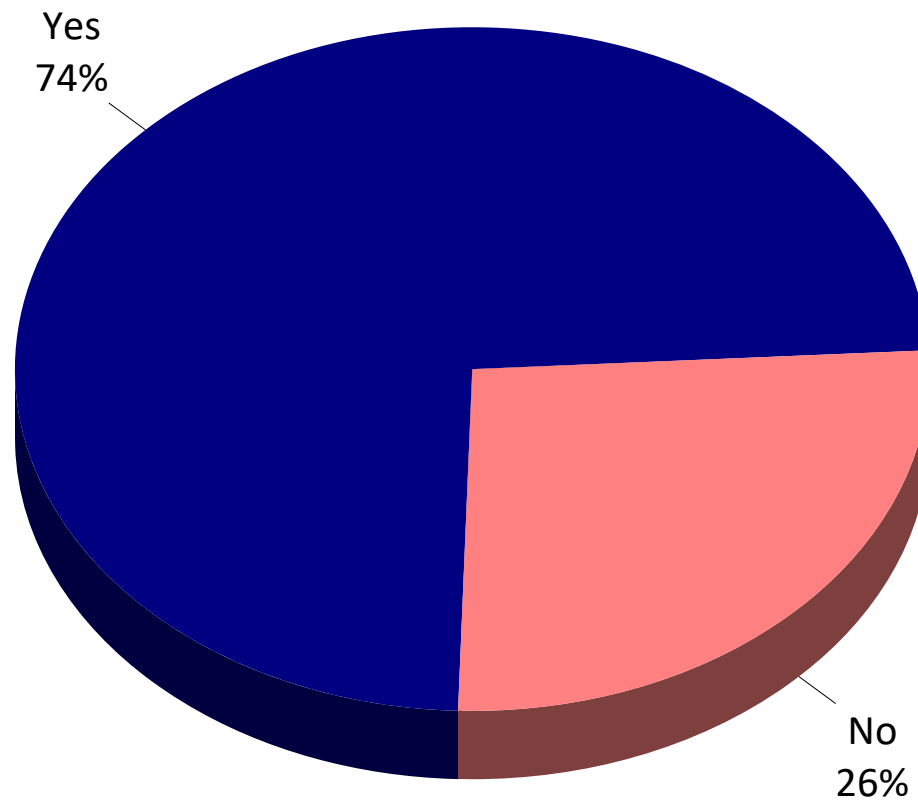
Demographics: Total Annual Household Income

by percentage of respondents



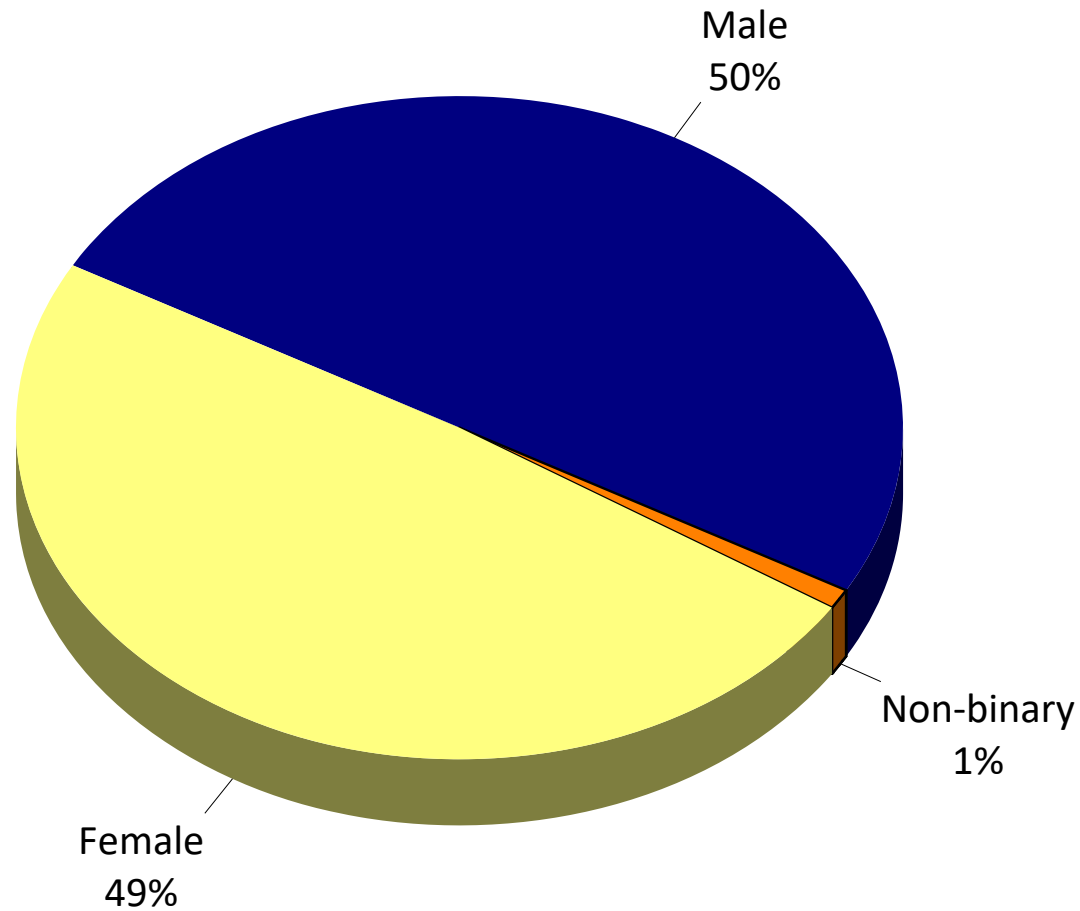
Demographics: Did you vote in the April 2022 City General Election?

by percentage of respondents (excluding "not provided")



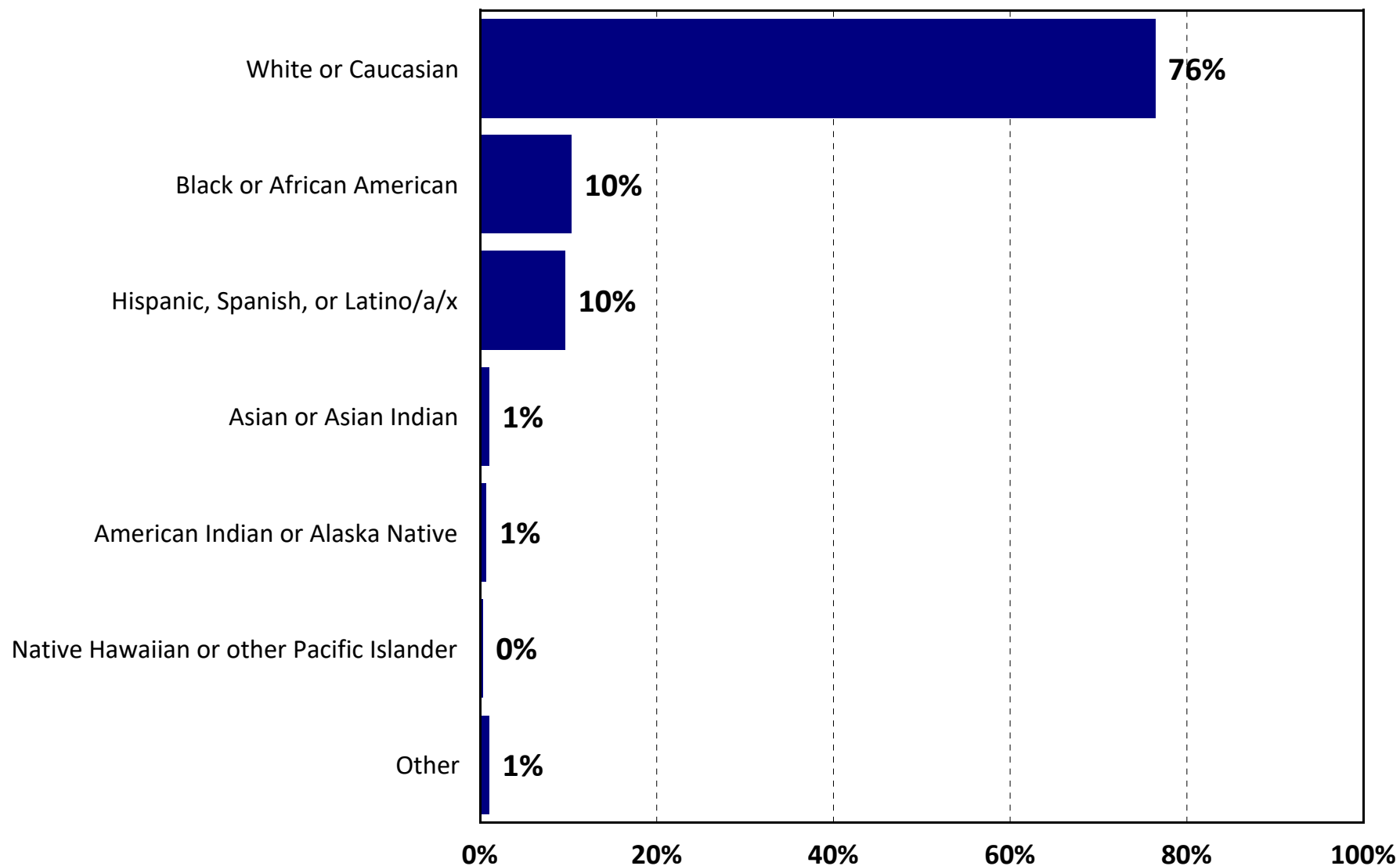
Demographics: Gender of the Respondents

by percentage of respondents (excluding "prefer not to answer")



Demographics: Race/Ethnicity

by percentage of respondents (multiple responses could be made)





Benchmarking Analysis

Benchmarking Analysis



Overview

ETC Institute's *DirectionFinder*® program was originally developed in 1999 to help community leaders use statistically valid community survey data as a tool for making better decisions. Since November 1999, the survey has been administered in more than 500 cities and counties in 49 states. Most participating communities conduct the survey on an annual or biennial basis.

This report contains benchmarking data from two sources: (1) a national survey that was administered by ETC Institute during the summer of 2023 to a random sample of over 10,000 residents in the continental United States and (2) a regional survey that was administered by ETC Institute during the summer of 2023 to a random sample of residents living in the Plains Region of the United States. The Plains Region includes the states of North and South Dakota, Minnesota, Iowa, Nebraska, Wisconsin, Illinois, Kansas, Missouri and Oklahoma.

The charts on the following pages show how the results for the City of Independence compare to the national average and the Plains regional average. The blue bar shows the results for the City of Independence. The red bar shows the Plains regional average from communities that administered the *DirectionFinder*® survey during the summer of 2023. The yellow bar shows the results of a national survey that was administered by ETC Institute to a random sample of more than 10,000 U.S. residents during the summer of 2023.

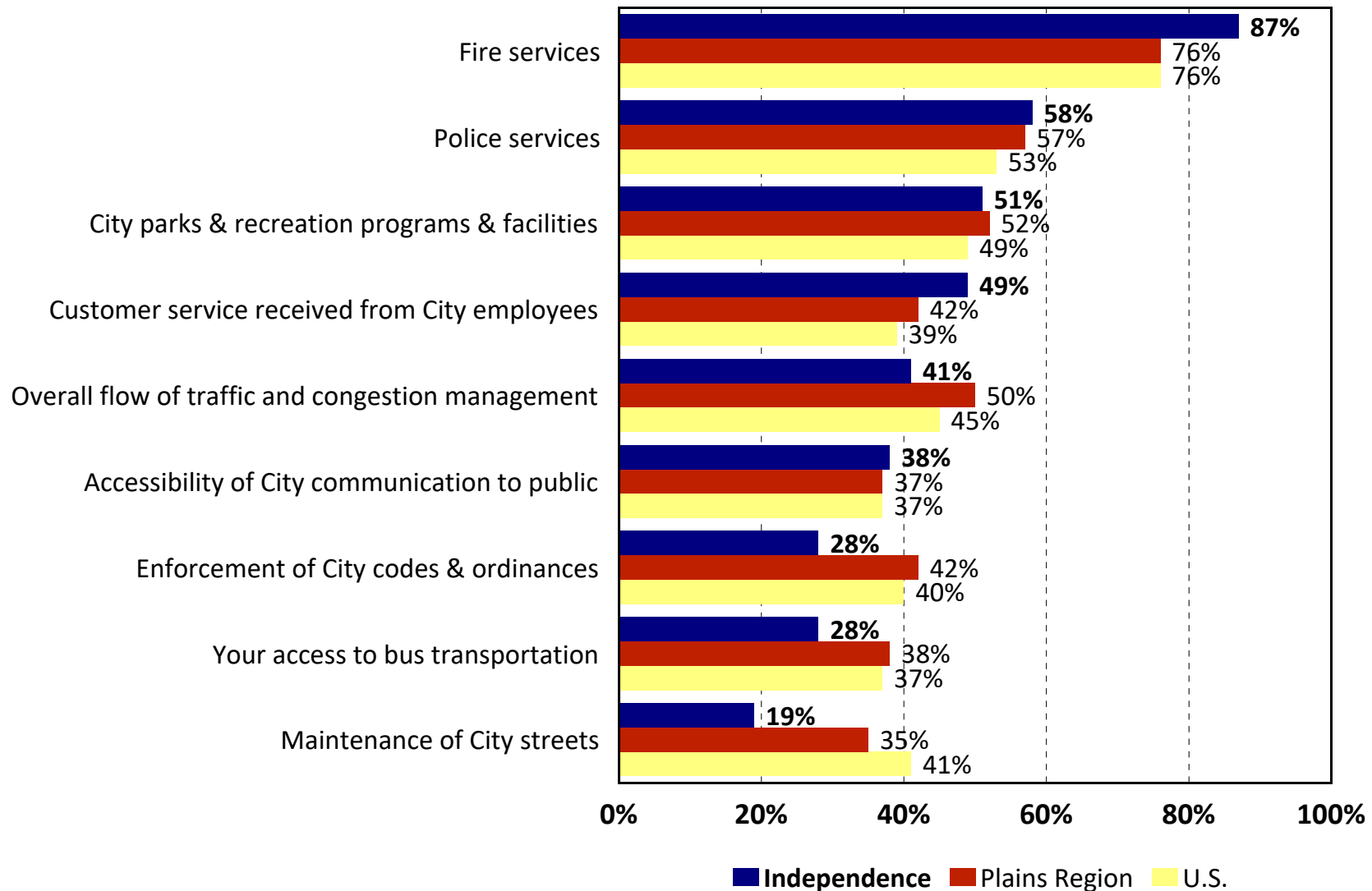
National Benchmarks

Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the City of Independence is not authorized without written consent from ETC Institute.

Overall Satisfaction with Major Categories of City Services

Independence vs. Plains Region vs. the U.S.

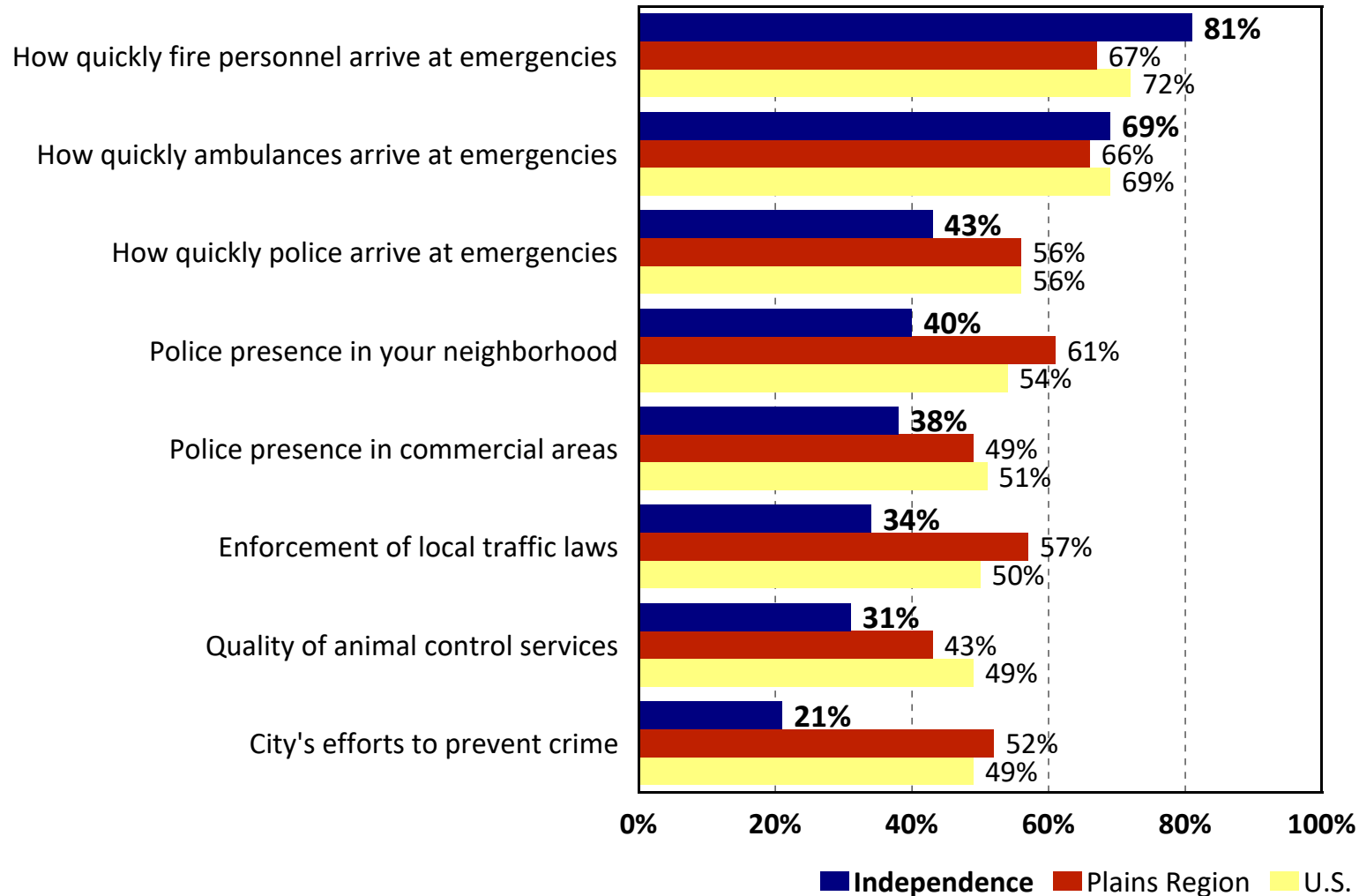
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Overall Satisfaction with Public Safety

Independence vs. Plains Region vs. the U.S.

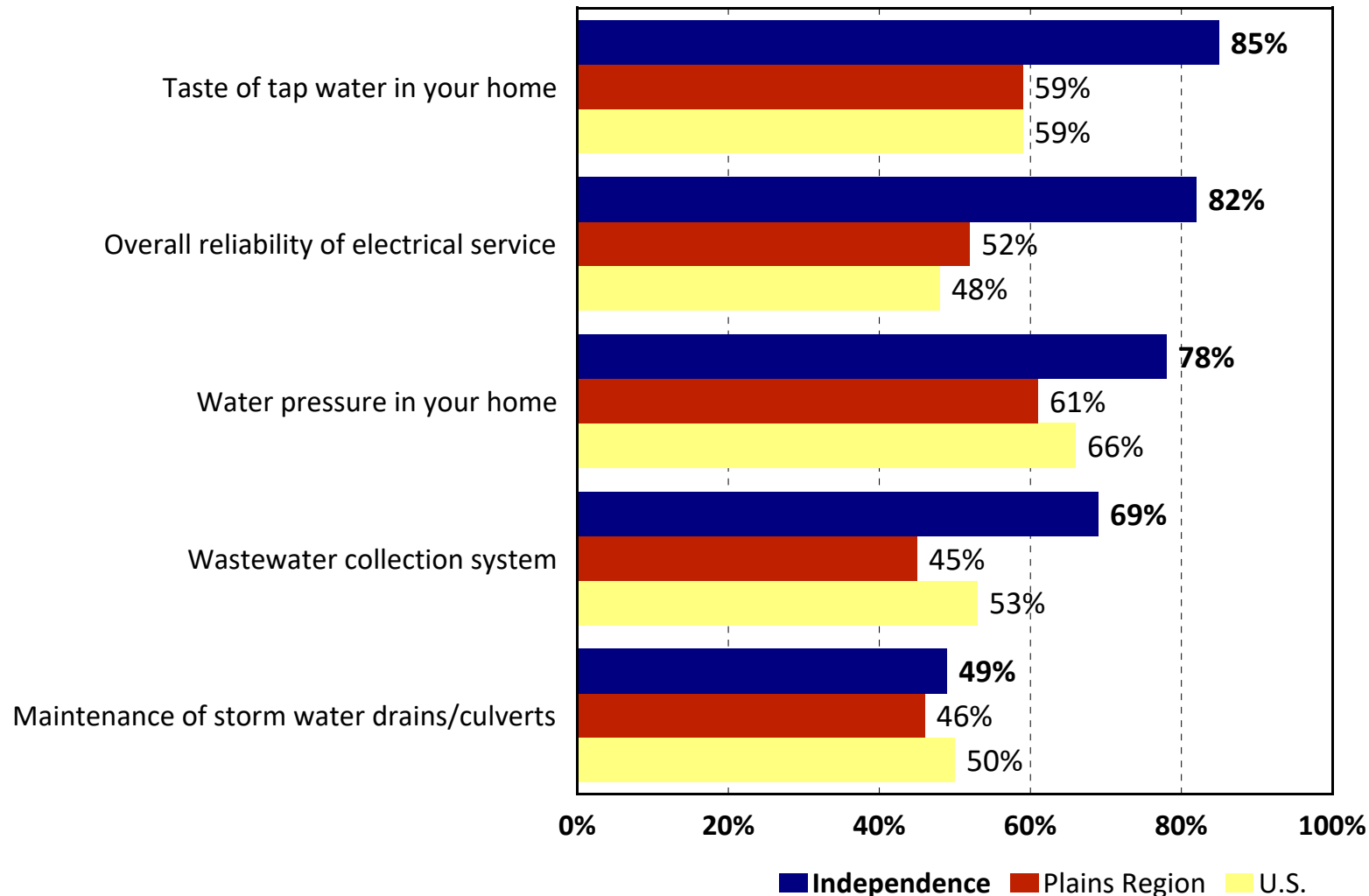
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Overall Satisfaction with Utility Services

Independence vs. Plains Region vs. the U.S.

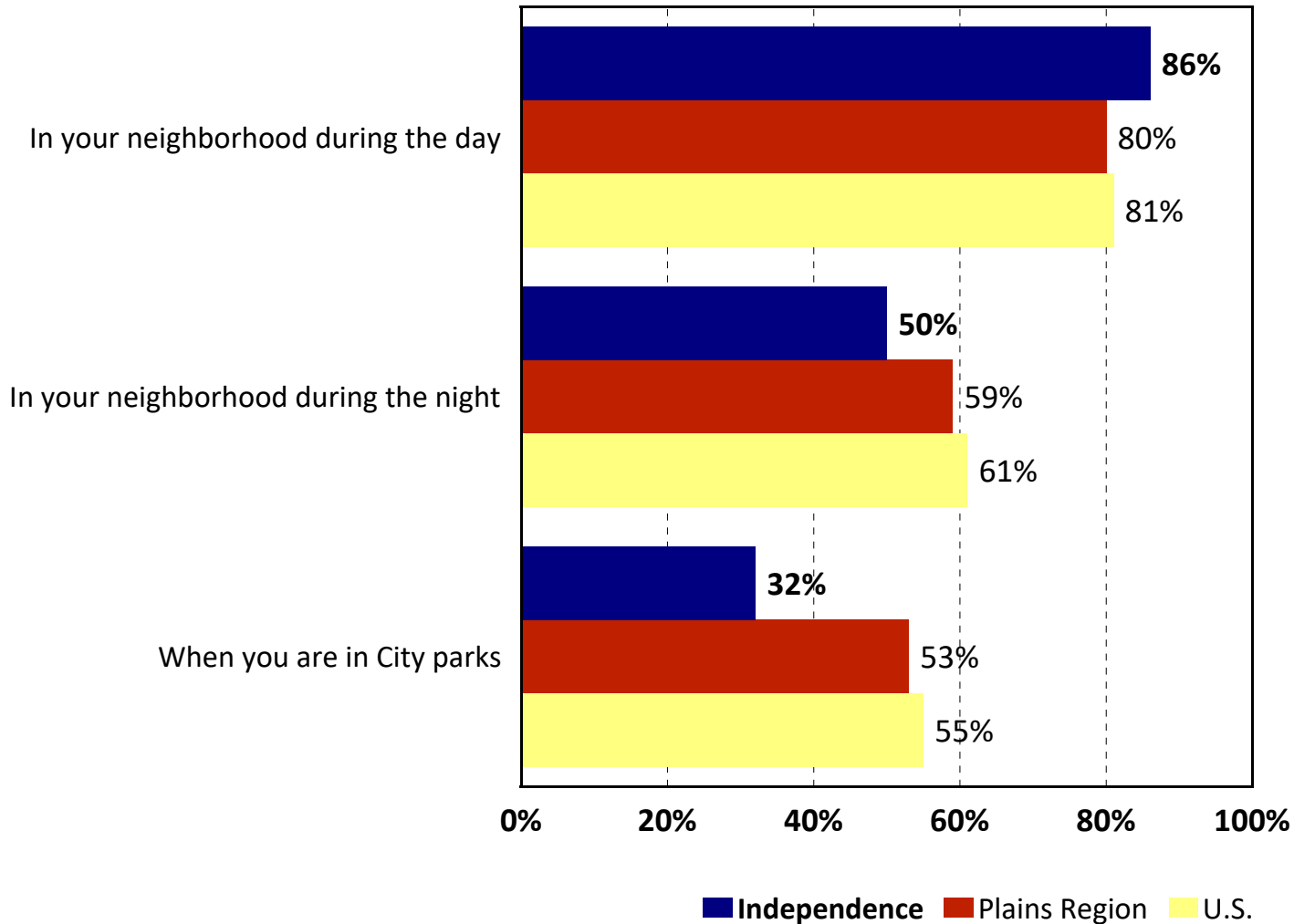
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Feeling of Safety in the City

Independence vs. Plains Region vs. the U.S.

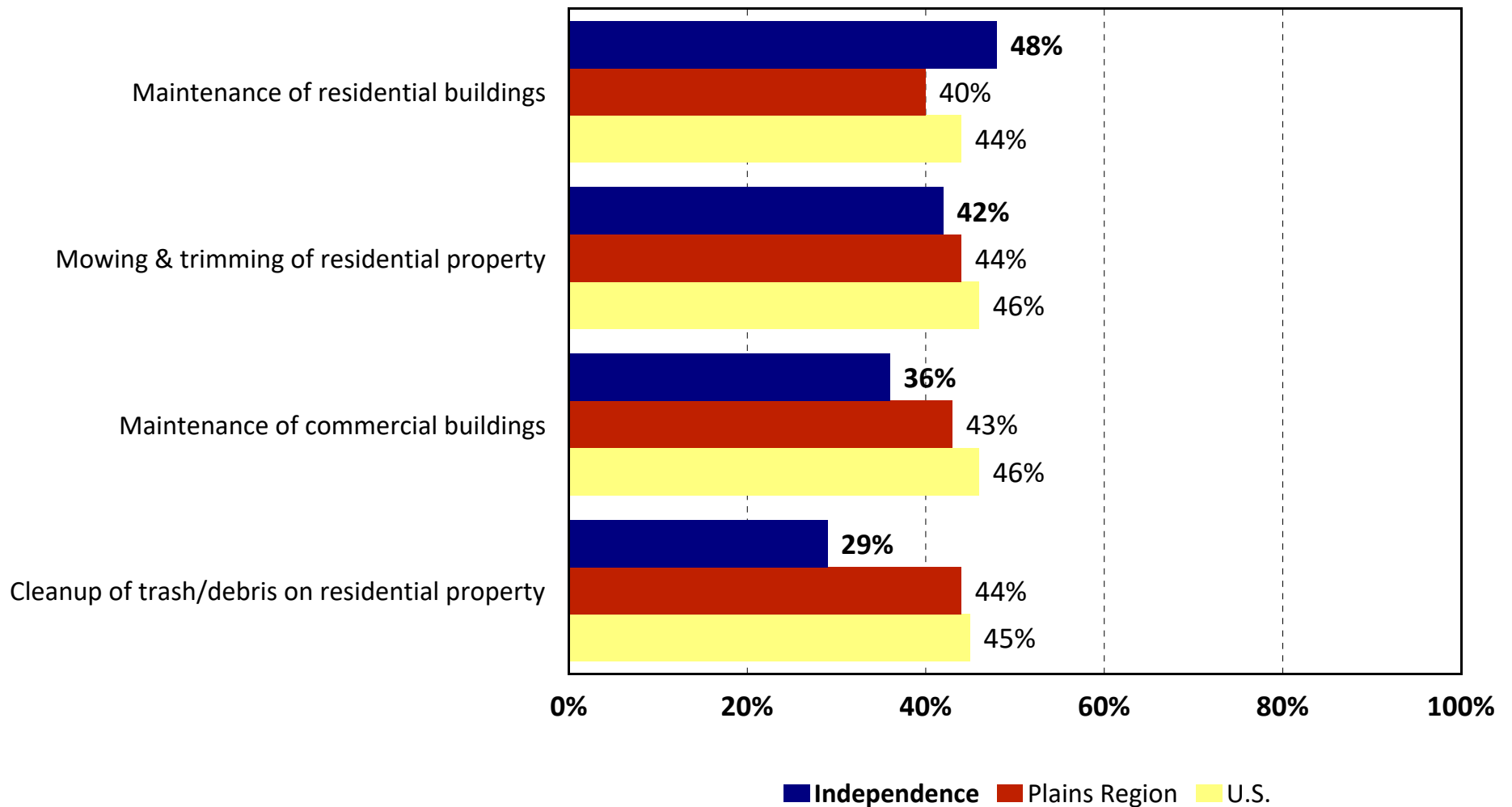
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Overall Satisfaction with Code Enforcement

Independence vs. Plains Region vs. the U.S.

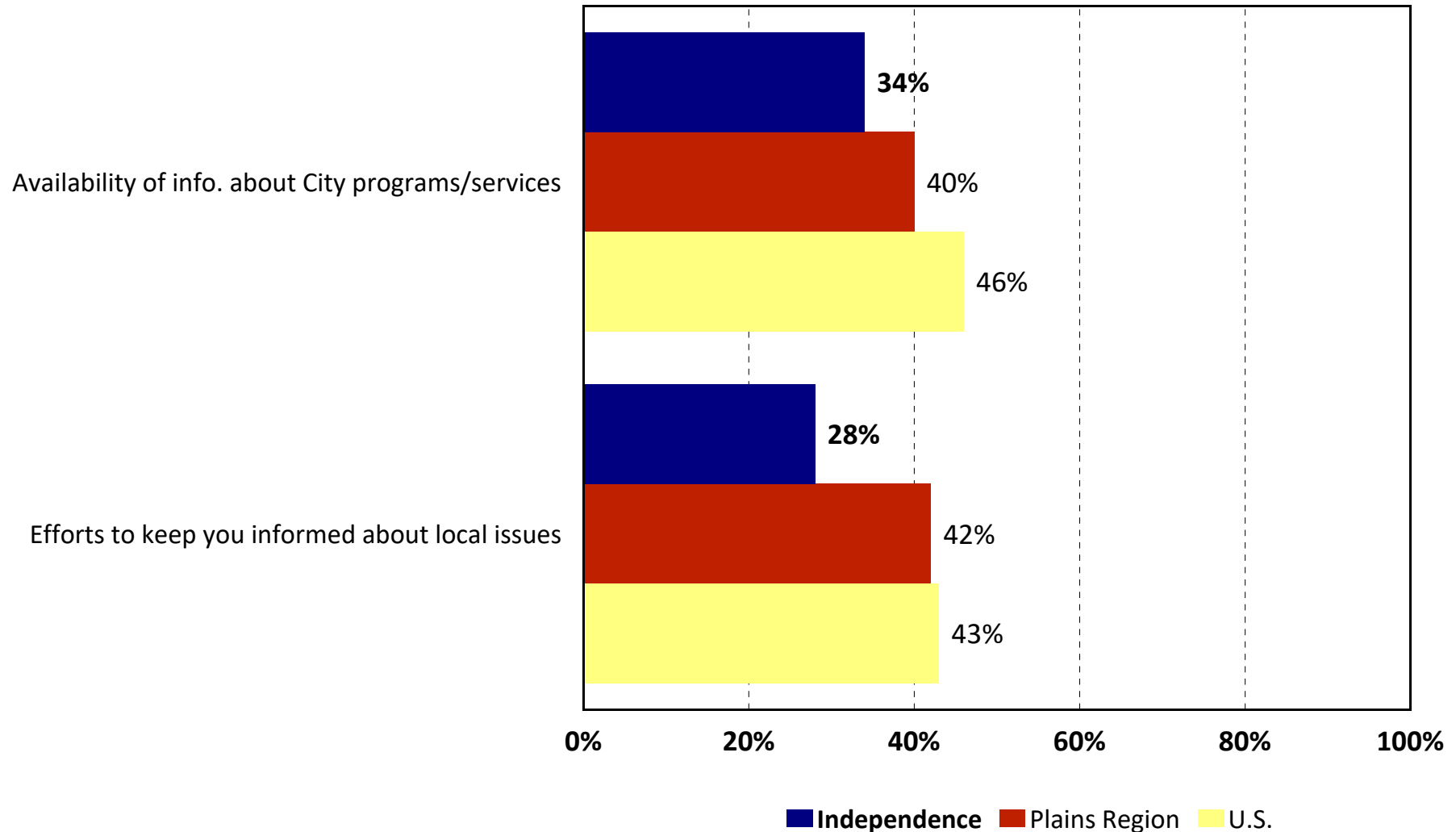
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Overall Satisfaction with Communication

Independence vs. Plains Region vs. the U.S.

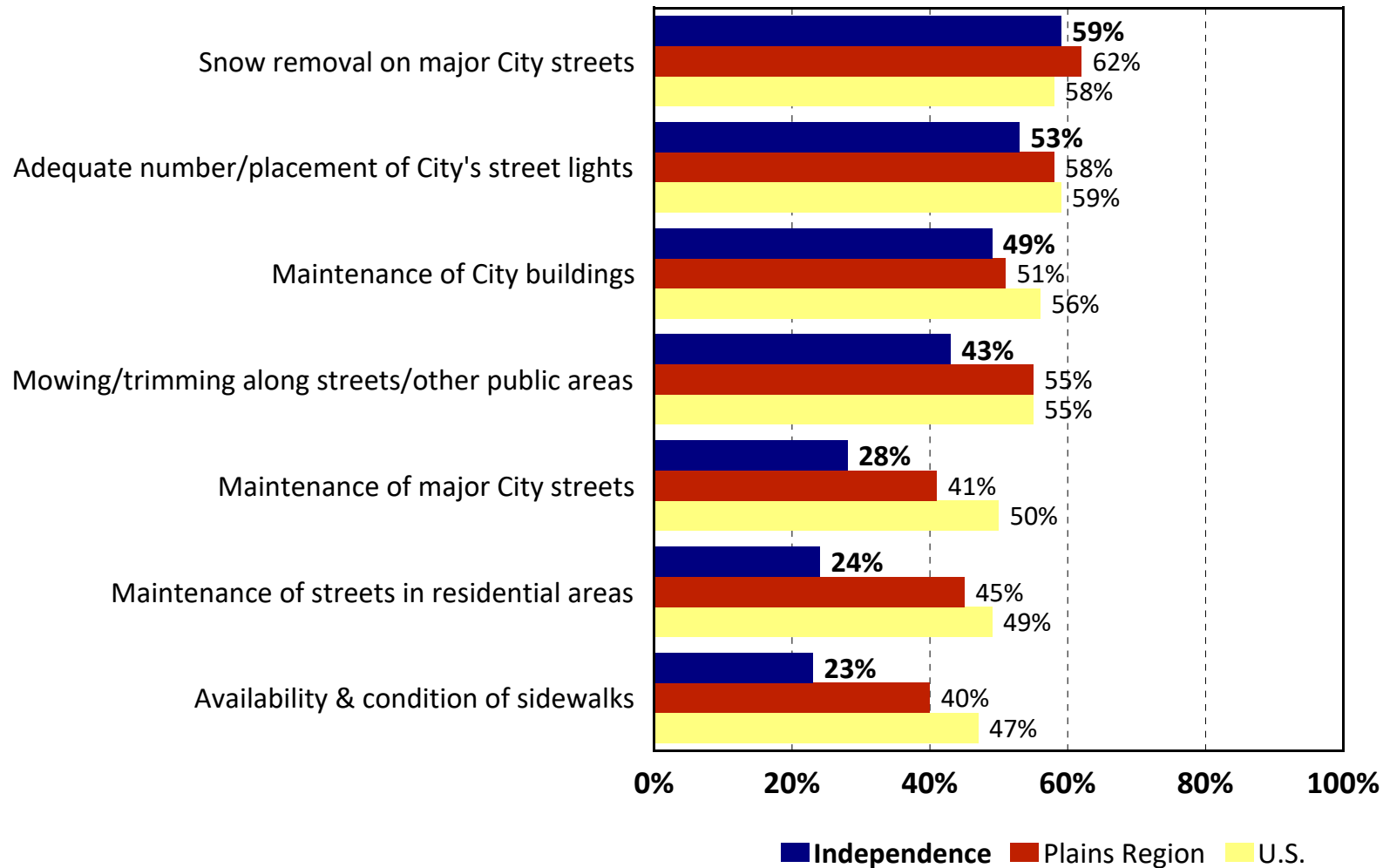
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Overall Satisfaction with City Maintenance

Independence vs. Plains Region vs. the U.S.

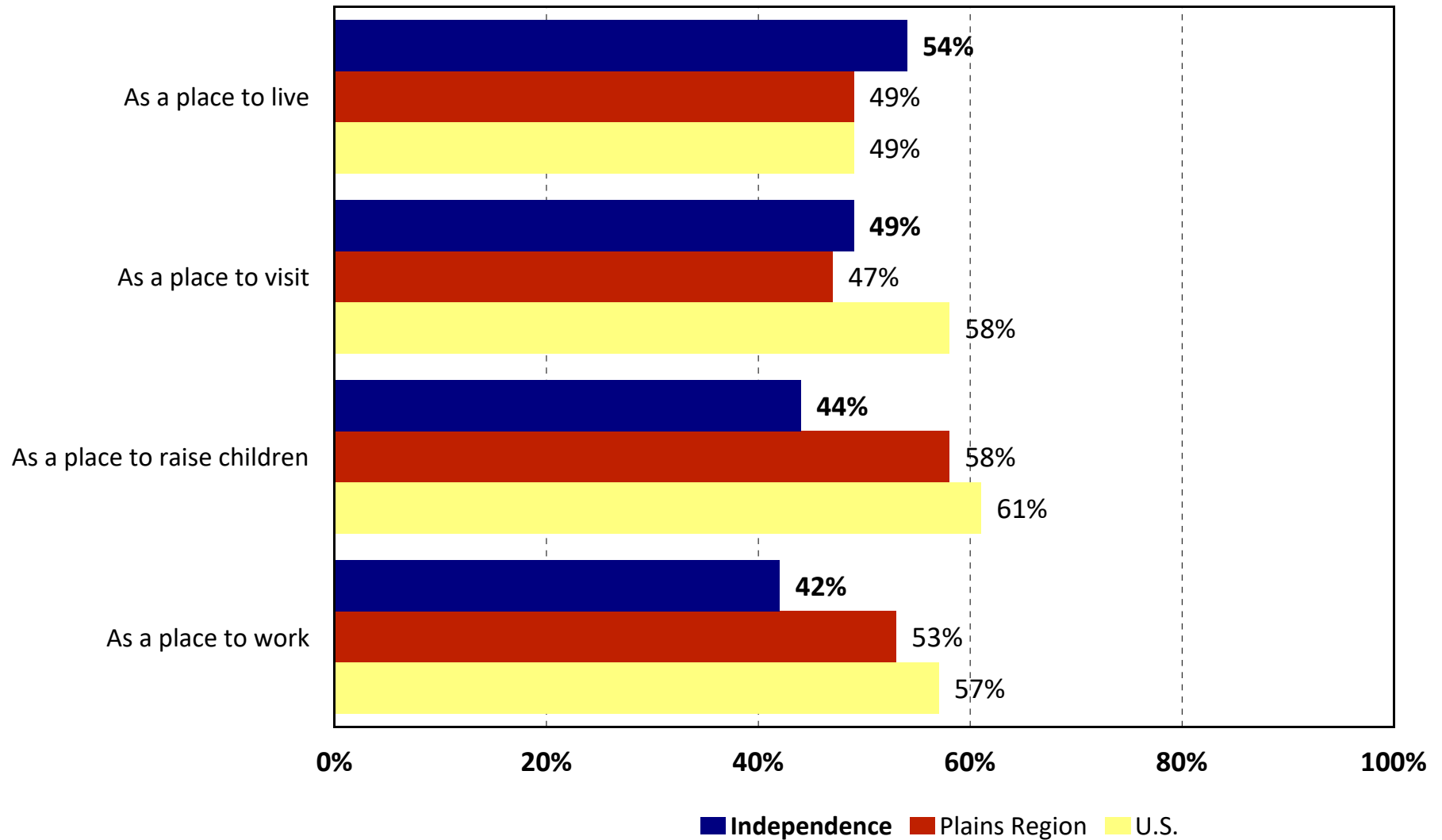
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Overall Ratings of the Community

Independence vs. Plains Region vs. the U.S.

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "excellent" and 1 was "poor" (excluding don't knows)



3 Importance-Satisfaction Analysis

Importance-Satisfaction Analysis



Overview

Today, community leaders have limited resources which need to be targeted to activities that are of the most benefit to their citizens. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to citizens; and (2) to target resources toward those services where citizens are the least satisfied.

The Importance-Satisfaction (I-S) rating is a unique tool that allows public officials to better understand both of these highly important decision-making criteria for each of the services they are providing. The Importance-Satisfaction (I-S) rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low, and the perceived importance of the service is relatively high.

The rating is calculated by summing the percentage of responses for items selected as the first, second, and third most important services for the City to emphasize over the next two years. The sum is then multiplied by 1 minus the percentage of respondents who indicated they were positively satisfied with the City's performance in the related area (the sum of the ratings of 4 and 5 on a 5-point scale excluding "N/A" responses). "N/A" responses are excluded from the calculation to ensure the satisfaction ratings among service categories are comparable.

$$\text{I-S Rating} = \text{Importance} \times (1 - \text{Satisfaction})$$

Example of the Calculation

Respondents were asked to identify the major City services that were most important to emphasize over the next two years. More than two-thirds (68.4%) of the respondent households selected "*maintenance of City streets*" as one of the most important services for the City to emphasize.

With regard to satisfaction, 19% of respondents surveyed rated "*maintenance of City streets*" as a "4" or "5" on a 5-point scale (where "5" means "Very Satisfied") excluding "don't know" responses. The I-S rating was calculated by multiplying the sum of the most important percentages by one minus the sum of the satisfaction percentages. In this example, 68.4% was multiplied by 81% (1-0.19). This calculation yielded an I-S rating of 0.5540, which ranked first out of twelve major City services analyzed.

Importance-Satisfaction Analysis



The maximum rating is 1.00 and would be achieved when 100% of the respondents select an item as one of their top three choices of importance and 0% indicate they are positively satisfied with the delivery of the service.

The lowest rating is 0.00 and could be achieved under either of the following two situations:

- If 100% of the respondents were positively satisfied with the delivery of the service
- If none (0%) of the respondents selected the service as one of the three most important areas.

Interpreting the Ratings

Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis. Ratings from 0.10 to 0.20 identify service areas that should receive increased emphasis. Ratings less than 0.10 should continue to receive the current level of emphasis.

- Definitely Increase Emphasis (I-S > 0.20)
- Increase Current Emphasis (I-S = 0.10 - 0.20)
- Maintain Current Emphasis (I-S < 0.10)

Tables showing the results for the City of Independence are provided on the following pages.

Importance-Satisfaction Rating

City of Independence

OVERALL

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (I-S >.20)</u>						
Maintenance of City streets	68%	1	19%	12	0.5540	1
Enforcement of City codes & ordinances	34%	3	28%	10	0.2455	2
<u>High Priority (I-S .10-.20)</u>						
Police services	48%	2	58%	3	0.1995	3
City electric utilities	34%	4	54%	4	0.1541	4
Overall flow of traffic and congestion management	21%	5	41%	8	0.1251	5
<u>Medium Priority (I-S <.10)</u>						
City parks & recreation programs & facilities	18%	6	51%	5	0.0882	6
Your access to bus transportation	10%	10	28%	11	0.0727	7
Accessibility of City communication to public	10%	9	38%	9	0.0626	8
City water, sanitary & stormwater management	14%	7	64%	2	0.0490	9
Customer service received from City employees	8%	11	49%	6	0.0413	10
City public health services	7%	12	42%	7	0.0383	11
Fire services	11%	8	87%	1	0.0146	12

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding 'don't knows'. Respondents ranked their level of satisfaction with each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

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Importance-Satisfaction Rating

City of Independence

PUBLIC SAFETY

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (I-S >.20)</u>						
City's efforts to prevent crime	59%	1	21%	14	0.4677	1
Police presence in your neighborhood	40%	2	40%	8	0.2424	2
<u>High Priority (I-S .10-.20)</u>						
Access to mental health outreach/service programs	25%	5	22%	13	0.1981	3
Investigation of criminal offenses	24%	6	23%	12	0.1840	4
Police presence in commercial areas	29%	3	38%	9	0.1779	5
Enforcement of local traffic laws	26%	4	34%	10	0.1696	6
Quality of animal control services	23%	7	31%	11	0.1580	7
<u>Medium Priority (I-S <.10)</u>						
How quickly police arrive at emergencies	15%	8	43%	7	0.0844	8
Emergency or 9-1-1 dispatching	10%	9	62%	4	0.0365	9
Police facilities and locations	5%	11	48%	6	0.0244	10
How quickly ambulances arrive at emergencies	4%	13	69%	3	0.0118	11
EMS and transportation provided by AMR	3%	14	62%	5	0.0114	12
How quickly fire personnel arrive at emergencies	5%	10	81%	2	0.0093	13
Fire protection	5%	12	85%	1	0.0071	14

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding 'don't know'. Respondents ranked their level of satisfaction with the each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

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Importance-Satisfaction Analysis



Importance-Satisfaction Matrix Analysis

The Importance-Satisfaction rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low, and the perceived importance of the service is relatively high. ETC Institute developed an Importance-Satisfaction Matrix to display the perceived importance of major services that were assessed on the survey against the perceived quality of service delivery. The two axes on the matrix represent Satisfaction (vertical) and relative Importance (horizontal).

The I-S (Importance-Satisfaction) matrix should be interpreted as follows.

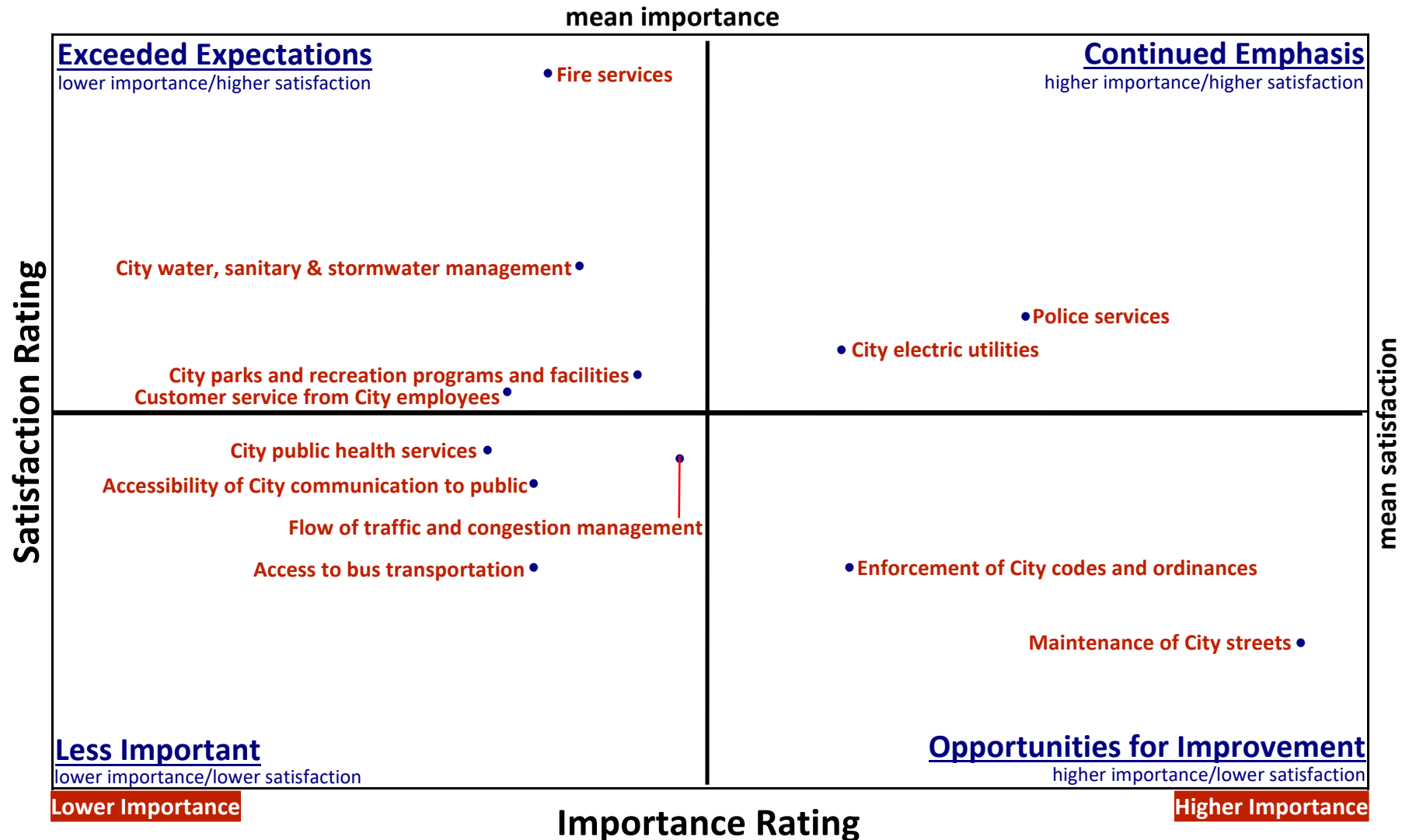
- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the County is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The County should maintain (or slightly increase) emphasis on items in this area.
- **Exceeding Expectations (below average importance and above average satisfaction).** This area shows where the County is performing significantly better than customers expect the County to perform. Items in this area do not significantly affect the overall level of satisfaction that residents have with County services. The County should maintain (or slightly decrease) emphasis on items in this area.
- **Opportunities for Improvement (above average importance and below average satisfaction).** This area shows where the County is not performing as well as residents expect the County to perform. This area has a significant impact on customer satisfaction, and the County should DEFINITELY increase emphasis on items in this area.
- **Less Important (below average importance and below average satisfaction).** This area shows where the County is not performing well relative to its performance in other areas; however, this area is generally considered to be less important to residents. This area does not significantly affect overall satisfaction with County services because the items are less important to residents. The agency should maintain current levels of emphasis on items in this area.

Matrix charts showing the results for the City of Independence are provided on the following pages.

2023 City of Independence DirectionFinder Importance-Satisfaction Assessment Matrix

-Overall-

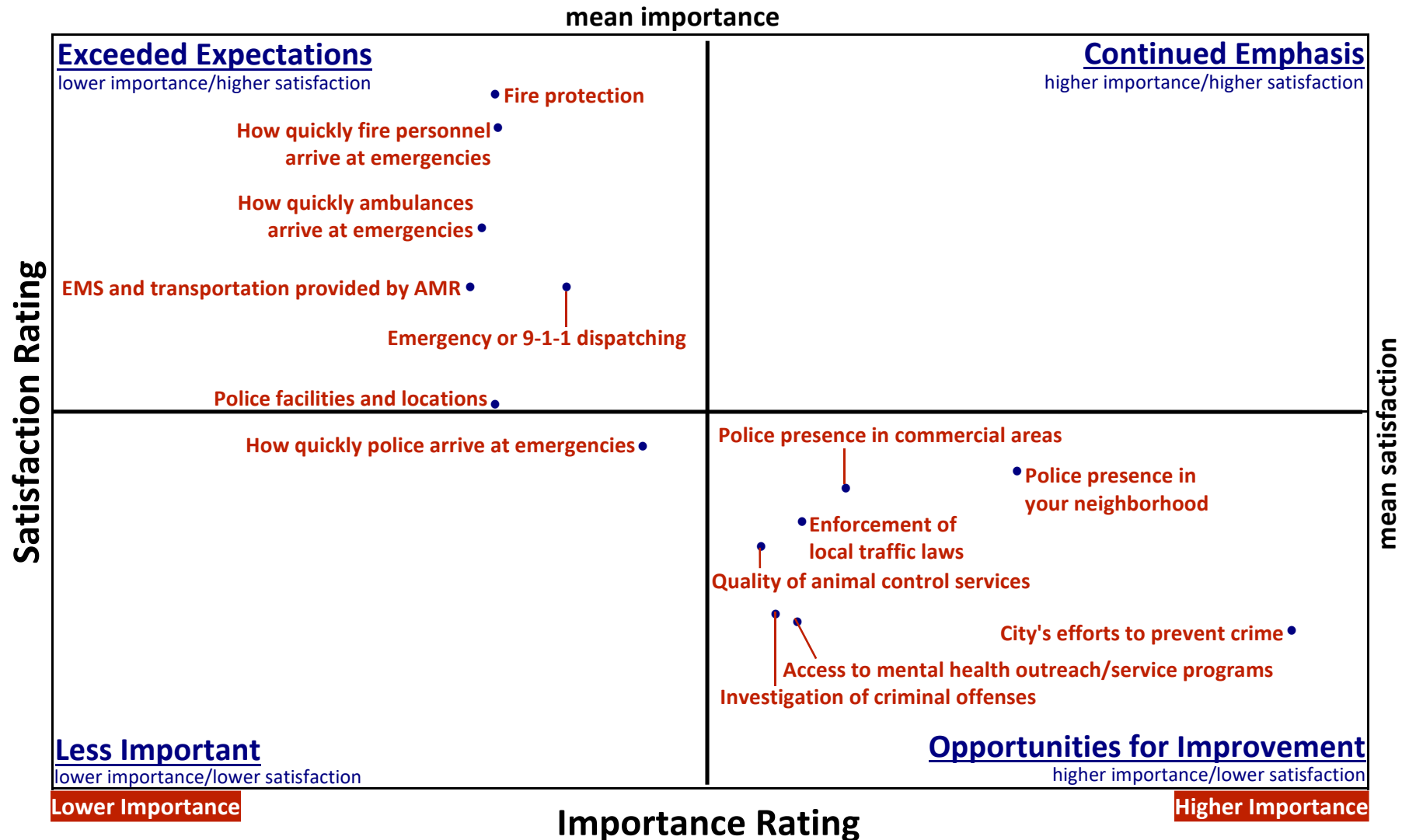
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



2023 City of Independence DirectionFinder Importance-Satisfaction Assessment Matrix

-Public Safety-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)





Tabular Data

Q1. Overall Satisfaction with City Services. Please rate your satisfaction with each of the services listed below using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=602)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q1-1. Police services	16.9%	38.4%	20.4%	15.0%	5.0%	4.3%
Q1-2. Fire services	38.4%	41.0%	12.0%	0.2%	0.0%	8.5%
Q1-3. City parks & recreation programs & facilities	12.5%	35.7%	30.7%	11.6%	3.0%	6.5%
Q1-4. Maintenance of City streets	3.7%	14.8%	19.9%	36.2%	25.2%	0.2%
Q1-5. Overall flow of traffic & congestion management in City	5.8%	34.6%	31.9%	20.4%	6.1%	1.2%
Q1-6. City water, sanitary, & stormwater management	16.1%	45.3%	20.6%	11.0%	4.3%	2.7%
Q1-7. City electric utilities	13.8%	39.0%	18.9%	15.6%	11.3%	1.3%
Q1-8. Enforcement of City codes & ordinances	4.7%	21.3%	27.9%	23.8%	14.0%	8.5%
Q1-9. Customer service received from City employees	11.0%	31.2%	28.2%	10.1%	5.8%	13.6%
Q1-10. Accessibility of City communication to the public	8.1%	25.9%	33.7%	16.6%	6.1%	9.5%
Q1-11. City public health services	6.1%	25.1%	35.4%	6.3%	2.0%	25.1%
Q1-12. Your access to bus transportation	4.2%	12.8%	29.9%	8.6%	5.6%	38.9%

WITHOUT "DON'T KNOW"

Q1. Overall Satisfaction with City Services. Please rate your satisfaction with each of the services listed below using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (without "don't know")

(N=602)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q1-1. Police services	17.7%	40.1%	21.4%	15.6%	5.2%
Q1-2. Fire services	41.9%	44.8%	13.1%	0.2%	0.0%
Q1-3. City parks & recreation programs & facilities	13.3%	38.2%	32.9%	12.4%	3.2%
Q1-4. Maintenance of City streets	3.7%	14.8%	20.0%	36.3%	25.3%
Q1-5. Overall flow of traffic & congestion management in City	5.9%	35.0%	32.3%	20.7%	6.2%
Q1-6. City water, sanitary, & stormwater management	16.6%	46.6%	21.2%	11.3%	4.4%
Q1-7. City electric utilities	14.0%	39.6%	19.2%	15.8%	11.4%
Q1-8. Enforcement of City codes & ordinances	5.1%	23.2%	30.5%	26.0%	15.2%
Q1-9. Customer service received from City employees	12.7%	36.2%	32.7%	11.7%	6.7%
Q1-10. Accessibility of City communication to the public	9.0%	28.6%	37.2%	18.3%	6.8%
Q1-11. City public health services	8.2%	33.5%	47.2%	8.4%	2.7%
Q1-12. Your access to bus transportation	6.8%	20.9%	48.9%	14.1%	9.2%

Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

<u>Q2. Top choice</u>	<u>Number</u>	<u>Percent</u>
Police services	172	28.6 %
Fire services	8	1.3 %
City parks & recreation programs & facilities	25	4.2 %
Maintenance of City streets	192	31.9 %
Overall flow of traffic & congestion management in City	17	2.8 %
City water, sanitary & stormwater management	13	2.2 %
City electric utilities	61	10.1 %
Enforcement of City codes & ordinances	57	9.5 %
Customer service received from City employees	8	1.3 %
Accessibility of City communication to the public	5	0.8 %
City public health services	8	1.3 %
Your access to bus transportation	14	2.3 %
None chosen	22	3.7 %
Total	602	100.0 %

Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

<u>Q2. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
Police services	70	11.6 %
Fire services	40	6.6 %
City parks & recreation programs & facilities	35	5.8 %
Maintenance of City streets	124	20.6 %
Overall flow of traffic & congestion management in City	47	7.8 %
City water, sanitary & stormwater management	31	5.1 %
City electric utilities	77	12.8 %
Enforcement of City codes & ordinances	72	12.0 %
Customer service received from City employees	21	3.5 %
Accessibility of City communication to the public	17	2.8 %
City public health services	9	1.5 %
Your access to bus transportation	24	4.0 %
None chosen	35	5.8 %
Total	602	100.0 %

Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

<u>Q2. 3rd choice</u>	<u>Number</u>	<u>Percent</u>
Police services	44	7.3 %
Fire services	20	3.3 %
City parks & recreation programs & facilities	48	8.0 %
Maintenance of City streets	96	15.9 %
Overall flow of traffic & congestion management in City	64	10.6 %
City water, sanitary & stormwater management	38	6.3 %
City electric utilities	64	10.6 %
Enforcement of City codes & ordinances	76	12.6 %
Customer service received from City employees	20	3.3 %
Accessibility of City communication to the public	39	6.5 %
City public health services	23	3.8 %
Your access to bus transportation	23	3.8 %
None chosen	47	7.8 %
Total	602	100.0 %

SUM OF TOP 3 CHOICES

Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 3)

<u>Q2. Sum of top 3 choices</u>	<u>Number</u>	<u>Percent</u>
Police services	286	47.5 %
Fire services	68	11.3 %
City parks & recreation programs & facilities	108	17.9 %
Maintenance of City streets	412	68.4 %
Overall flow of traffic & congestion management in City	128	21.3 %
City water, sanitary & stormwater management	82	13.6 %
City electric utilities	202	33.6 %
Enforcement of City codes & ordinances	205	34.1 %
Customer service received from City employees	49	8.1 %
Accessibility of City communication to the public	61	10.1 %
City public health services	40	6.6 %
Your access to bus transportation	61	10.1 %
None chosen	22	3.7 %
Total	1724	

Q3. Please rate your satisfaction with each of the following items that may influence your perception of the City of Independence using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=602)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q3-1. Overall value received for your City tax dollars & fees	2.7%	21.3%	26.7%	29.4%	15.1%	4.8%
Q3-2. Overall image of City as a place to locate or expand business	2.0%	17.4%	22.3%	35.0%	18.8%	4.5%
Q3-3. Overall quality of life in City	4.0%	33.4%	29.1%	24.9%	6.8%	1.8%
Q3-4. Type & quality of development west of Noland Road	1.2%	10.6%	27.9%	30.4%	19.1%	10.8%
Q3-5. Type & quality of development east of Noland Road	3.8%	29.2%	30.4%	22.4%	7.6%	6.5%
Q3-6. Accessibility & presentation of City facilities	4.0%	30.7%	38.9%	13.3%	3.3%	9.8%

WITHOUT "DON'T KNOW"

Q3. Please rate your satisfaction with each of the following items that may influence your perception of the City of Independence using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (without "don't know")

(N=602)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q3-1. Overall value received for your City tax dollars & fees	2.8%	22.3%	28.1%	30.9%	15.9%
Q3-2. Overall image of City as a place to locate or expand business	2.1%	18.3%	23.3%	36.7%	19.7%
Q3-3. Overall quality of life in City	4.1%	34.0%	29.6%	25.4%	6.9%
Q3-4. Type & quality of development west of Noland Road	1.3%	11.9%	31.3%	34.1%	21.4%
Q3-5. Type & quality of development east of Noland Road	4.1%	31.3%	32.5%	24.0%	8.2%
Q3-6. Accessibility & presentation of City facilities	4.4%	34.1%	43.1%	14.7%	3.7%

Q4. Public Safety. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=602)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q4-1. Police presence in your neighborhood	8.1%	31.6%	23.1%	24.1%	10.5%	2.7%
Q4-2. Police presence in commercial areas	6.3%	29.4%	31.1%	22.1%	5.3%	5.8%
Q4-3. City's efforts to prevent crime	3.8%	16.1%	25.1%	29.4%	17.9%	7.6%
Q4-4. Enforcement of local traffic laws	6.6%	25.7%	26.2%	20.3%	15.3%	5.8%
Q4-5. How quickly police arrive at emergencies	8.3%	26.2%	25.4%	12.0%	8.0%	20.1%
Q4-6. Investigation of criminal offenses	3.2%	12.8%	28.1%	13.6%	12.5%	29.9%
Q4-7. Police facilities & locations	7.6%	34.6%	35.4%	8.1%	2.2%	12.1%
Q4-8. Fire protection	24.9%	50.8%	13.8%	0.3%	0.0%	10.1%
Q4-9. How quickly fire personnel arrive at emergencies	25.6%	39.0%	14.6%	0.2%	0.3%	20.3%
Q4-10. Emergency or 9-1-1 dispatching, particularly in the event of a medical emergency	18.8%	27.4%	21.3%	5.1%	1.3%	26.1%
Q4-11. How quickly ambulance service personnel arrive at emergencies	18.8%	31.2%	18.6%	2.8%	1.3%	27.2%
Q4-12. Emergency medical services & transportation provided by City's licensed ambulance provider (AMR)	15.0%	29.7%	22.4%	2.8%	1.8%	28.2%
Q4-13. Access to mental health outreach & service programs	2.5%	11.6%	25.1%	16.9%	10.3%	33.6%
Q4-14. Quality of animal control services	4.2%	21.6%	28.1%	17.8%	12.3%	16.1%

WITHOUT "DON'T KNOW"

Q4. Public Safety. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (without "don't know")

(N=602)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q4-1. Police presence in your neighborhood	8.4%	32.4%	23.7%	24.7%	10.8%
Q4-2. Police presence in commercial areas	6.7%	31.2%	33.0%	23.5%	5.6%
Q4-3. City's efforts to prevent crime	4.1%	17.4%	27.2%	31.8%	19.4%
Q4-4. Enforcement of local traffic laws	7.1%	27.3%	27.9%	21.5%	16.2%
Q4-5. How quickly police arrive at emergencies	10.4%	32.8%	31.8%	15.0%	10.0%
Q4-6. Investigation of criminal offenses	4.5%	18.2%	40.0%	19.4%	17.8%
Q4-7. Police facilities & locations	8.7%	39.3%	40.3%	9.3%	2.5%
Q4-8. Fire protection	27.7%	56.6%	15.3%	0.4%	0.0%
Q4-9. How quickly fire personnel arrive at emergencies	32.1%	49.0%	18.3%	0.2%	0.4%
Q4-10. Emergency or 9-1-1 dispatching, particularly in the event of a medical emergency	25.4%	37.1%	28.8%	7.0%	1.8%
Q4-11. How quickly ambulance service personnel arrive at emergencies	25.8%	42.9%	25.6%	3.9%	1.8%
Q4-12. Emergency medical services & transportation provided by City's licensed ambulance provider (AMR)	20.8%	41.4%	31.3%	3.9%	2.5%
Q4-13. Access to mental health outreach & service programs	3.8%	17.5%	37.8%	25.5%	15.5%
Q4-14. Quality of animal control services	5.0%	25.7%	33.5%	21.2%	14.7%

Q5. Which THREE public safety items listed in Question 4 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q5. Top choice	Number	Percent
Police presence in your neighborhood	116	19.3 %
Police presence in commercial areas	60	10.0 %
City's efforts to prevent crime	172	28.6 %
Enforcement of local traffic laws	50	8.3 %
How quickly police arrive at emergencies	21	3.5 %
Investigation of criminal offenses	21	3.5 %
Police facilities & locations	3	0.5 %
Fire protection	3	0.5 %
How quickly fire personnel arrive at emergencies	7	1.2 %
Emergency or 9-1-1 dispatching, particularly in the event of a medical emergency	11	1.8 %
How quickly ambulance service personnel arrive at emergencies	2	0.3 %
Emergency medical services & transportation provided by City's licensed ambulance provider (AMR)	4	0.7 %
Access to mental health outreach & service programs	58	9.6 %
Quality of animal control services	33	5.5 %
None chosen	41	6.8 %
Total	602	100.0 %

Q5. Which THREE public safety items listed in Question 4 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q5. 2nd choice	Number	Percent
Police presence in your neighborhood	65	10.8 %
Police presence in commercial areas	70	11.6 %
City's efforts to prevent crime	104	17.3 %
Enforcement of local traffic laws	62	10.3 %
How quickly police arrive at emergencies	42	7.0 %
Investigation of criminal offenses	59	9.8 %
Police facilities & locations	9	1.5 %
Fire protection	12	2.0 %
How quickly fire personnel arrive at emergencies	9	1.5 %
Emergency or 9-1-1 dispatching, particularly in the event of a medical emergency	17	2.8 %
How quickly ambulance service personnel arrive at emergencies	9	1.5 %
Emergency medical services & transportation provided by City's licensed ambulance provider (AMR)	6	1.0 %
Access to mental health outreach & service programs	48	8.0 %
Quality of animal control services	37	6.1 %
None chosen	53	8.8 %
Total	602	100.0 %

Q5. Which THREE public safety items listed in Question 4 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q5. 3rd choice	Number	Percent
Police presence in your neighborhood	62	10.3 %
Police presence in commercial areas	43	7.1 %
City's efforts to prevent crime	80	13.3 %
Enforcement of local traffic laws	43	7.1 %
How quickly police arrive at emergencies	26	4.3 %
Investigation of criminal offenses	64	10.6 %
Police facilities & locations	16	2.7 %
Fire protection	13	2.2 %
How quickly fire personnel arrive at emergencies	13	2.2 %
Emergency or 9-1-1 dispatching, particularly in the event of a medical emergency	30	5.0 %
How quickly ambulance service personnel arrive at emergencies	12	2.0 %
Emergency medical services & transportation provided by City's licensed ambulance provider (AMR)	8	1.3 %
Access to mental health outreach & service programs	47	7.8 %
Quality of animal control services	68	11.3 %
None chosen	77	12.8 %
Total	602	100.0 %

SUM OF TOP 3 CHOICES

Q5. Which THREE public safety items listed in Question 4 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 3)

Q5. Sum of top 3 choices	Number	Percent
Police presence in your neighborhood	243	40.4 %
Police presence in commercial areas	173	28.7 %
City's efforts to prevent crime	356	59.1 %
Enforcement of local traffic laws	155	25.7 %
How quickly police arrive at emergencies	89	14.8 %
Investigation of criminal offenses	144	23.9 %
Police facilities & locations	28	4.7 %
Fire protection	28	4.7 %
How quickly fire personnel arrive at emergencies	29	4.8 %
Emergency or 9-1-1 dispatching, particularly in the event of a medical emergency	58	9.6 %
How quickly ambulance service personnel arrive at emergencies	23	3.8 %
Emergency medical services & transportation provided by City's licensed ambulance provider (AMR)	18	3.0 %
Access to mental health outreach & service programs	153	25.4 %
Quality of animal control services	138	22.9 %
None chosen	41	6.8 %
Total	1676	

Q6. Please rate to what extent each of the following items are a problem in your neighborhood.

(N=602)

	Major problem	Minor problem	Not a problem	Don't know
Q6-1. Graffiti	3.0%	22.4%	64.8%	9.8%
Q6-2. Drugs	26.4%	24.8%	20.3%	28.6%
Q6-3. Speeding	35.9%	40.9%	19.8%	3.5%
Q6-4. Stray animals	15.1%	37.2%	41.0%	6.6%
Q6-5. Stealing/theft	37.5%	35.9%	13.6%	13.0%
Q6-6. Abandoned vehicles	9.0%	20.1%	55.1%	15.8%
Q6-7. Individuals who may be houseless	36.9%	27.4%	24.3%	11.5%
Q6-8. Loitering	23.6%	27.1%	37.0%	12.3%

WITHOUT "DON'T KNOW"

Q6. Please rate to what extent each of the following items are a problem in your neighborhood. (without "don't know")

(N=602)

	Major problem	Minor problem	Not a problem
Q6-1. Graffiti	3.3%	24.9%	71.8%
Q6-2. Drugs	37.0%	34.7%	28.4%
Q6-3. Speeding	37.2%	42.3%	20.5%
Q6-4. Stray animals	16.2%	39.9%	44.0%
Q6-5. Stealing/theft	43.1%	41.2%	15.6%
Q6-6. Abandoned vehicles	10.7%	23.9%	65.5%
Q6-7. Individuals who may be houseless	41.7%	31.0%	27.4%
Q6-8. Loitering	26.9%	30.9%	42.2%

Q7. Please rate how safe you feel in each of the following situations using a scale of 1 to 5, where 5 means "very safe" and 1 means "very unsafe."

(N=602)

	Very safe	Safe	Neutral	Unsafe	Very unsafe	Don't know
Q7-1. In your neighborhood during the day	34.9%	50.2%	10.3%	3.3%	0.5%	0.8%
Q7-2. In your neighborhood during the night	15.3%	34.4%	24.4%	19.8%	5.3%	0.8%
Q7-3. In commercial areas in Independence during the day	10.5%	45.5%	25.9%	12.1%	3.0%	3.0%
Q7-4. In commercial areas in Independence during the night	1.7%	13.6%	26.9%	37.2%	16.3%	4.3%
Q7-5. When you are in City parks	3.7%	23.1%	31.2%	18.8%	5.8%	17.4%

WITHOUT "DON'T KNOW"

Q7. Please rate how safe you feel in each of the following situations using a scale of 1 to 5, where 5 means "very safe" and 1 means "very unsafe." (without "don't know")

(N=602)

	Very safe	Safe	Neutral	Unsafe	Very unsafe
Q7-1. In your neighborhood during the day	35.2%	50.6%	10.4%	3.4%	0.5%
Q7-2. In your neighborhood during the night	15.4%	34.7%	24.6%	19.9%	5.4%
Q7-3. In commercial areas in Independence during the day	10.8%	46.9%	26.7%	12.5%	3.1%
Q7-4. In commercial areas in Independence during the night	1.7%	14.2%	28.1%	38.9%	17.0%
Q7-5. When you are in City parks	4.4%	28.0%	37.8%	22.7%	7.0%

Q8. Emergency Management. Overall, how satisfied are you with the City's emergency preparedness efforts to assist individuals/families in becoming better prepared in the event of a disaster?

Q8. How satisfied are you with City's emergency preparedness efforts

	Number	Percent
Very satisfied	27	4.5 %
Satisfied	131	21.8 %
Neutral	167	27.7 %
Dissatisfied	65	10.8 %
Very dissatisfied	13	2.2 %
Don't know	199	33.1 %
Total	602	100.0 %

WITHOUT "DON'T KNOW"

Q8. Emergency Management. Overall, how satisfied are you with the city's emergency preparedness efforts to assist individuals/families in becoming better prepared in the event of a disaster? (without "don't know")

Q8. How satisfied are you with City's emergency preparedness efforts

	Number	Percent
Very satisfied	27	6.7 %
Satisfied	131	32.5 %
Neutral	167	41.4 %
Dissatisfied	65	16.1 %
Very dissatisfied	13	3.2 %
Total	403	100.0 %

Q9. City Leadership. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=602)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q9-1. Leadership provided by City's elected officials	2.5%	15.9%	32.4%	22.1%	15.1%	12.0%
Q9-2. Access to elected & appointed City officials	3.3%	14.6%	34.1%	18.8%	10.3%	18.9%
Q9-3. How my councilmember engages with their district(s) or residents	4.3%	6.3%	24.1%	27.9%	17.3%	20.1%
Q9-4. How Council & City leadership engage with the public on decisions	2.3%	8.0%	23.1%	29.9%	20.1%	16.6%

WITHOUT "DON'T KNOW"

Q9. City Leadership. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (without "don't know")

(N=602)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q9-1. Leadership provided by City's elected officials	2.8%	18.1%	36.8%	25.1%	17.2%
Q9-2. Access to elected & appointed City officials	4.1%	18.0%	42.0%	23.2%	12.7%
Q9-3. How my councilmember engages with their district(s) or residents	5.4%	7.9%	30.1%	34.9%	21.6%
Q9-4. How Council & City leadership engage with the public on decisions	2.8%	9.6%	27.7%	35.9%	24.1%

Q10. Water, Wastewater, and Electric Utilities. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=602)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q10-1. Taste of tap water in your home	51.0%	32.9%	8.1%	3.8%	2.8%	1.3%
Q10-2. Water pressure in your home	35.9%	42.0%	7.6%	9.8%	4.2%	0.5%
Q10-3. Wastewater collection system	19.6%	39.5%	19.6%	4.0%	3.0%	14.3%
Q10-4. Value of your water & wastewater utility services	20.4%	36.9%	23.3%	9.5%	5.6%	4.3%
Q10-5. Maintenance of City's stormwater drains & culverts in your neighborhood	12.8%	32.1%	24.1%	16.3%	7.6%	7.1%
Q10-6. Overall reliability of electrical service	29.1%	51.3%	12.8%	3.7%	1.7%	1.5%
Q10-7. How quickly electrical outages are repaired	22.4%	49.3%	15.8%	6.1%	2.0%	4.3%
Q10-8. Value of your electric utility service	17.9%	33.7%	22.1%	14.5%	10.8%	1.0%
Q10-9. Efforts of City's utilities programs to promote the environment & conservation	7.6%	21.8%	34.9%	9.0%	4.7%	22.1%
Q10-10. Customer service responsiveness & accessibility	9.5%	23.4%	28.4%	14.1%	10.0%	14.6%

WITHOUT "DON'T KNOW"

Q10. Water, Wastewater, and Electric Utilities. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (without "don't know")

(N=602)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q10-1. Taste of tap water in your home	51.7%	33.3%	8.2%	3.9%	2.9%
Q10-2. Water pressure in your home	36.1%	42.2%	7.7%	9.8%	4.2%
Q10-3. Wastewater collection system	22.9%	46.1%	22.9%	4.7%	3.5%
Q10-4. Value of your water & wastewater utility services	21.4%	38.5%	24.3%	9.9%	5.9%
Q10-5. Maintenance of City's stormwater drains & culverts in your neighborhood	13.8%	34.5%	25.9%	17.5%	8.2%
Q10-6. Overall reliability of electrical service	29.5%	52.1%	13.0%	3.7%	1.7%
Q10-7. How quickly electrical outages are repaired	23.4%	51.6%	16.5%	6.4%	2.1%
Q10-8. Value of your electric utility service	18.1%	34.1%	22.3%	14.6%	10.9%
Q10-9. Efforts of City's utilities programs to promote the environment & conservation	9.8%	27.9%	44.8%	11.5%	6.0%
Q10-10. Customer service responsiveness & accessibility	11.1%	27.4%	33.3%	16.5%	11.7%

Q11. The Independence City Council has commissioned two studies regarding the future ownership of the Independence Power and Light utility. As of today, which of the following options do you prefer?

Q11. Which option do you prefer	Number	Percent
City continues to own electric utility	471	78.2 %
Privatization of electric utility	75	12.5 %
Not provided	56	9.3 %
Total	602	100.0 %

WITHOUT "NOT PROVIDED"

Q11. The Independence City Council has commissioned two studies regarding the future ownership of the Independence Power and Light utility. As of today, which of the following options do you prefer? (without "not provided")

Q11. Which option do you prefer	Number	Percent
City continues to own electric utility	471	86.3 %
Privatization of electric utility	75	13.7 %
Total	546	100.0 %

Q12. Enforcement of City Codes and Ordinances. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=602)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q12-1. Cleanup of trash & debris on residential property	5.5%	22.1%	23.1%	30.1%	14.8%	4.5%
Q12-2. Cleanup of trash & debris on commercial property	3.5%	17.8%	24.4%	32.7%	16.6%	5.0%
Q12-3. Mowing & trimming of residential property	6.3%	33.2%	29.6%	19.3%	7.6%	4.0%
Q12-4. Mowing & trimming of commercial property	5.5%	30.2%	33.1%	18.1%	8.5%	4.7%
Q12-5. Maintenance of residential buildings in your neighborhood	9.0%	36.9%	30.9%	13.5%	5.5%	4.3%
Q12-6. Maintenance of commercial buildings in your neighborhood	4.2%	27.9%	34.6%	16.9%	6.3%	10.1%
Q12-7. Maintenance of rental buildings in your neighborhood	3.3%	21.4%	31.7%	20.9%	9.5%	13.1%
Q12-8. Food safety standards at restaurants in City	8.8%	44.0%	29.2%	8.6%	1.5%	7.8%

WITHOUT "DON'T KNOW"

Q12. Enforcement of City Codes and Ordinances. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (without "don't know")

(N=602)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q12-1. Cleanup of trash & debris on residential property	5.7%	23.1%	24.2%	31.5%	15.5%
Q12-2. Cleanup of trash & debris on commercial property	3.7%	18.7%	25.7%	34.4%	17.5%
Q12-3. Mowing & trimming of residential property	6.6%	34.6%	30.8%	20.1%	8.0%
Q12-4. Mowing & trimming of commercial property	5.7%	31.7%	34.7%	19.0%	8.9%
Q12-5. Maintenance of residential buildings in your neighborhood	9.4%	38.5%	32.3%	14.1%	5.7%
Q12-6. Maintenance of commercial buildings in your neighborhood	4.6%	31.1%	38.4%	18.9%	7.0%
Q12-7. Maintenance of rental buildings in your neighborhood	3.8%	24.7%	36.5%	24.1%	10.9%
Q12-8. Food safety standards at restaurants in City	9.5%	47.7%	31.7%	9.4%	1.6%

Q13. City Parks and Recreation. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=602)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q13-1. Maintenance & condition of City parks & park facilities	8.3%	39.5%	26.1%	10.6%	2.7%	12.8%
Q13-2. Access to & availability of City parks	11.1%	46.2%	22.3%	6.6%	2.8%	11.0%
Q13-3. Number of walking & biking trails	8.5%	37.4%	19.9%	14.5%	5.5%	14.3%
Q13-4. Recreation programs & classes	6.3%	25.2%	27.1%	12.1%	3.5%	25.7%
Q13-5. Recreation facilities & venues	7.3%	28.9%	26.9%	13.3%	5.0%	18.6%

WITHOUT "DON'T KNOW"

Q13. City Parks and Recreation. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (without "don't know")

(N=602)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q13-1. Maintenance & condition of City parks & park facilities	9.5%	45.3%	29.9%	12.2%	3.0%
Q13-2. Access to & availability of City parks	12.5%	51.9%	25.0%	7.5%	3.2%
Q13-3. Number of walking & biking trails	9.9%	43.6%	23.3%	16.9%	6.4%
Q13-4. Recreation programs & classes	8.5%	34.0%	36.5%	16.3%	4.7%
Q13-5. Recreation facilities & venues	9.0%	35.5%	33.1%	16.3%	6.1%

Q14. City Communications. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=602)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q14-1. Availability of information about City programs & services	5.8%	25.6%	30.1%	24.9%	4.3%	9.3%
Q14-2. City efforts to keep you informed about local issues	4.3%	21.3%	27.7%	30.9%	10.0%	5.8%

WITHOUT "DON'T KNOW"

Q14. City Communications. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (without "don't know")

(N=602)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q14-1. Availability of information about City programs & services	6.4%	28.2%	33.2%	27.5%	4.8%
Q14-2. City efforts to keep you informed about local issues	4.6%	22.6%	29.5%	32.8%	10.6%

Q15. City Maintenance. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (24 Highway, 23rd St. (78 Highway), MO 291, 40 Highway, and 7 Highway are State owned within the City and not maintained by the City.)

(N=602)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q15-1. Maintenance of major City streets	3.0%	24.8%	20.1%	36.0%	15.6%	0.5%
Q15-2. Maintenance of streets in residential areas	3.0%	21.3%	20.3%	36.9%	17.9%	0.7%
Q15-3. Maintenance of street signs on City streets	8.6%	43.4%	31.2%	11.6%	3.7%	1.5%
Q15-4. Maintenance of traffic signals on City streets	10.0%	53.3%	24.3%	9.1%	2.5%	0.8%
Q15-5. Maintenance of curbs in residential & commercial areas	5.5%	30.2%	26.9%	22.6%	13.0%	1.8%
Q15-6. Access to 3rd party trash & recycling services	16.9%	37.0%	22.6%	11.5%	5.1%	6.8%
Q15-7. Snow removal on major City streets	12.8%	45.2%	20.9%	14.3%	6.1%	0.7%
Q15-8. Mowing & trimming along City streets & other public areas	5.8%	36.5%	24.4%	22.6%	9.3%	1.3%
Q15-9. Availability of City's Drop-Off Depot program to dispose of yard waste, appliances & trash	6.3%	21.6%	25.1%	22.4%	8.3%	16.3%
Q15-10. Adequate number & placement of City's street lights	8.3%	43.2%	28.2%	14.1%	3.7%	2.5%
Q15-11. Availability & condition of sidewalks	3.5%	18.3%	28.1%	31.7%	15.3%	3.2%
Q15-12. Maintenance & condition of City buildings	7.0%	36.9%	35.4%	8.8%	2.8%	9.1%
Q15-13. Maintenance & preservation of Independence Square	13.1%	46.0%	23.3%	9.5%	4.5%	3.7%
Q15-14. Maintenance & preservation of Englewood Arts District	8.3%	36.2%	28.1%	9.8%	3.7%	14.0%

WITHOUT "DON'T KNOW"

Q15. City Maintenance. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (24 Highway, 23rd St. (78 Highway), MO 291, 40 Highway, and 7 Highway are State owned within the City and not maintained by the City.) (without "don't know")

(N=602)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q15-1. Maintenance of major City streets	3.0%	24.9%	20.2%	36.2%	15.7%
Q15-2. Maintenance of streets in residential areas	3.0%	21.4%	20.4%	37.1%	18.1%
Q15-3. Maintenance of street signs on City streets	8.8%	44.0%	31.7%	11.8%	3.7%
Q15-4. Maintenance of traffic signals on City streets	10.1%	53.8%	24.5%	9.2%	2.5%
Q15-5. Maintenance of curbs in residential & commercial areas	5.6%	30.8%	27.4%	23.0%	13.2%
Q15-6. Access to 3rd party trash & recycling services	18.2%	39.8%	24.2%	12.3%	5.5%
Q15-7. Snow removal on major City streets	12.9%	45.5%	21.1%	14.4%	6.2%
Q15-8. Mowing & trimming along City streets & other public areas	5.9%	37.0%	24.7%	22.9%	9.4%
Q15-9. Availability of City's Drop-Off Depot program to dispose of yard waste, appliances & trash	7.5%	25.8%	30.0%	26.8%	9.9%
Q15-10. Adequate number & placement of City's street lights	8.5%	44.3%	29.0%	14.5%	3.7%
Q15-11. Availability & condition of sidewalks	3.6%	18.9%	29.0%	32.8%	15.8%
Q15-12. Maintenance & condition of City buildings	7.7%	40.6%	38.9%	9.7%	3.1%
Q15-13. Maintenance & preservation of Independence Square	13.6%	47.8%	24.1%	9.8%	4.7%

WITHOUT “DON’T KNOW”

Q15. City Maintenance. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (24 Highway, 23rd St. (78 Highway), MO 291, 40 Highway, and 7 Highway are State owned within the City and not maintained by the City.) (without "don't know")

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q15-14. Maintenance & preservation of Englewood Arts District	9.7%	42.1%	32.6%	11.4%	4.2%

Q16. Independence Historic Sites and Neighborhoods. Using a 5-point scale, where 5 means "strongly agree" and 1 means "strongly disagree," please rate your level of agreement with each of the following statements concerning the City's historic sites and neighborhoods (e.g. Vaile Mansion, Bingham-Waggoner, Chicago and Alton Depot, Pioneer Spring Cabin, National Frontier Trails Museum, Log Courthouse).

(N=602)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Not provided
Q16-1. It is important to preserve City's historic sites	63.1%	27.4%	6.6%	0.7%	0.3%	1.8%
Q16-2. City effectively promotes its heritage sites	20.4%	39.7%	21.9%	10.1%	4.3%	3.5%
Q16-3. It is important to preserve City's historic neighborhoods	51.5%	36.7%	8.0%	2.3%	0.3%	1.2%
Q16-4. It is important to maintain historic character of The Square	58.1%	29.6%	7.5%	2.5%	1.0%	1.3%

WITHOUT "NOT PROVIDED"

Q16. Independence Historic Sites and Neighborhoods. Using a 5-point scale, where 5 means "strongly agree" and 1 means "strongly disagree," please rate your level of agreement with each of the following statements concerning the City's historic sites and neighborhoods (e.g. Vaile Mansion, Bingham-Waggoner, Chicago and Alton Depot, Pioneer Spring Cabin, National Frontier Trails Museum, Log Courthouse). (without "not provided")

(N=602)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q16-1. It is important to preserve City's historic sites	64.3%	27.9%	6.8%	0.7%	0.3%
Q16-2. City effectively promotes its heritage sites	21.2%	41.1%	22.7%	10.5%	4.5%
Q16-3. It is important to preserve City's historic neighborhoods	52.1%	37.1%	8.1%	2.4%	0.3%
Q16-4. It is important to maintain historic character of The Square	58.9%	30.0%	7.6%	2.5%	1.0%

Q16a. Do you support the city using tax dollars to own and operate these historic sites?

Q16a. Do you support City using tax dollars to own & operate these historic sites

	Number	Percent
Yes	466	77.4 %
No	106	17.6 %
Not provided	30	5.0 %
Total	602	100.0 %

WITHOUT "NOT PROVIDED"**Q16a. Do you support the city using tax dollars to own and operate these historic sites? (without "not provided")**

Q16a. Do you support City using tax dollars to own & operate these historic sites

	Number	Percent
Yes	466	81.5 %
No	106	18.5 %
Total	572	100.0 %

Q17. Which of the City's historic sites have you visited within the last two years?

Q17. Which City's historic sites have you visited within last two years

	Number	Percent
Bingham-Waggoner	199	33.1 %
Chicago & Alton Depot	88	14.6 %
1827 Log Courthouse	83	13.8 %
National Frontier Trails Museum	127	21.1 %
1859 Jail	132	21.9 %
Vaile Mansion	234	38.9 %
Total	863	

Q18. Please rate the City of Independence with regard to each of the following using a scale of 1 to 5, where 5 means "excellent" and 1 means "poor."

(N=602)

	Excellent	Good	Neutral	Below average	Poor	Don't know
Q18-1. As a place to live	8.3%	45.3%	17.1%	21.9%	6.8%	0.5%
Q18-2. As a place to raise children	6.3%	35.2%	21.8%	21.6%	10.0%	5.1%
Q18-3. As a place to work	5.1%	32.6%	26.9%	16.4%	8.6%	10.3%
Q18-4. As a place to visit	9.5%	38.2%	21.3%	21.1%	7.8%	2.2%

WITHOUT "DON'T KNOW"

Q18. Please rate the City of Independence with regard to each of the following using a scale of 1 to 5, where 5 means "excellent" and 1 means "poor." (without "don't know")

(N=602)

	Excellent	Good	Neutral	Below average	Poor
Q18-1. As a place to live	8.3%	45.6%	17.2%	22.0%	6.8%
Q18-2. As a place to raise children	6.7%	37.1%	22.9%	22.8%	10.5%
Q18-3. As a place to work	5.7%	36.3%	30.0%	18.3%	9.6%
Q18-4. As a place to visit	9.7%	39.0%	21.7%	21.6%	8.0%

Q19. Please rate your level of agreement with each of the following statements using a scale of 1 to 5, where 5 means "strongly agree" and 1 means "strongly disagree."

(N=602)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Not provided
Q19-1. My neighborhood needs to be improved	19.9%	31.1%	30.4%	16.6%	1.5%	0.5%
Q19-2. Housing in my neighborhood is well-maintained	11.8%	43.0%	25.6%	15.9%	3.2%	0.5%
Q19-3. I am optimistic about the future of my neighborhood	9.5%	34.7%	29.6%	19.9%	5.0%	1.3%
Q19-4. I expect the value of my home to increase during next five years	10.0%	37.5%	27.1%	17.6%	4.8%	3.0%
Q19-5. I am concerned about potential crime problems in my neighborhood	22.8%	42.4%	20.3%	11.8%	2.0%	0.8%
Q19-6. I am satisfied with convenient access to grocery & drug stores	25.2%	50.7%	8.8%	12.5%	2.5%	0.3%

WITHOUT "NOT PROVIDED"

Q19. Please rate your level of agreement with each of the following statements using a scale of 1 to 5, where 5 means "strongly agree" and 1 means "strongly disagree." (without "not provided")

(N=602)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q19-1. My neighborhood needs to be improved	20.0%	31.2%	30.6%	16.7%	1.5%
Q19-2. Housing in my neighborhood is well-maintained	11.9%	43.2%	25.7%	16.0%	3.2%
Q19-3. I am optimistic about the future of my neighborhood	9.6%	35.2%	30.0%	20.2%	5.1%
Q19-4. I expect the value of my home to increase during next five years	10.3%	38.7%	27.9%	18.2%	5.0%
Q19-5. I am concerned about potential crime problems in my neighborhood	22.9%	42.7%	20.4%	11.9%	2.0%
Q19-6. I am satisfied with convenient access to grocery & drug stores	25.3%	50.8%	8.8%	12.5%	2.5%

Q20. Please rate how important each of the following reasons for deciding where to live was in your decision to live in Independence using a scale of 1 to 5, where 5 is "very important" and 1 is "not at all important."

(N=602)

	Very important	Important	Neutral	Not important	Not at all important	Don't know
Q20-1. Sense of community	17.9%	40.0%	26.9%	9.8%	3.3%	2.0%
Q20-2. Employment opportunities in Independence	17.4%	27.9%	28.2%	13.6%	7.6%	5.1%
Q20-3. Diversity of housing choice	11.3%	38.2%	27.9%	11.3%	6.1%	5.1%
Q20-4. Affordability of housing	34.2%	43.5%	13.0%	4.3%	2.0%	3.0%
Q20-5. Access to a variety of shopping & entertainment options	25.7%	48.3%	17.6%	4.3%	2.2%	1.8%
Q20-6. Availability of parks & recreation opportunities	21.4%	43.2%	24.6%	5.8%	2.2%	2.8%
Q20-7. Near family or friends	29.1%	38.5%	20.9%	5.3%	3.7%	2.5%
Q20-8. Access/proximity to employment opportunities	19.9%	37.9%	25.1%	7.1%	5.5%	4.5%
Q20-9. Access to quality education options	34.6%	30.7%	19.6%	5.5%	5.3%	4.3%
Q20-10. Family friendly activities & venues	24.3%	42.5%	20.6%	5.1%	3.7%	3.8%

WITHOUT "DON'T KNOW"

Q20. Please rate how important each of the following reasons for deciding where to live was in your decision to live in Independence using a scale of 1 to 5, where 5 is "very important" and 1 is "not at all important." (without "don't know")

(N=602)

	Very important	Important	Neutral	Not important	Not at all important
Q20-1. Sense of community	18.3%	40.8%	27.5%	10.0%	3.4%
Q20-2. Employment opportunities in Independence	18.4%	29.4%	29.8%	14.4%	8.1%
Q20-3. Diversity of housing choice	11.9%	40.3%	29.4%	11.9%	6.5%
Q20-4. Affordability of housing	35.3%	44.9%	13.4%	4.5%	2.1%
Q20-5. Access to a variety of shopping & entertainment options	26.2%	49.2%	17.9%	4.4%	2.2%
Q20-6. Availability of parks & recreation opportunities	22.1%	44.4%	25.3%	6.0%	2.2%
Q20-7. Near family or friends	29.8%	39.5%	21.5%	5.5%	3.7%
Q20-8. Access/proximity to employment opportunities	20.9%	39.7%	26.3%	7.5%	5.7%
Q20-9. Access to quality education options	36.1%	32.1%	20.5%	5.7%	5.6%
Q20-10. Family friendly activities & venues	25.2%	44.2%	21.4%	5.4%	3.8%

Q21. Which THREE of the reasons listed in Question 20 will have the MOST IMPACT on your decision to stay in Independence for the next 10 years?

<u>Q21. Top choice</u>	<u>Number</u>	<u>Percent</u>
Sense of community	65	10.8 %
Employment opportunities in Independence	42	7.0 %
Diversity of housing choice	16	2.7 %
Affordability of housing	172	28.6 %
Access to a variety of shopping & entertainment options	62	10.3 %
Availability of parks & recreation opportunities	8	1.3 %
Near family or friends	134	22.3 %
Access/proximity to employment opportunities	13	2.2 %
Access to quality education options	38	6.3 %
Family friendly activities & venues	15	2.5 %
None chosen	37	6.1 %
Total	602	100.0 %

Q21. Which THREE of the reasons listed in Question 20 will have the MOST IMPACT on your decision to stay in Independence for the next 10 years?

<u>Q21. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
Sense of community	49	8.1 %
Employment opportunities in Independence	39	6.5 %
Diversity of housing choice	31	5.1 %
Affordability of housing	96	15.9 %
Access to a variety of shopping & entertainment options	106	17.6 %
Availability of parks & recreation opportunities	37	6.1 %
Near family or friends	65	10.8 %
Access/proximity to employment opportunities	41	6.8 %
Access to quality education options	46	7.6 %
Family friendly activities & venues	37	6.1 %
None chosen	55	9.1 %
Total	602	100.0 %

Q21. Which THREE of the reasons listed in Question 20 will have the MOST IMPACT on your decision to stay in Independence for the next 10 years?

Q21. 3rd choice	Number	Percent
Sense of community	74	12.3 %
Employment opportunities in Independence	20	3.3 %
Diversity of housing choice	16	2.7 %
Affordability of housing	63	10.5 %
Access to a variety of shopping & entertainment options	77	12.8 %
Availability of parks & recreation opportunities	57	9.5 %
Near family or friends	56	9.3 %
Access/proximity to employment opportunities	47	7.8 %
Access to quality education options	47	7.8 %
Family friendly activities & venues	65	10.8 %
None chosen	80	13.3 %
Total	602	100.0 %

SUM OF TOP 3 CHOICES

Q21. Which THREE of the reasons listed in Question 20 will have the MOST IMPACT on your decision to stay in Independence for the next 10 years? (top 3)

Q21. Sum of top 3 choices	Number	Percent
Sense of community	188	31.2 %
Employment opportunities in Independence	101	16.8 %
Diversity of housing choice	63	10.5 %
Affordability of housing	331	55.0 %
Access to a variety of shopping & entertainment options	245	40.7 %
Availability of parks & recreation opportunities	102	16.9 %
Near family or friends	255	42.4 %
Access/proximity to employment opportunities	101	16.8 %
Access to quality education options	131	21.8 %
Family friendly activities & venues	117	19.4 %
None chosen	37	6.1 %
Total	1671	

Q22. Using a five-point scale where 5 means "much too slow" and 1 means "much too fast," please rate the City's current pace of development in each of the following areas.

(N=602)

	Much too slow	Too slow	Just right	Too fast	Much too fast	Don't know
Q22-1. Single-family residential development	15.4%	29.7%	27.7%	3.0%	0.8%	23.3%
Q22-2. Pace & quality of redevelopment	19.3%	34.9%	19.6%	4.3%	1.0%	20.9%
Q22-3. Market-rate multi-family residential development designed to be renter-occupied	6.0%	12.8%	20.8%	18.4%	17.4%	24.6%
Q22-4. Office development	7.6%	18.3%	30.6%	5.3%	2.3%	35.9%
Q22-5. Industrial development	11.5%	19.3%	28.6%	6.1%	5.8%	28.7%
Q22-6. Retail development	15.1%	31.6%	24.3%	5.8%	3.5%	19.8%

WITHOUT "DON'T KNOW"

Q22. Using a five-point scale where 5 means "much too slow" and 1 means "much too fast," please rate the City's current pace of development in each of the following areas. (without "don't know")

(N=602)

	Much too slow	Too slow	Just right	Too fast	Much too fast
Q22-1. Single-family residential development	20.1%	38.7%	36.1%	3.9%	1.1%
Q22-2. Pace & quality of redevelopment	24.4%	44.1%	24.8%	5.5%	1.3%
Q22-3. Market-rate multi-family residential development designed to be renter-occupied	7.9%	17.0%	27.5%	24.4%	23.1%
Q22-4. Office development	11.9%	28.5%	47.7%	8.3%	3.6%
Q22-5. Industrial development	16.1%	27.0%	40.1%	8.6%	8.2%
Q22-6. Retail development	18.8%	39.3%	30.2%	7.2%	4.3%

Q23. Which THREE of these issues listed in Question 22 do you think should receive the HIGHEST PRIORITY in the City's long-range plan?

<u>Q23. Top choice</u>	<u>Number</u>	<u>Percent</u>
Single-family residential development	210	34.9 %
Pace & quality of redevelopment	124	20.6 %
Market-rate multi-family residential development designed to be renter-occupied	50	8.3 %
Office development	16	2.7 %
Industrial development	54	9.0 %
Retail development	88	14.6 %
None chosen	60	10.0 %
Total	602	100.0 %

Q23. Which THREE of these issues listed in Question 22 do you think should receive the HIGHEST PRIORITY in the City's long-range plan?

<u>Q23. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
Single-family residential development	88	14.6 %
Pace & quality of redevelopment	140	23.3 %
Market-rate multi-family residential development designed to be renter-occupied	63	10.5 %
Office development	51	8.5 %
Industrial development	75	12.5 %
Retail development	106	17.6 %
None chosen	79	13.1 %
Total	602	100.0 %

Q23. Which THREE of these issues listed in Question 22 do you think should receive the HIGHEST PRIORITY in the City's long-range plan?

Q23. 3rd choice	Number	Percent
Single-family residential development	87	14.5 %
Pace & quality of redevelopment	97	16.1 %
Market-rate multi-family residential development designed to be renter-occupied	53	8.8 %
Office development	53	8.8 %
Industrial development	60	10.0 %
Retail development	140	23.3 %
None chosen	112	18.6 %
Total	602	100.0 %

SUM OF TOP 3 CHOICES

Q23. Which THREE of these issues listed in Question 22 do you think should receive the HIGHEST PRIORITY in the City's long-range plan? (top 3)

Q23. Sum of top 3 choices	Number	Percent
Single-family residential development	385	64.0 %
Pace & quality of redevelopment	361	60.0 %
Market-rate multi-family residential development designed to be renter-occupied	166	27.6 %
Office development	120	19.9 %
Industrial development	189	31.4 %
Retail development	334	55.5 %
None chosen	60	10.0 %
Total	1615	

Q24. Would you support a general obligation bond to repair or replace?

Q24. Would you support a general obligation bond to repair or replace	Number	Percent
Street repair & replacement	436	72.4 %
Sidewalks to schools/sidewalks to parks	291	48.3 %
Curb/gutter repair & replacement	251	41.7 %
Repair/replace bridges	330	54.8 %
New police headquarters & support functions (K-9, firing range, municipal court)	185	30.7 %
Community center/recreation complex	206	34.2 %
Historic sites repair/replacement (including Vaile Mansion, Bingham-Waggoner Estates, Chicago-Alton Depot, 1827 Log Courthouse)	264	43.9 %
Animal shelter renovations	278	46.2 %
Total	2241	

Q25. How satisfied are you with the overall quality of the Independence Events Center (AKA Cable Dahmer Arena)?

Q25. How satisfied are you with overall quality of Independence Events Center	Number	Percent
Very satisfied	138	22.9 %
Satisfied	193	32.1 %
Neutral	100	16.6 %
Dissatisfied	14	2.3 %
Very dissatisfied	11	1.8 %
Don't know	146	24.3 %
Total	602	100.0 %

WITHOUT "DON'T KNOW"**Q25. How satisfied are you with the overall quality of the Independence Events Center (AKA Cable Dahmer Arena)? (without "don't know")**

Q25. How satisfied are you with overall quality of Independence Events Center	Number	Percent
Very satisfied	138	30.3 %
Satisfied	193	42.3 %
Neutral	100	21.9 %
Dissatisfied	14	3.1 %
Very dissatisfied	11	2.4 %
Total	456	100.0 %

Q26. Where do you currently get news and information about City programs, services and events?

Q26. Where do you currently get news & information
about City programs, services, & events

	Number	Percent
Called or written a City Council member	32	5.3 %
Attended a City Council meeting	48	8.0 %
Attended a neighborhood meeting	32	5.3 %
Read an article in Examiner about City	112	18.6 %
Read an article in Kansas City Star about City	74	12.3 %
Watched City's government access channel, City 7 (Channel 7 on Comcast, or YouTube)	69	11.5 %
Read City's newsletter, CityScene	253	42.0 %
Accessed City website (independencemo.org)	237	39.4 %
Accessed City's social media (Facebook, Twitter/X, Nextdoor, Instagram)	298	49.5 %
Watched network television news about City	252	41.9 %
Registered to receive e-newsletters & press releases	77	12.8 %
Total	1484	

Q27. From which THREE sources of information listed in Question 26 would you most prefer to get information from the City?

Q27. Top choice	Number	Percent
Called or written a City Council member	11	1.8 %
Attended a City Council meeting	10	1.7 %
Attended a neighborhood meeting	7	1.2 %
Read an article in Examiner about City	36	6.0 %
Read an article in Kansas City Star about City	11	1.8 %
Watched City's government access channel, City 7 (Channel 7 on Comcast, or YouTube)	27	4.5 %
Read City's newsletter, CityScene	150	24.9 %
Accessed City website (independencemo.org)	61	10.1 %
Accessed City's social media (Facebook, Twitter/X, Nextdoor, Instagram)	121	20.1 %
Watched network television news about City	44	7.3 %
Registered to receive e-newsletters & press releases	36	6.0 %
None chosen	88	14.6 %
Total	602	100.0 %

Q27. From which THREE sources of information listed in Question 26 would you most prefer to get information from the City?

Q27. 2nd choice	Number	Percent
Called or written a City Council member	9	1.5 %
Attended a City Council meeting	13	2.2 %
Attended a neighborhood meeting	10	1.7 %
Read an article in Examiner about City	17	2.8 %
Read an article in Kansas City Star about City	19	3.2 %
Watched City's government access channel, City 7 (Channel 7 on Comcast, or YouTube)	31	5.1 %
Read City's newsletter, CityScene	76	12.6 %
Accessed City website (independencemo.org)	113	18.8 %
Accessed City's social media (Facebook, Twitter/X, Nextdoor, Instagram)	88	14.6 %
Watched network television news about City	58	9.6 %
Registered to receive e-newsletters & press releases	35	5.8 %
None chosen	133	22.1 %
Total	602	100.0 %

Q27. From which THREE sources of information listed in Question 26 would you most prefer to get information from the City?

Q27. 3rd choice	Number	Percent
Called or written a City Council member	14	2.3 %
Attended a City Council meeting	11	1.8 %
Attended a neighborhood meeting	10	1.7 %
Read an article in Examiner about City	19	3.2 %
Read an article in Kansas City Star about City	16	2.7 %
Watched City's government access channel, City 7 (Channel 7 on Comcast, or YouTube)	29	4.8 %
Read City's newsletter, CityScene	53	8.8 %
Accessed City website (independencemo.org)	64	10.6 %
Accessed City's social media (Facebook, Twitter/X, Nextdoor, Instagram)	58	9.6 %
Watched network television news about City	63	10.5 %
Registered to receive e-newsletters & press releases	54	9.0 %
None chosen	211	35.0 %
Total	602	100.0 %

SUM OF TOP 3 CHOICES

Q27. From which THREE sources of information listed in Question 26 would you most prefer to get information from the City? (top 3)

Q27. Sum of top 3 choices	Number	Percent
Called or written a City Council member	34	5.6 %
Attended a City Council meeting	34	5.6 %
Attended a neighborhood meeting	27	4.5 %
Read an article in Examiner about City	72	12.0 %
Read an article in Kansas City Star about City	46	7.6 %
Watched City's government access channel, City 7 (Channel 7 on Comcast, or YouTube)	87	14.5 %
Read City's newsletter, CityScene	279	46.3 %
Accessed City website (independencemo.org)	238	39.5 %
Accessed City's social media (Facebook, Twitter/X, Nextdoor, Instagram)	267	44.4 %
Watched network television news about City	165	27.4 %
Registered to receive e-newsletters & press releases	125	20.8 %
None chosen	88	14.6 %
Total	1462	

Q28. Approximately how many minutes did you or members of your household watch the City's cable television, City 7, during the past week?

Q28. How many minutes did you watch City's cable television, City 7, during past week

	Number	Percent
None	403	66.9 %
0 to 30 minutes	45	7.5 %
30 minutes to 1 hour	21	3.5 %
More than 1 hour	21	3.5 %
Haven't watched City's cable television during past week	96	15.9 %
Not provided	16	2.7 %
Total	602	100.0 %

WITHOUT "NOT PROVIDED"

Q28. Approximately how many minutes did you or members of your household watch the City's cable television, City 7, during the past week? (without "not provided")

Q28. How many minutes did you watch City's cable television, City 7, during past week

	Number	Percent
None	403	68.8 %
0 to 30 minutes	45	7.7 %
30 minutes to 1 hour	21	3.6 %
More than 1 hour	21	3.6 %
Haven't watched City's cable television during past week	96	16.4 %
Total	586	100.0 %

Q28a. What do you watch when you watch the City's cable television, City 7?

Q28a. What do you watch when you watch City's cable television, City 7

	Number	Percent
Live City meeting	69	14.1 %
Pre-recorded City meeting	62	12.7 %
Programs from other agencies/governmental organizations	22	4.5 %
Information slides & music	15	3.1 %
Something that catches my eye while "channel surfing"	79	16.1 %
Total	247	

Q29. If you registered to receive a digital newsletter or press release, which do you currently receive?

<u>Q29. Which do you currently receive</u>	<u>Number</u>	<u>Percent</u>
CityScene newsletter	163	27.1 %
Independence Today bi-weekly newsletter	36	6.0 %
Utilities Customer monthly newsletter	100	16.6 %
What's Happening with Parks, Recreation & Tourism	28	4.7 %
City Press Release	28	4.7 %
None	302	50.2 %
Total	657	

WITHOUT "NONE"**Q29. If you registered to receive a digital newsletter or press release, which do you currently receive?
(without "none")**

<u>Q29. Which do you currently receive</u>	<u>Number</u>	<u>Percent</u>
CityScene newsletter	163	54.3 %
Independence Today bi-weekly newsletter	36	12.0 %
Utilities Customer monthly newsletter	99	33.0 %
What's Happening with Parks, Recreation & Tourism	28	9.3 %
City Press Release	27	9.0 %
Total	353	

Q30. Including yourself, how many persons in your household are...

	Mean	Sum
number	2.3	1355
Under age 5	0.1	36
Ages 5-9	0.1	60
Ages 10-14	0.1	40
Ages 15-19	0.1	73
Ages 20-24	0.1	52
Ages 25-34	0.3	187
Ages 35-44	0.3	204
Ages 45-54	0.3	208
Ages 55-64	0.4	228
Ages 65-74	0.2	142
Ages 75+	0.2	125

Q31. How many years have you lived in the City of Independence?

Q31. How many years have you lived in City of Independence	Number	Percent
0-5	76	12.6 %
6-10	52	8.6 %
11-15	43	7.1 %
16-20	46	7.6 %
21-30	99	16.4 %
31+	266	44.2 %
Not provided	20	3.3 %
Total	602	100.0 %

WITHOUT "NOT PROVIDED"**Q31. How many years have you lived in the City of Independence? (without "not provided")**

Q31. How many years have you lived in City of Independence	Number	Percent
0-5	76	13.1 %
6-10	52	8.9 %
11-15	43	7.4 %
16-20	46	7.9 %
21-30	99	17.0 %
31+	266	45.7 %
Total	582	100.0 %

Q32. Do you own or rent your current residence?

Q32. Do you own or rent your current residence	Number	Percent
Own	433	71.9 %
Rent	166	27.6 %
Not provided	3	0.5 %
Total	602	100.0 %

WITHOUT "NOT PROVIDED"**Q32. Do you own or rent your current residence? (without "not provided")**

Q32. Do you own or rent your current residence	Number	Percent
Own	433	72.3 %
Rent	166	27.7 %
Total	599	100.0 %

Q33. Is your home a...

Q33. What is your home	Number	Percent
Single-family home	519	86.2 %
Apartment	31	5.1 %
Duplex	20	3.3 %
Mobile home	4	0.7 %
Condo/townhome	24	4.0 %
Not provided	4	0.7 %
Total	602	100.0 %

WITHOUT "NOT PROVIDED"**Q33. Is your home a... (without "not provided")**

Q33. What is your home	Number	Percent
Single-family home	519	86.8 %
Apartment	31	5.2 %
Duplex	20	3.3 %
Mobile home	4	0.7 %
Condo/townhome	24	4.0 %
Total	598	100.0 %

Q34. What is your age?

Q34. Your age	Number	Percent
18-34	98	16.3 %
35-44	119	19.8 %
45-54	123	20.4 %
55-64	119	19.8 %
65+	125	20.8 %
Not provided	18	3.0 %
Total	602	100.0 %

WITHOUT "NOT PROVIDED"**Q34. What is your age? (without "not provided")**

Q34. Your age	Number	Percent
18-34	98	16.8 %
35-44	119	20.4 %
45-54	123	21.1 %
55-64	119	20.4 %
65+	125	21.4 %
Total	584	100.0 %

Q35. If you are employed outside the home, in which zip code do you work?

Q35. In which zip code do you work	Number	Percent
64050	38	12.1 %
64055	32	10.2 %
64057	19	6.1 %
64056	15	4.8 %
64015	14	4.5 %
64111	12	3.8 %
64052	10	3.2 %
64108	9	2.9 %
64053	8	2.6 %
64133	8	2.6 %
64106	7	2.2 %
64116	7	2.2 %
64068	6	1.9 %
64063	6	1.9 %
64029	6	1.9 %
64064	5	1.6 %
64120	5	1.6 %
64014	5	1.6 %
66215	5	1.6 %
66211	5	1.6 %
66210	4	1.3 %
64141	4	1.3 %
64081	4	1.3 %
64128	4	1.3 %
64138	3	1.0 %
64086	3	1.0 %
64058	3	1.0 %
64114	3	1.0 %
64125	3	1.0 %
64088	2	0.6 %
64130	2	0.6 %
66062	2	0.6 %
66103	2	0.6 %
64129	2	0.6 %
66101	2	0.6 %
66106	2	0.6 %
64147	2	0.6 %
64132	2	0.6 %
64105	2	0.6 %
64150	1	0.3 %
64151	1	0.3 %
64118	1	0.3 %
68726	1	0.3 %
64131	1	0.3 %
66205	1	0.3 %
64110	1	0.3 %
64012	1	0.3 %
66115	1	0.3 %
64145	1	0.3 %
64016	1	0.3 %
64119	1	0.3 %

Q35. If you are employed outside the home, in which zip code do you work?

Q35. In which zip code do you work	Number	Percent
64117	1	0.3 %
64601	1	0.3 %
66160	1	0.3 %
66214	1	0.3 %
64082	1	0.3 %
66202	1	0.3 %
66206	1	0.3 %
66212	1	0.3 %
66251	1	0.3 %
64054	1	0.3 %
66064	1	0.3 %
64018	1	0.3 %
64089	1	0.3 %
64112	1	0.3 %
64093	1	0.3 %
64102	1	0.3 %
66021	1	0.3 %
66207	1	0.3 %
66079	1	0.3 %
66105	1	0.3 %
66201	1	0.3 %
64134	1	0.3 %
64139	1	0.3 %
64501	1	0.3 %
64115	1	0.3 %
64101	1	0.3 %
64051	1	0.3 %
64030	1	0.3 %
Total	313	100.0 %

Q36. Would you say your total household income is...

Q36. Your total household income	Number	Percent
Under \$30K	112	18.6 %
\$30K to \$59,999	154	25.6 %
\$60K to \$99,999	140	23.3 %
\$100K+	121	20.1 %
Not provided	75	12.5 %
Total	602	100.0 %

WITHOUT "NOT PROVIDED"**Q36. Would you say your total household income is... (without "not provided")**

Q36. Your total household income	Number	Percent
Under \$30K	112	21.3 %
\$30K to \$59,999	154	29.2 %
\$60K to \$99,999	140	26.6 %
\$100K+	121	23.0 %
Total	527	100.0 %

Q37. Did you vote in the April 2022 City General Election?

Q37. Did you vote in April 2022 City General Election	Number	Percent
Yes	442	73.4 %
No	158	26.2 %
Not provided	2	0.3 %
Total	602	100.0 %

WITHOUT "NOT PROVIDED"**Q37. Did you vote in the April 2022 City General Election? (without "not provided")**

Q37. Did you vote in April 2022 City General Election	Number	Percent
Yes	442	73.7 %
No	158	26.3 %
Total	600	100.0 %

Q38. Your gender:

Q38. Your gender	Number	Percent
Male	300	49.8 %
Female	297	49.3 %
Non-binary	3	0.5 %
Prefer not to answer	2	0.3 %
Total	602	100.0 %

WITHOUT "PREFER NOT TO ANSWER"**Q38. Your gender: (without "prefer not to answer")**

Q38. Your gender	Number	Percent
Male	300	50.0 %
Female	297	49.5 %
Non-binary	3	0.5 %
Total	600	100.0 %

Q39. Which of the following best describes your race/ethnicity?

Q39. Your race/ethnicity	Number	Percent
Asian or Asian Indian	6	1.0 %
Black or African American	62	10.3 %
American Indian or Alaska Native	4	0.7 %
White or Caucasian	460	76.4 %
Native Hawaiian or other Pacific Islander	2	0.3 %
Hispanic, Spanish, or Latino/a/x	58	9.6 %
Other	6	1.0 %
Total	598	

Q39-7. Self-describe your race/ethnicity:

Q39-7. Self-describe your race/ethnicity	Number	Percent
Mixed	2	33.3 %
Multi-racial	2	33.3 %
European	1	16.7 %
Lebanese	1	16.7 %
Total	6	100.0 %



Survey Instrument



INDEPENDENCE

★ MISSOURI ★

111 East Maple Street • Independence, Missouri 64050
independencemo.gov • 816-325-7030

Dear City of Independence Resident,

Congratulations on being randomly selected to participate in the 2023 Citizen Survey. Your input is extremely important. Results from this survey will be used to determine the city's priorities over the coming months and years, and we need to know what is important to you, our citizens.

Since our last survey in 2018, there have been many changes in our community, and we are excited to receive your feedback as we continue to work toward the future.

Please return your completed survey in the enclosed postage-paid envelope within the next week. If you prefer, you can also complete the survey online at independencemosurvey.org. Thank you for your time and attention as you complete and return the survey. If you have any questions, please feel free to call (816) 325-7086.

Sincerely,

Rory Rowland, Mayor



2023 City of Independence Resident Survey

Please take a few minutes to complete this survey. Your input is an important part of the city's planning process and will be used by city leaders to make planning and investment decisions. If you would like to complete the survey online, go to independencemosurvey.org. If you have questions, please call the City Manager's office at (816) 325-7086.

1. **Overall Satisfaction with City Services.** Please rate your satisfaction with each of the services listed below using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Police services	5	4	3	2	1	9
02. Fire services	5	4	3	2	1	9
03. City parks and recreation programs and facilities	5	4	3	2	1	9
04. Maintenance of city streets	5	4	3	2	1	9
05. Overall flow of traffic and congestion management in the city	5	4	3	2	1	9
06. City water, sanitary, and stormwater management	5	4	3	2	1	9
07. City's electric utilities	5	4	3	2	1	9
08. Enforcement of city codes and ordinances	5	4	3	2	1	9
09. Customer service received from city employees	5	4	3	2	1	9
10. Accessibility of city communication to the public	5	4	3	2	1	9
11. City public health services	5	4	3	2	1	9
12. Your access to bus transportation	5	4	3	2	1	9

2. **Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from city leaders over the next TWO years?** *[Write in your answers below using the numbers from the list in Question 1.]*

1st: _____ 2nd: _____ 3rd: _____

3. **Please rate your satisfaction with each of the following items that may influence your perception of the City of Independence using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Overall value received for your city tax dollars and fees	5	4	3	2	1	9
2. Overall image of the city as a place to locate or expand business	5	4	3	2	1	9
3. Overall quality of life in the city	5	4	3	2	1	9
4. Type and quality of development west of Noland Road	5	4	3	2	1	9
5. Type and quality of development east of Noland Road	5	4	3	2	1	9
6. Accessibility and presentation of city facilities	5	4	3	2	1	9

4. **Public Safety.** Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Police presence in your neighborhood	5	4	3	2	1	9
02. Police presence in commercial areas	5	4	3	2	1	9
03. City's efforts to prevent crime	5	4	3	2	1	9
04. Enforcement of local traffic laws	5	4	3	2	1	9
05. How quickly police arrive at emergencies	5	4	3	2	1	9
06. Investigation of criminal offenses	5	4	3	2	1	9
07. Police facilities and locations	5	4	3	2	1	9
08. Fire protection	5	4	3	2	1	9
09. How quickly fire personnel arrive at emergencies	5	4	3	2	1	9
10. Emergency or 9-1-1 dispatching, particularly in the event of a medical emergency	5	4	3	2	1	9
11. How quickly ambulance service personnel arrive at emergencies	5	4	3	2	1	9
12. Emergency medical services and transportation are provided by the city's licensed ambulance provider (AMR)	5	4	3	2	1	9
13. Access to mental health outreach and service programs	5	4	3	2	1	9
14. Quality of animal control services	5	4	3	2	1	9

5. Which **THREE** public safety items listed in Question 4 do you think should receive the **MOST EMPHASIS** from city leaders over the next **TWO** years? *[Write in your answers below using the numbers from the list in Question 4.]*

1st: ____ 2nd: ____ 3rd: ____

6. Please rate to what extent each of the following items are a problem in your neighborhood.

	Major Problem	Minor Problem	Not a Problem	Don't Know
1. Graffiti	3	2	1	9
2. Drugs	3	2	1	9
3. Speeding	3	2	1	9
4. Stray animals	3	2	1	9
5. Stealing/theft	3	2	1	9
6. Abandoned vehicles	3	2	1	9
7. Individuals who may be houseless	3	2	1	9
8. Loitering	3	2	1	9

7. Please rate how safe you feel in each of the following situations using a scale of 1 to 5, where 5 means "Very Safe" and 1 means "Very Unsafe."

How safe do you feel...	Very Safe	Safe	Neutral	Unsafe	Very Unsafe	Don't Know
1. In your neighborhood during the day	5	4	3	2	1	9
2. In your neighborhood during the night	5	4	3	2	1	9
3. In commercial areas in Independence during the day	5	4	3	2	1	9
4. In commercial areas in Independence during the night	5	4	3	2	1	9
5. When you are in city parks	5	4	3	2	1	9

8. **Emergency Management.** Overall, how satisfied are you with the city's emergency preparedness efforts to assist individuals/families in becoming better prepared in the event of a disaster?

____(5) Very satisfied ____ (3) Neutral ____ (1) Very dissatisfied
 ____ (4) Satisfied ____ (2) Dissatisfied ____ (9) Don't know

9. **City Leadership.** Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. The leadership provided by the city's elected officials	5	4	3	2	1	9
2. Access to elected and appointed city officials	5	4	3	2	1	9
3. How my councilmember engages with their district(s) or residents	5	4	3	2	1	9
4. How the council and city leadership engage with the public on decisions	5	4	3	2	1	9

10. **Water, Wastewater, and Electric Utilities.** Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. The taste of the tap water in your home	5	4	3	2	1	9
02. Water pressure in your home	5	4	3	2	1	9
03. Wastewater collection system	5	4	3	2	1	9
04. The value of your water and wastewater utility services	5	4	3	2	1	9
05. Maintenance of the city's stormwater drains and culverts in your neighborhood	5	4	3	2	1	9
06. Overall reliability of electrical service	5	4	3	2	1	9
07. How quickly electrical outages are repaired	5	4	3	2	1	9
08. The value of your electric utility service	5	4	3	2	1	9
09. The efforts of the city's utilities programs to promote the environment and conservation	5	4	3	2	1	9
10. Customer service responsiveness and accessibility	5	4	3	2	1	9

11. **The Independence City Council has commissioned two studies regarding the future ownership of the Independence Power and Light utility. As of today, which of the following options do you prefer? [Select only one.]**

____(1) The City continues to own the electric utility ____ (2) Privatization of the electric utility

12. **Enforcement of City Codes and Ordinances.** Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. The cleanup of trash and debris on residential property	5	4	3	2	1	9
2. The cleanup of trash and debris on commercial property	5	4	3	2	1	9
3. The mowing and trimming of residential property	5	4	3	2	1	9
4. The mowing and trimming of commercial property	5	4	3	2	1	9
5. The maintenance of residential buildings in your neighborhood	5	4	3	2	1	9
6. The maintenance of commercial buildings in your neighborhood	5	4	3	2	1	9
7. The maintenance of rental buildings in your neighborhood	5	4	3	2	1	9
8. The food safety standards at restaurants in the city	5	4	3	2	1	9

13. **City Parks and Recreation.** Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Maintenance and condition of city parks and park facilities	5	4	3	2	1	9
2. Access to and availability of city parks	5	4	3	2	1	9
3. Number of walking and biking trails	5	4	3	2	1	9
4. Recreation programs and classes	5	4	3	2	1	9
5. Recreation facilities and venues	5	4	3	2	1	9

14. **City Communications.** Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. The availability of information about city programs and services	5	4	3	2	1	9
2. City efforts to keep you informed about local issues	5	4	3	2	1	9

15. **City Maintenance.** Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." [24 Highway, 23rd St. (78 Highway), MO 291, 40 Highway, and 7 Highway are State owned within the city and not maintained by the city.]

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Maintenance of major city streets	5	4	3	2	1	9
02. Maintenance of streets in residential areas	5	4	3	2	1	9
03. Maintenance of street signs on city streets	5	4	3	2	1	9
04. Maintenance of traffic signals on city streets	5	4	3	2	1	9
05. Maintenance of curbs in residential and commercial areas	5	4	3	2	1	9
06. Access to 3rd party trash and recycling services	5	4	3	2	1	9
07. Snow removal on major city streets	5	4	3	2	1	9
08. Mowing and trimming along city streets and other public areas	5	4	3	2	1	9
09. Availability of the city's Drop-Off Depot program to dispose of yard waste, appliances and trash	5	4	3	2	1	9
10. Adequate number and placement of the city's street lights	5	4	3	2	1	9
11. Availability and condition of sidewalks	5	4	3	2	1	9
12. Maintenance and condition of city buildings	5	4	3	2	1	9
13. Maintenance and preservation of Independence Square	5	4	3	2	1	9
14. Maintenance and preservation of Englewood Arts District	5	4	3	2	1	9

16. **Independence Historic Sites and Neighborhoods.** Using a 5-point scale, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," please rate your level of agreement with each of the following statements concerning the city's historic sites and neighborhoods (e.g., Vaile Mansion, Bingham-Waggoner, Chicago and Alton Depot, Pioneer Spring Cabin, National Frontier Trails Museum, Log Courthouse).

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. It is important to preserve the city's historic sites	5	4	3	2	1
2. The city effectively promotes its heritage sites	5	4	3	2	1
3. It is important to preserve the city's historic neighborhoods	5	4	3	2	1
4. It is important to maintain the historic character of The Square	5	4	3	2	1

16a. Do you support the city using tax dollars to own and operate these historic sites?

____(1) Yes ____ (2) No

17. Which of the city's historic sites have you visited within the last two years? [Check all that apply.]

____(1) Bingham-Waggoner ____ (3) 1827 Log Courthouse ____ (5) 1859 Jail
 ____ (2) Chicago and Alton Depot ____ (4) National Frontier Trails Museum ____ (6) Vaile Mansion

18. Please rate the City of Independence with regard to each of the following using a scale of 1 to 5, where 5 means "Excellent" and 1 means "Poor."

	Excellent	Good	Neutral	Below Average	Poor	Don't Know
1. As a place to live	5	4	3	2	1	9
2. As a place to raise children	5	4	3	2	1	9
3. As a place to work	5	4	3	2	1	9
4. As a place to visit	5	4	3	2	1	9

19. Please rate your level of agreement with each of the following statements using a scale of 1 to 5, where 5 means "Strongly Agree" and 1 means "Strongly Disagree."

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	My neighborhood needs to be improved	5	4	3	2	1
2.	Housing in my neighborhood is well-maintained	5	4	3	2	1
3.	I am optimistic about the future of my neighborhood	5	4	3	2	1
4.	I expect the value of my home to increase during the next five years	5	4	3	2	1
5.	I am concerned about potential crime problems in my neighborhood	5	4	3	2	1
6.	I am satisfied with convenient access to grocery and drug stores	5	4	3	2	1

20. Please rate how important each of the following reasons for deciding where to live was in your decision to live in Independence using a scale of 1 to 5, where 5 is "Very Important" and 1 is "Very Unimportant."

		Very Important	Important	Neutral	Not Important	Not at all Important	Don't Know
01.	Sense of community	5	4	3	2	1	9
02.	Employment opportunities in Independence	5	4	3	2	1	9
03.	Diversity of housing choice	5	4	3	2	1	9
04.	Affordability of housing	5	4	3	2	1	9
05.	Access to a variety of shopping and entertainment options	5	4	3	2	1	9
06.	Availability of parks and recreation opportunities	5	4	3	2	1	9
07.	Near family or friends	5	4	3	2	1	9
08.	Access/proximity to employment opportunities	5	4	3	2	1	9
09.	Access to quality education options	5	4	3	2	1	9
10.	Family-friendly activities and venues	5	4	3	2	1	9

21. Which THREE of the reasons listed in Question 20 will have the MOST IMPACT on your decision to stay in Independence for the next 10 years? [Write in your answers below using the numbers from the list in Question 20.]

1st: ____ 2nd: ____ 3rd: ____

22. Using a five-point scale where 5 means "Much Too Slow" and 1 means "Much Too Fast," please rate the city's current pace of development in each of the following areas.

		Much Too Slow	Too Slow	Just Right	Too Fast	Much Too Fast	Don't Know
1.	Single-family residential development	5	4	3	2	1	9
2.	Pace and quality of redevelopment	5	4	3	2	1	9
3.	Market-rate multi-family residential development designed to be renter-occupied	5	4	3	2	1	9
4.	Office development	5	4	3	2	1	9
5.	Industrial development	5	4	3	2	1	9
6.	Retail development	5	4	3	2	1	9

23. Which THREE of these issues listed in Question 22 do you think should receive the HIGHEST PRIORITY in the city's long-range plan? [Write in your answers below using the numbers from the list in Question 22.]

1st: ____ 2nd: ____ 3rd: ____

24. Would you support a general obligation bond to repair or replace? [Check all that apply.]

- | | |
|---|--|
| <input type="checkbox"/> (1) Street repair and replacement | <input type="checkbox"/> (6) Community center/recreation complex |
| <input type="checkbox"/> (2) Sidewalks to schools/sidewalks to parks | <input type="checkbox"/> (7) Historic sites repair/replacement (including Vaile Mansion, Bingham-Waggoner Estates, Chicago-Alton Depot, 1827 Log Courthouse) |
| <input type="checkbox"/> (3) Curb/Gutter repair and replacement | <input type="checkbox"/> (8) Animal shelter renovations |
| <input type="checkbox"/> (4) Repair/replace bridges | |
| <input type="checkbox"/> (5) New police headquarters and support functions (K-9, firing range, municipal court) | |

25. How satisfied are you with the overall quality of the Independence Events Center (AKA Cable Dahmer Arena)?

____(5) Very satisfied ____ (3) Neutral ____ (1) Very dissatisfied
____(4) Satisfied ____ (2) Dissatisfied ____ (9) Don't know

26. Where do you currently get news and information about City programs, services and events?
[Check all that apply.]

____ (01) Called or written a City Council member ____ (07) Read the city's newsletter, CityScene
____ (02) Attended a City Council meeting ____ (08) Accessed city website (independencemo.org)
____ (03) Attended a neighborhood meeting ____ (09) Accessed the city's social media (Facebook, Twitter/X, Nextdoor, Instagram)
____ (04) Read an article in the Examiner about the city
____ (05) Read an article in the Kansas City Star about the city ____ (10) Watched network television news about the city
____ (06) Watched the city's government access channel, City 7 (Channel 7 on Comcast, or YouTube) ____ (11) Registered to receive digital newsletters and press releases

27. From which THREE sources of information listed in Question 26 would you most prefer to get information from the City? *[Write in your answers below using the numbers from the list in Question 26, or circle "NONE."]*

1st: ____ 2nd: ____ 3rd: ____ NONE

28. Approximately how many minutes did you or members of your household watch the city's cable television, City 7, during the past week?

____ (1) None ____ (3) 30 minutes to 1 hour ____ (5) Haven't watched the city's cable television during the past week *[Skip to Q29.]*
____ (2) 0 to 30 minutes ____ (4) More than 1 hour

28a. What do you watch when you watch the city's cable television, City 7? *[Check all that apply.]*

____ (1) Live city meeting ____ (4) Information slides and music
____ (2) Pre-recorded city meeting ____ (5) Something that catches my eye while "channel surfing"
____ (3) Programs from other agencies/governmental organizations

29. If you registered to receive a digital newsletter or press release, which do you currently receive?
[Check all that apply.]

____ (1) CityScene Newsletter ____ (4) What's Happening with Parks, Recreation and Tourism
____ (2) Independence Today bi-weekly newsletter ____ (5) City Press Release
____ (3) Utilities Customer monthly newsletter ____ (6) None

Demographics

30. Including yourself, how many persons in your household are...

Under age 5: ____ Ages 15-19: ____ Ages 35-44: ____ Ages 65-74: ____
Ages 5-9: ____ Ages 20-24: ____ Ages 45-54: ____ Ages 75+: ____
Ages 10-14: ____ Ages 25-34: ____ Ages 55-64: ____

31. How many years have you lived in the City of Independence? ____ years

32. Do you own or rent your current residence? ____ (1) Own ____ (2) Rent

33. Is your home a...

____ (1) Single-family home ____ (3) Duplex ____ (5) Condo/Townhome
____ (2) Apartment ____ (4) Mobile home

34. What is your age? _____ years
35. If you are employed outside the home, in which zip code do you work? _____
36. Would you say your total household income is...
____(1) Under \$30,000 ____ (2) \$30,000 to \$59,999 ____ (3) \$60,000 to \$99,999 ____ (4) More than \$100,000
37. Did you vote in the April 2022 City General Election? ____ (1) Yes ____ (2) No
38. Your gender: ____ (1) Male ____ (2) Female ____ (3) Non-binary ____ (4) Prefer not to answer
39. Which of the following best describes your race/ethnicity? *[Check all that apply]*
____ (01) Asian or Asian Indian ____ (05) Native Hawaiian or other Pacific Islander
____ (02) Black or African American ____ (06) Hispanic, Spanish, or Latino/a/x
____ (03) American Indian or Alaska Native ____ (99) Other: _____
____ (04) White or Caucasian
40. If you have any recommendations or suggestions for other projects you would like the city to consider, please provide them below.

41. If you have any other comments you would like to make, please provide them below.

42. Would you be willing to participate in future surveys sponsored by the City of Independence?
____ (1) Yes *[Answer Q42a.]* ____ (2) No
- 42a. Please provide your contact information.
Mobile Phone Number: _____
Email Address: _____

This concludes the survey. Thank you for your time!
Please return your completed survey in the enclosed postage-paid envelope addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your responses will remain completely confidential.
The address information printed to the right will
ONLY be used to help identify needs in different
areas of the city. Thank you.



2023 City of Independence Resident Survey GIS Maps

Presented to the City of
Independence, Missouri

March 2024



Interpreting the Maps

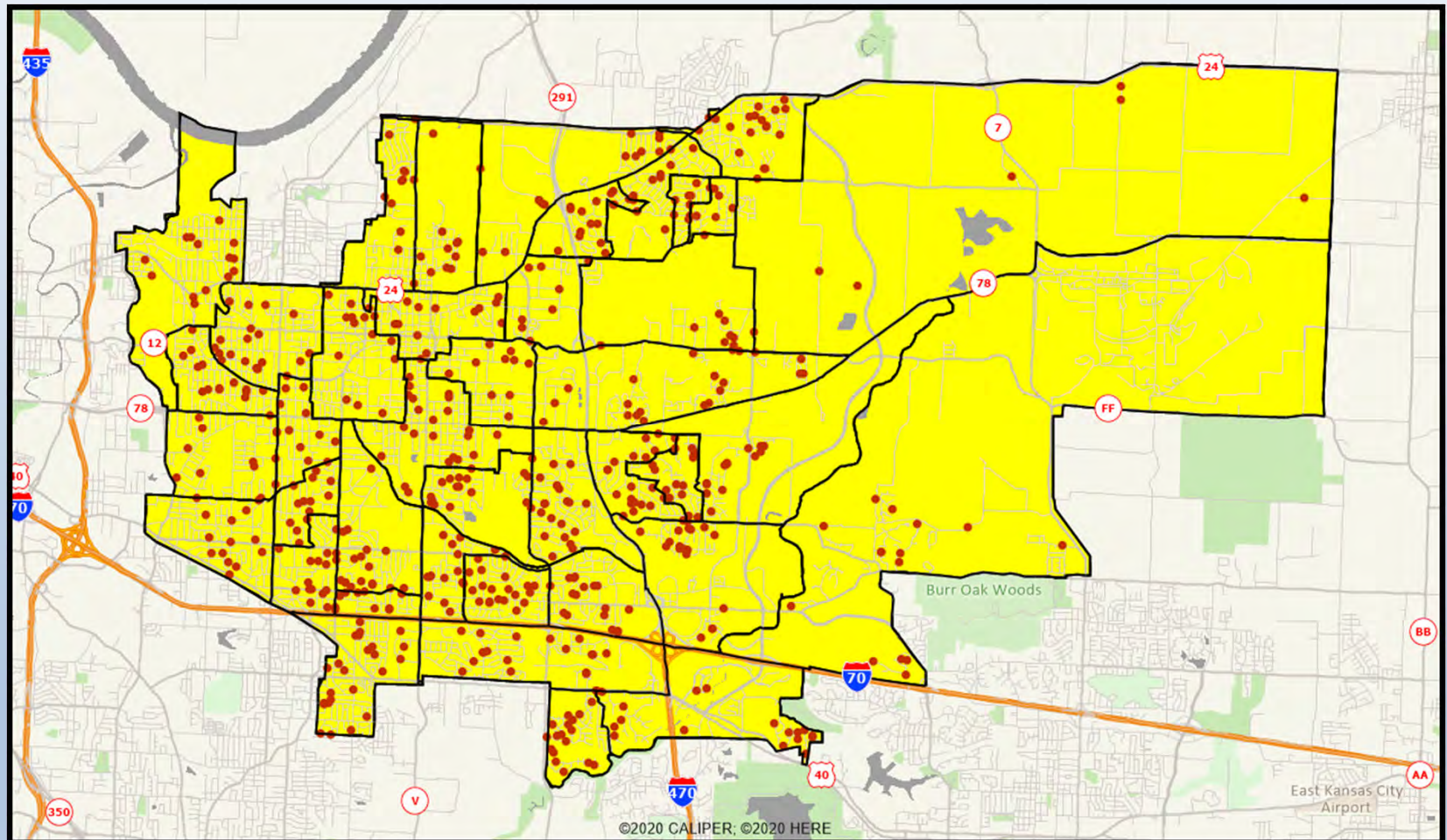
The maps on the following pages show the mean ratings for several questions on the survey by Census Block Group. If all areas on a map are the same color, then residents generally feel the same about that issue regardless of the location of their home.

When reading the maps, please use the following color scheme as a guide:

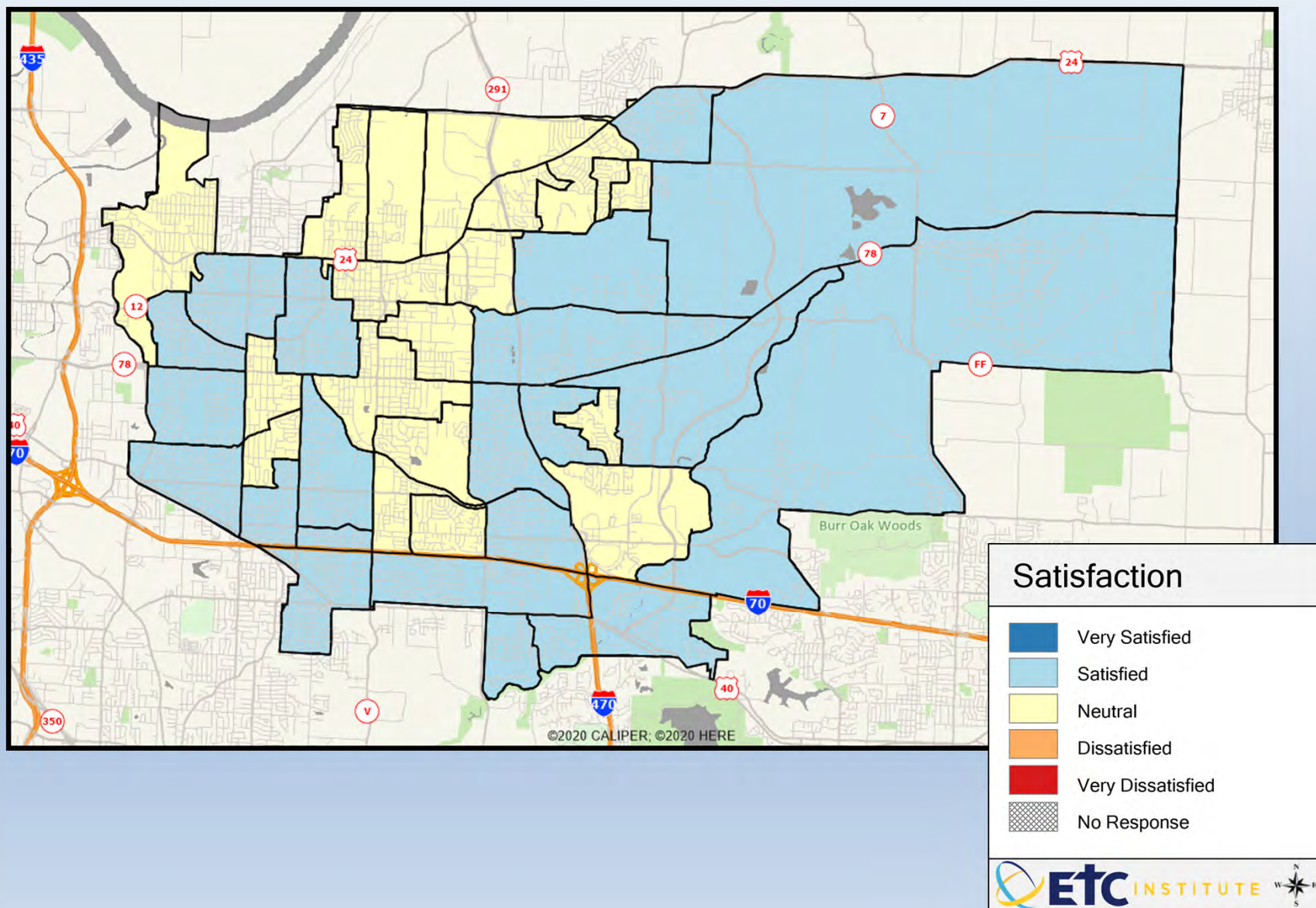
- **DARK/LIGHT BLUE** shades indicate POSITIVE ratings. Shades of blue generally indicate satisfaction with a service, ratings of “excellent” or “good” and ratings of “very safe” or “safe.”
- **OFF-WHITE** shades indicate NEUTRAL ratings. Shades of neutral generally indicate that residents thought the quality of service delivery is adequate.
- **ORANGE/RED** shades indicate NEGATIVE ratings. Shades of orange/red generally indicate dissatisfaction with a service, ratings of “below average” or “poor” and ratings of “unsafe” or “very unsafe.”

Location of Respondents

(Boundaries by Census Block Group)



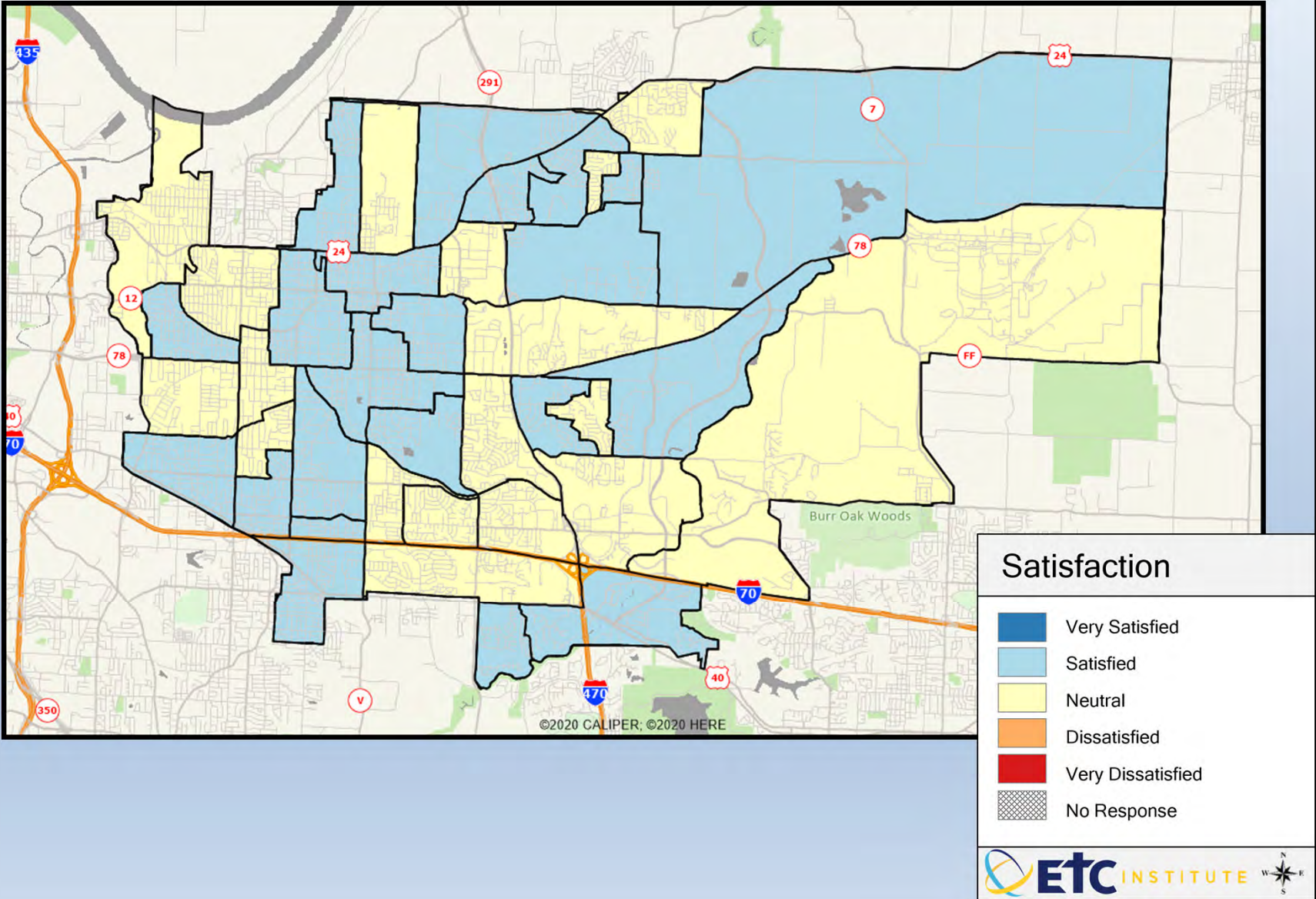
Q1-01. Police services



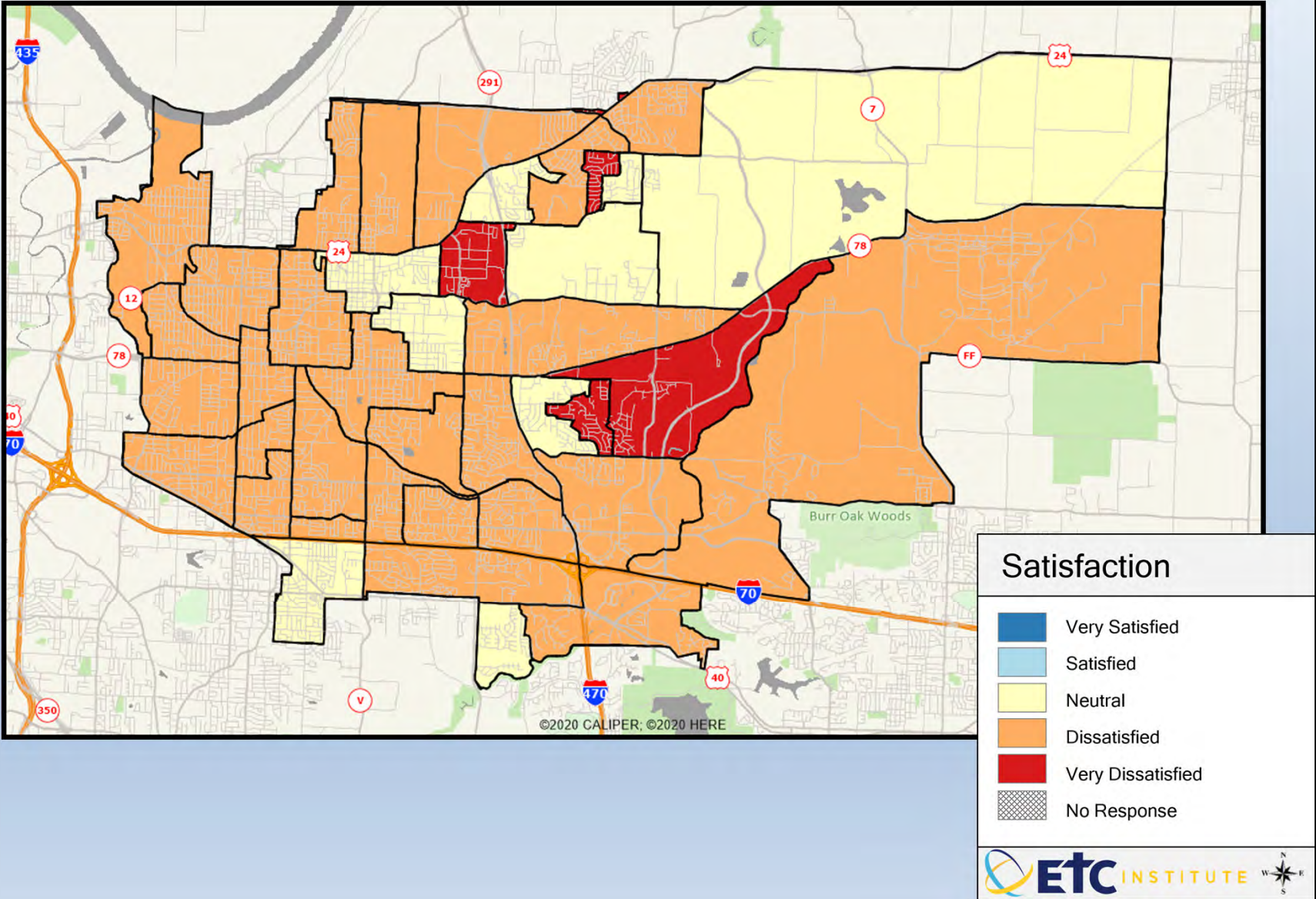
Page 4



Q1-03. City parks and recreation programs and facilities



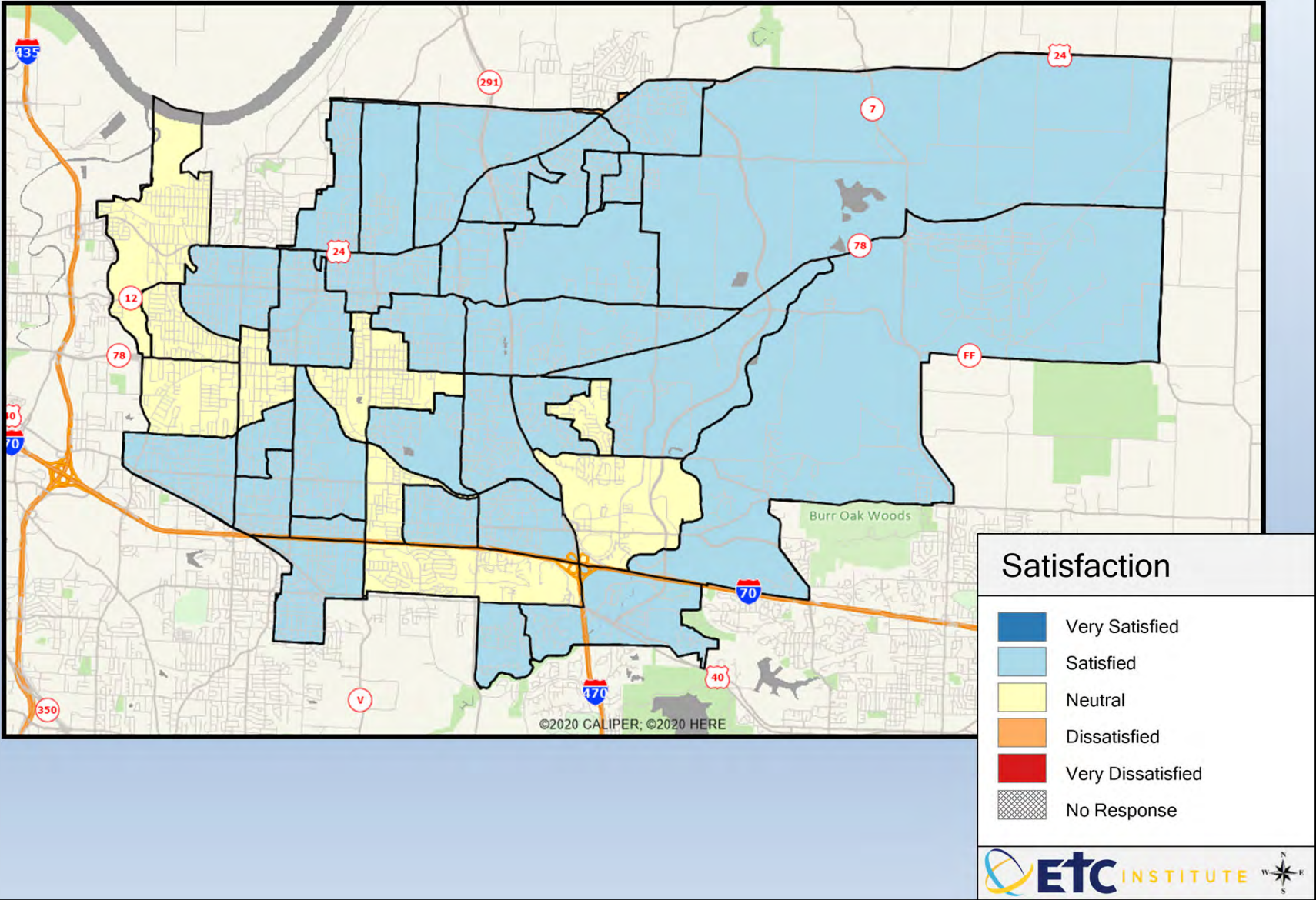
Q1-04. Maintenance of city streets



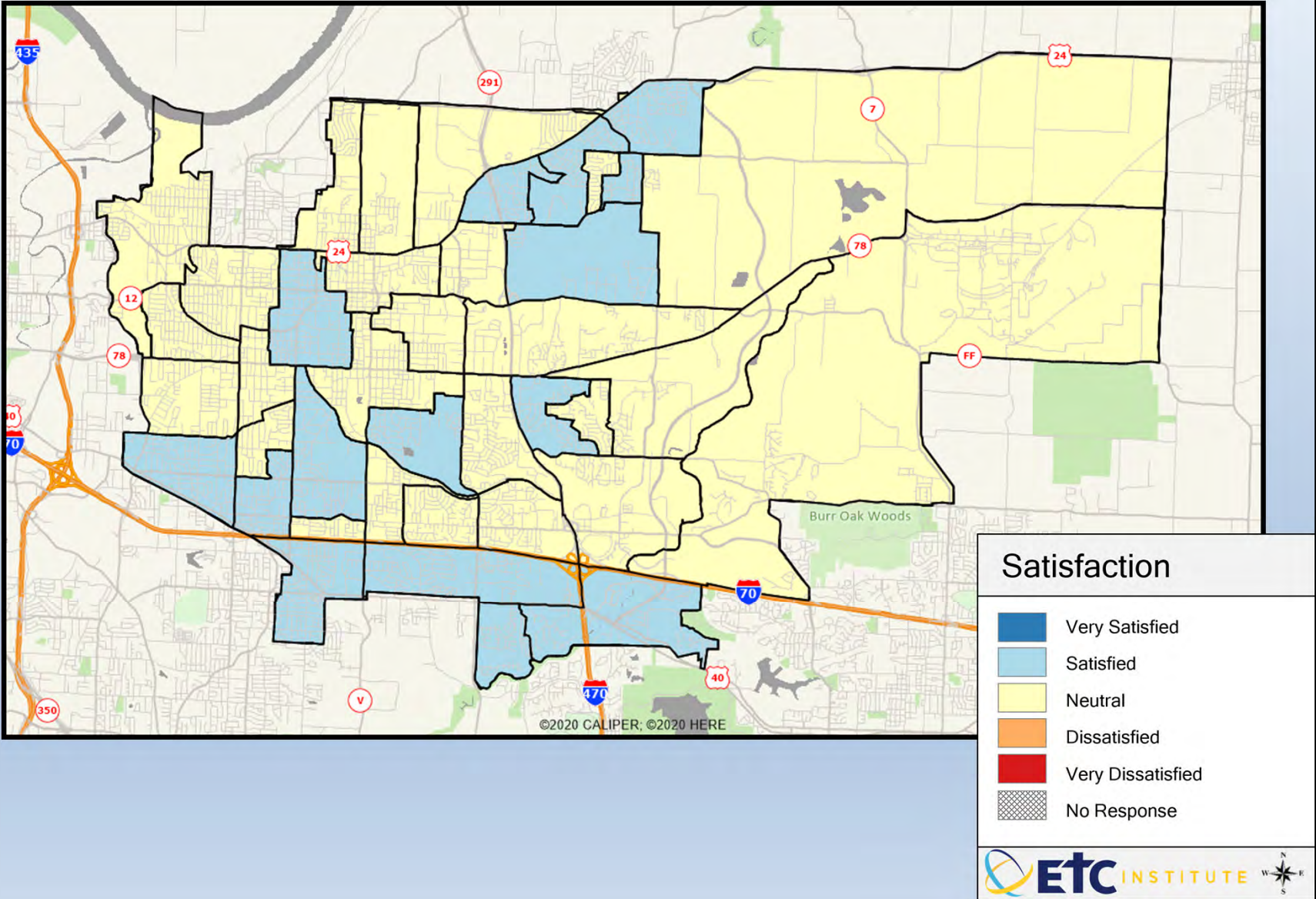
ETC Institute (2024)



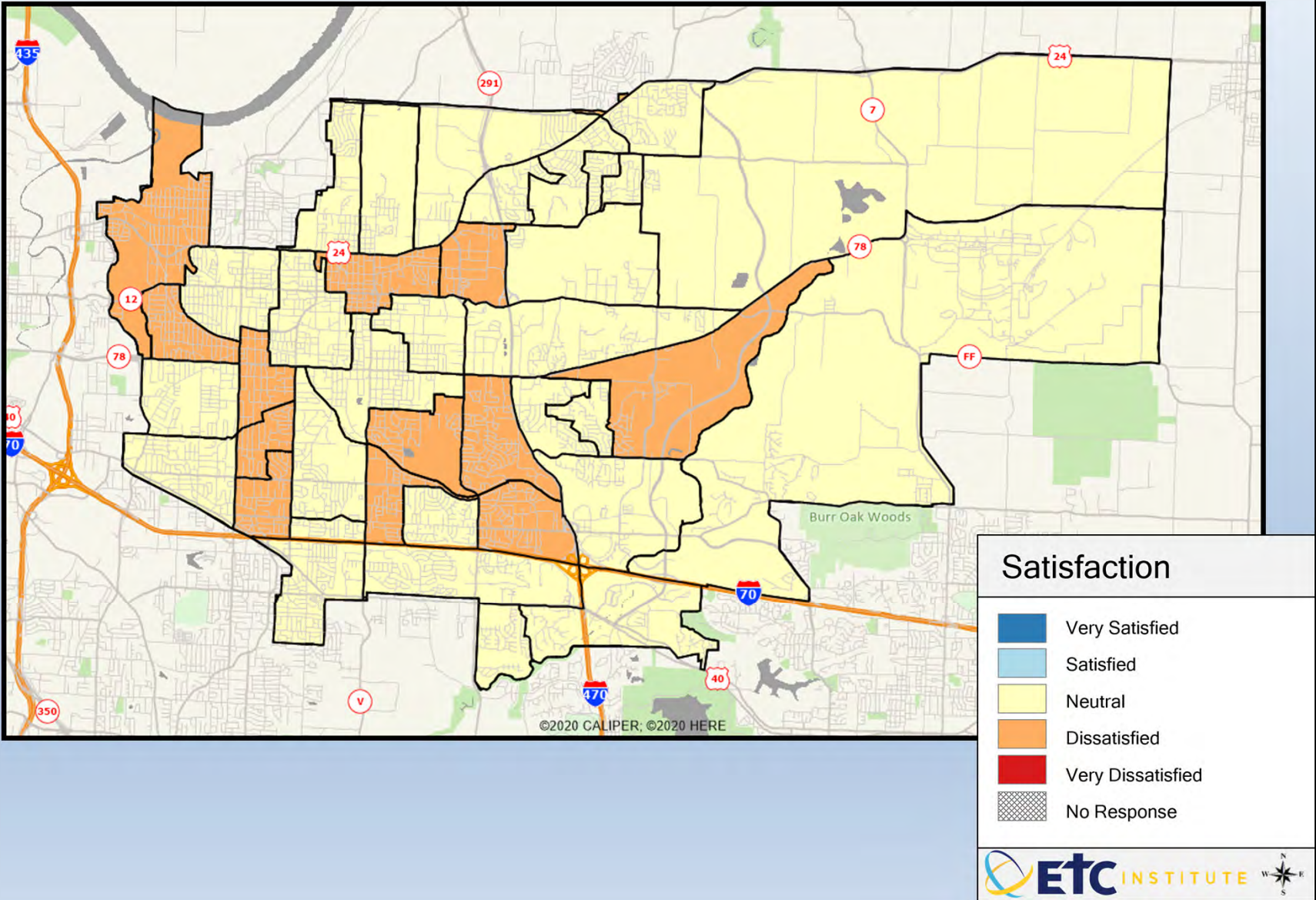
Q1-06. City water, sanitary, and stormwater management



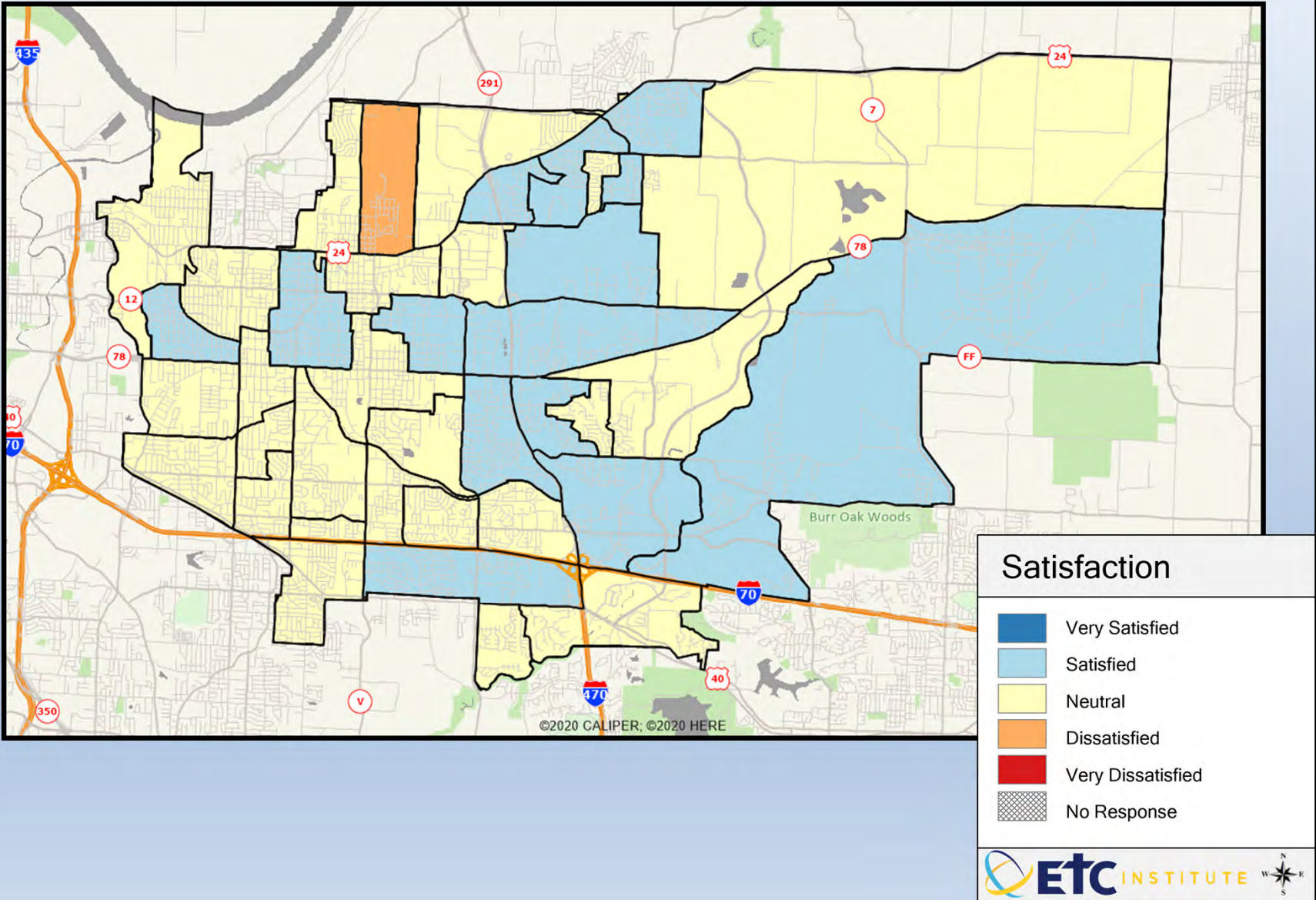
Q1-07. City's electric utilities



Q1-08. Enforcement of city codes and ordinances



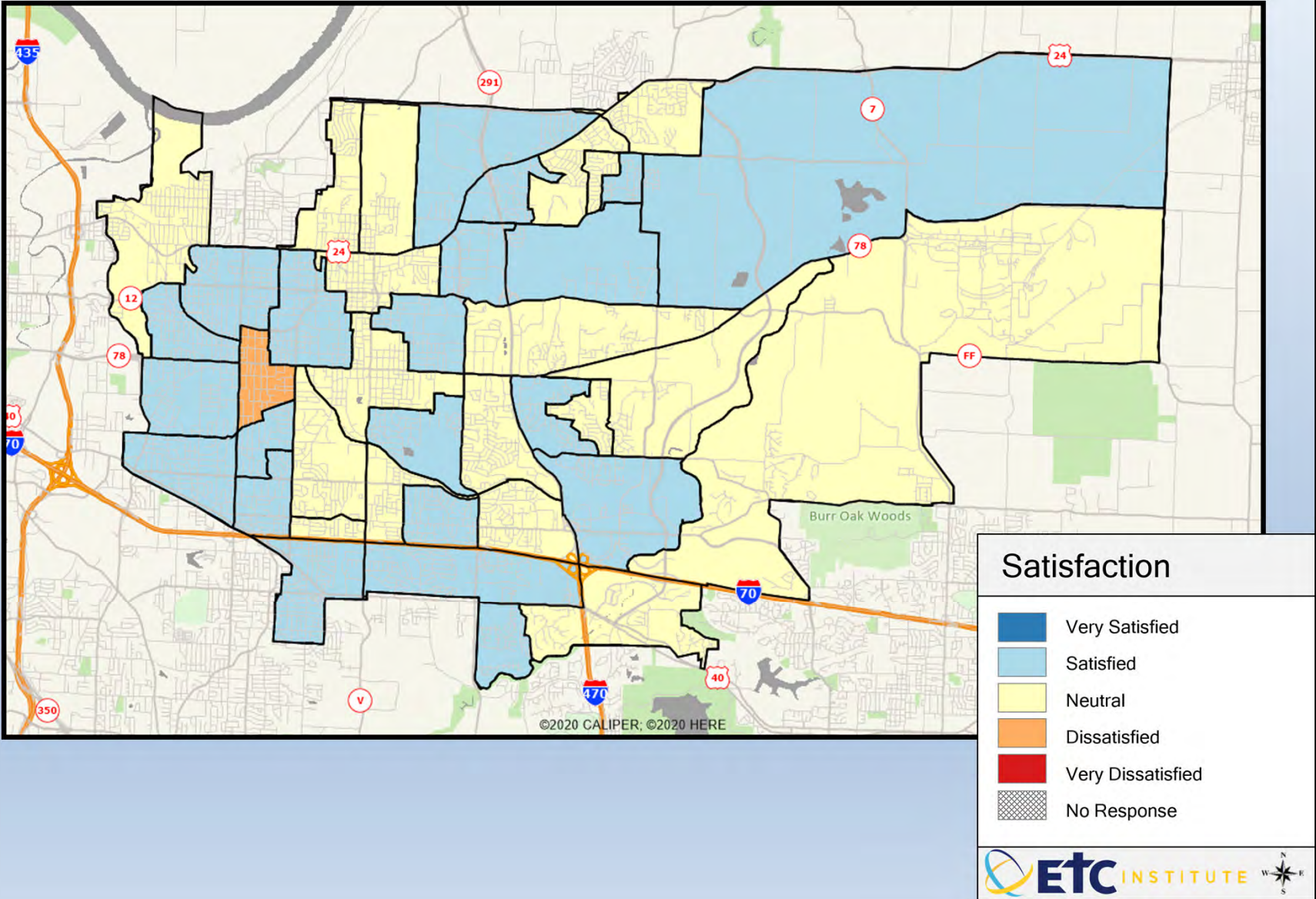
Q1-09. Customer service received from city employees



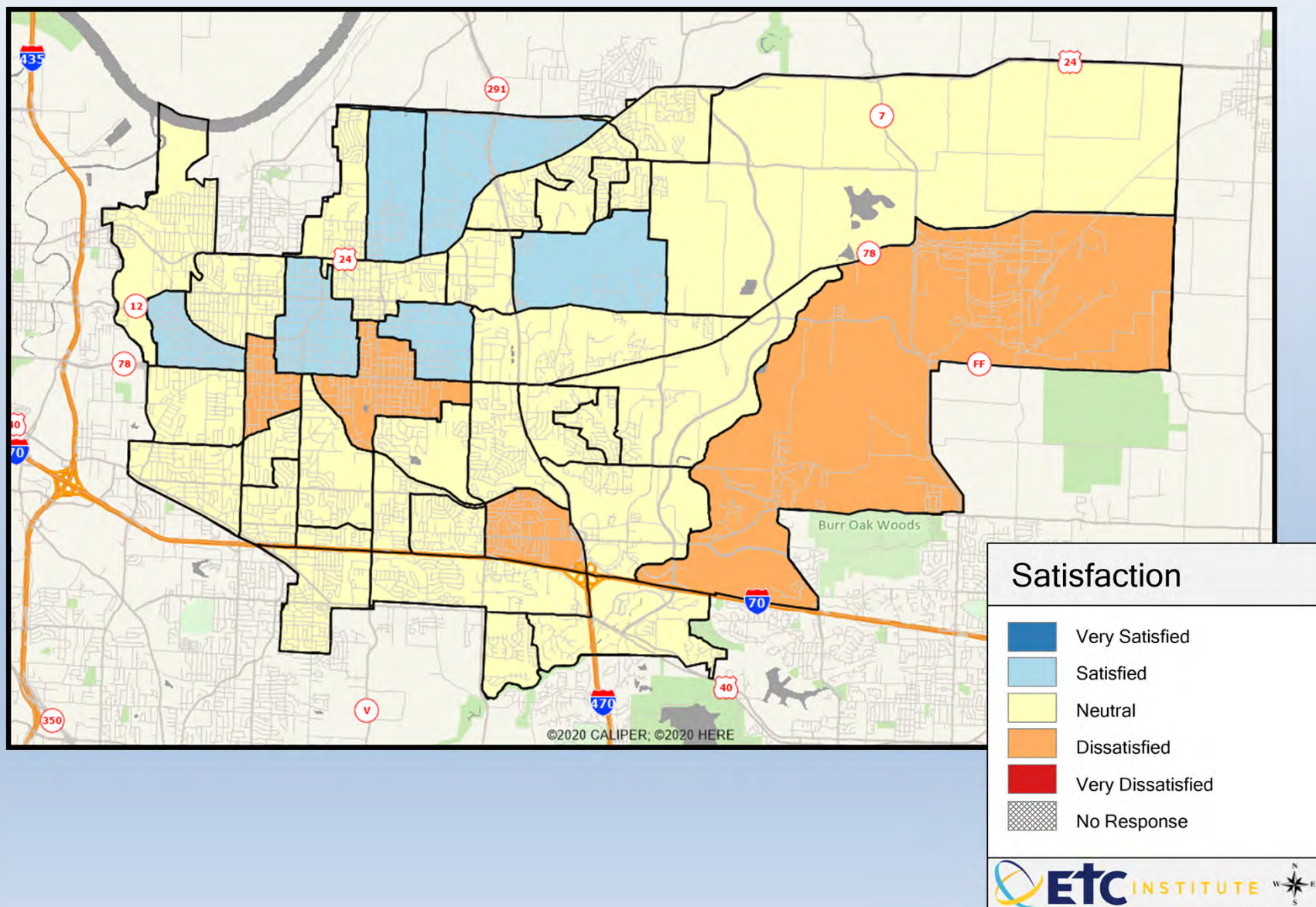
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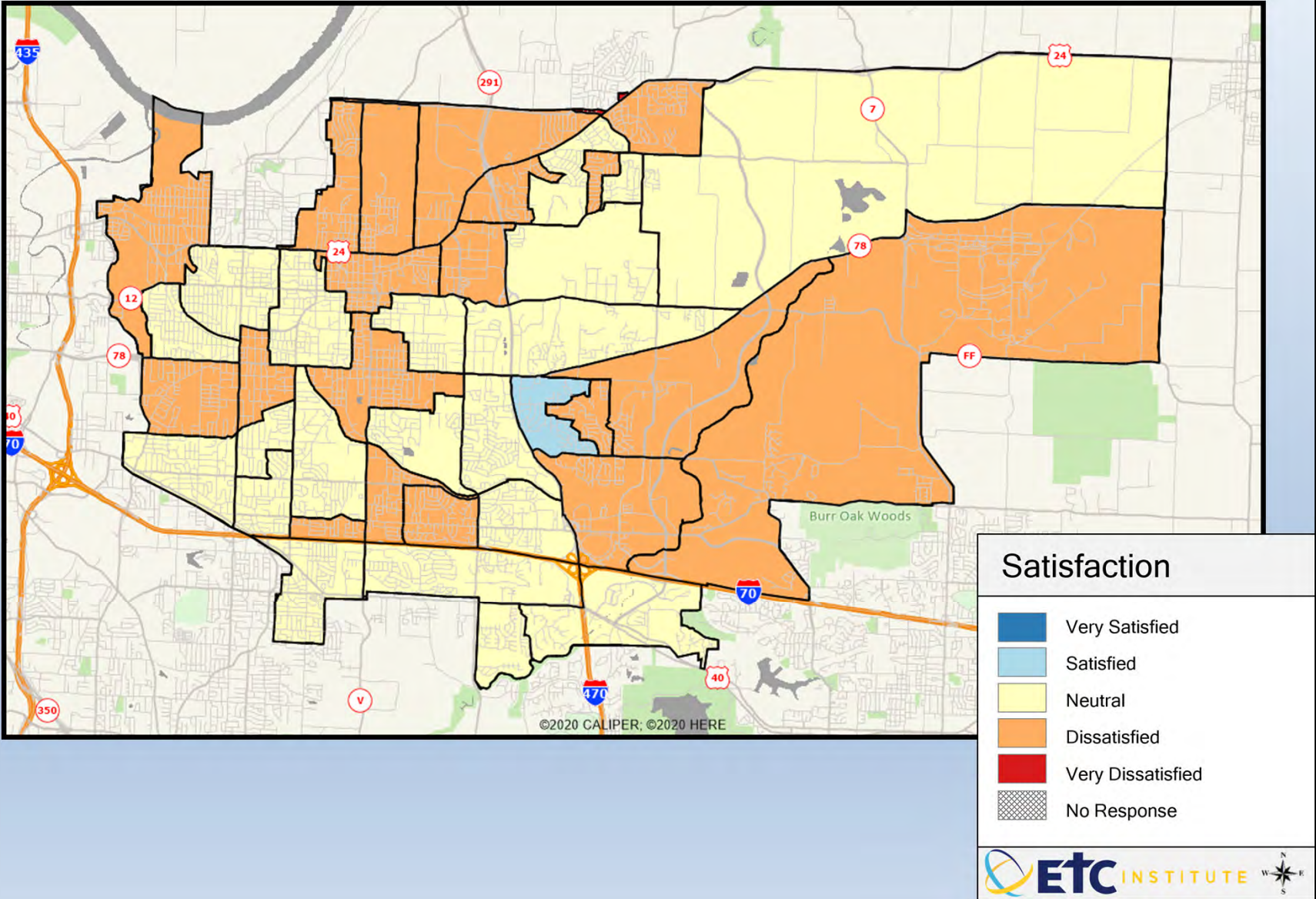
Q1-11. City public health services



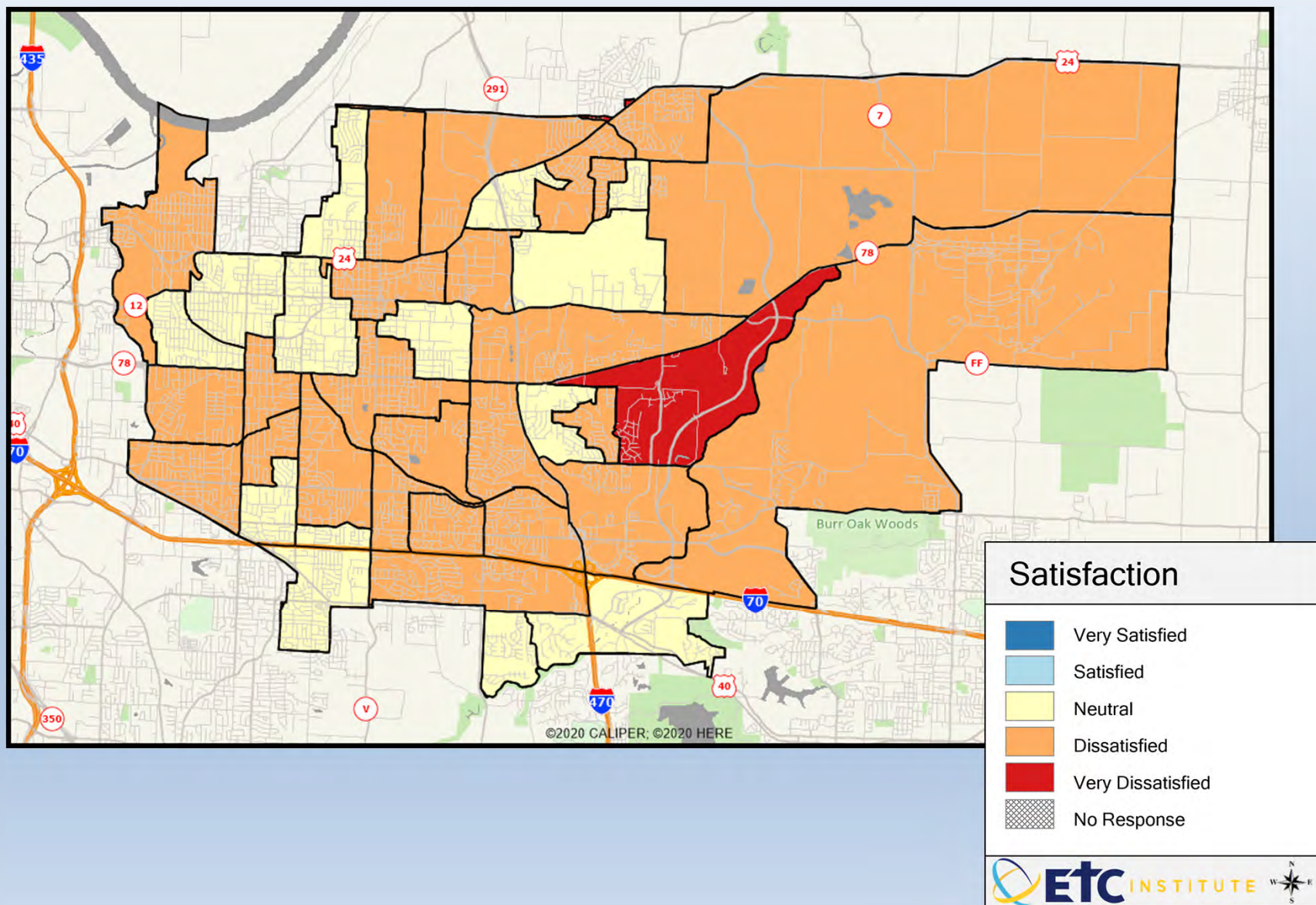
Q1-12. Your access to bus transportation



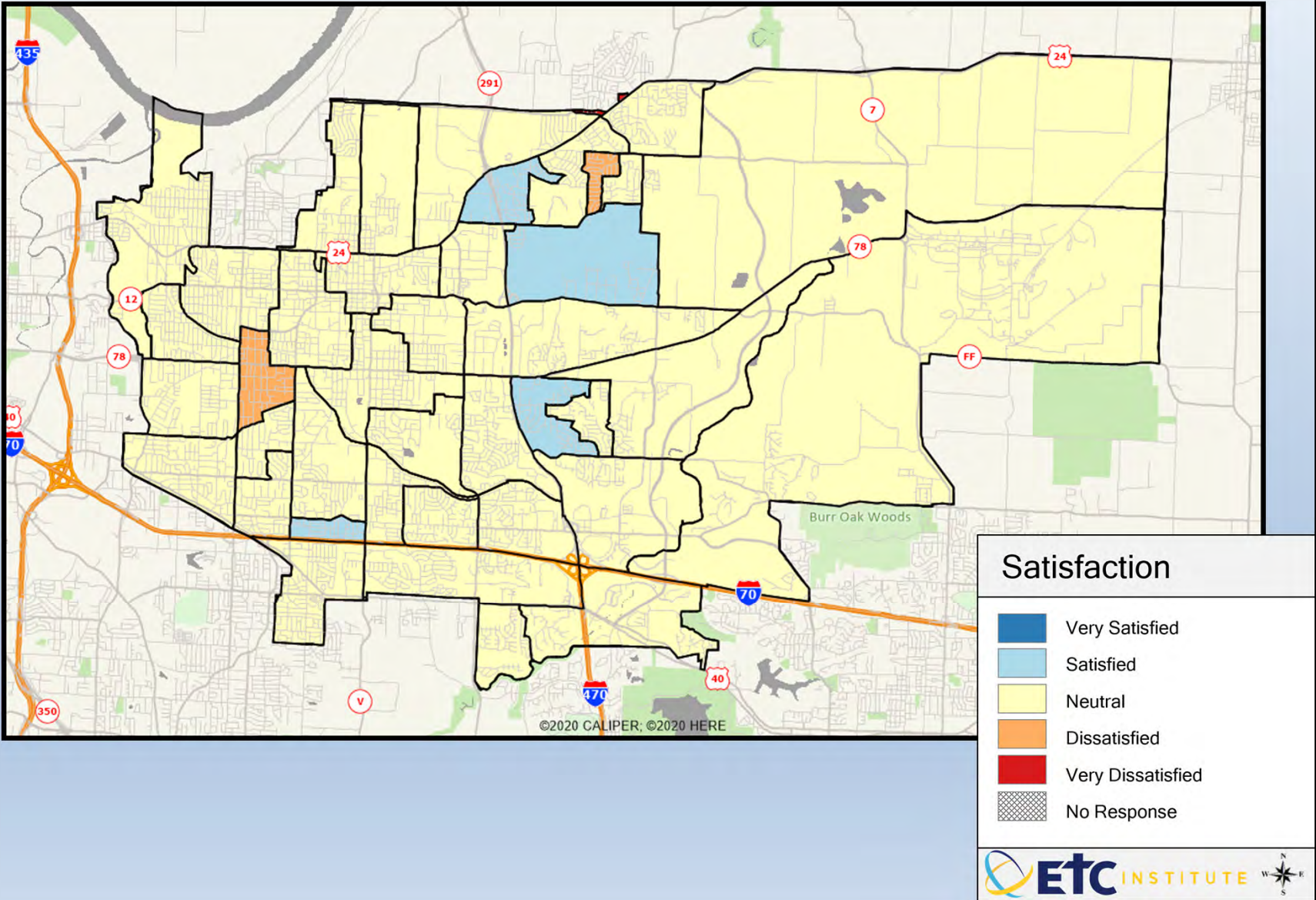
Q3-1. Overall value received for your city tax dollars and fees



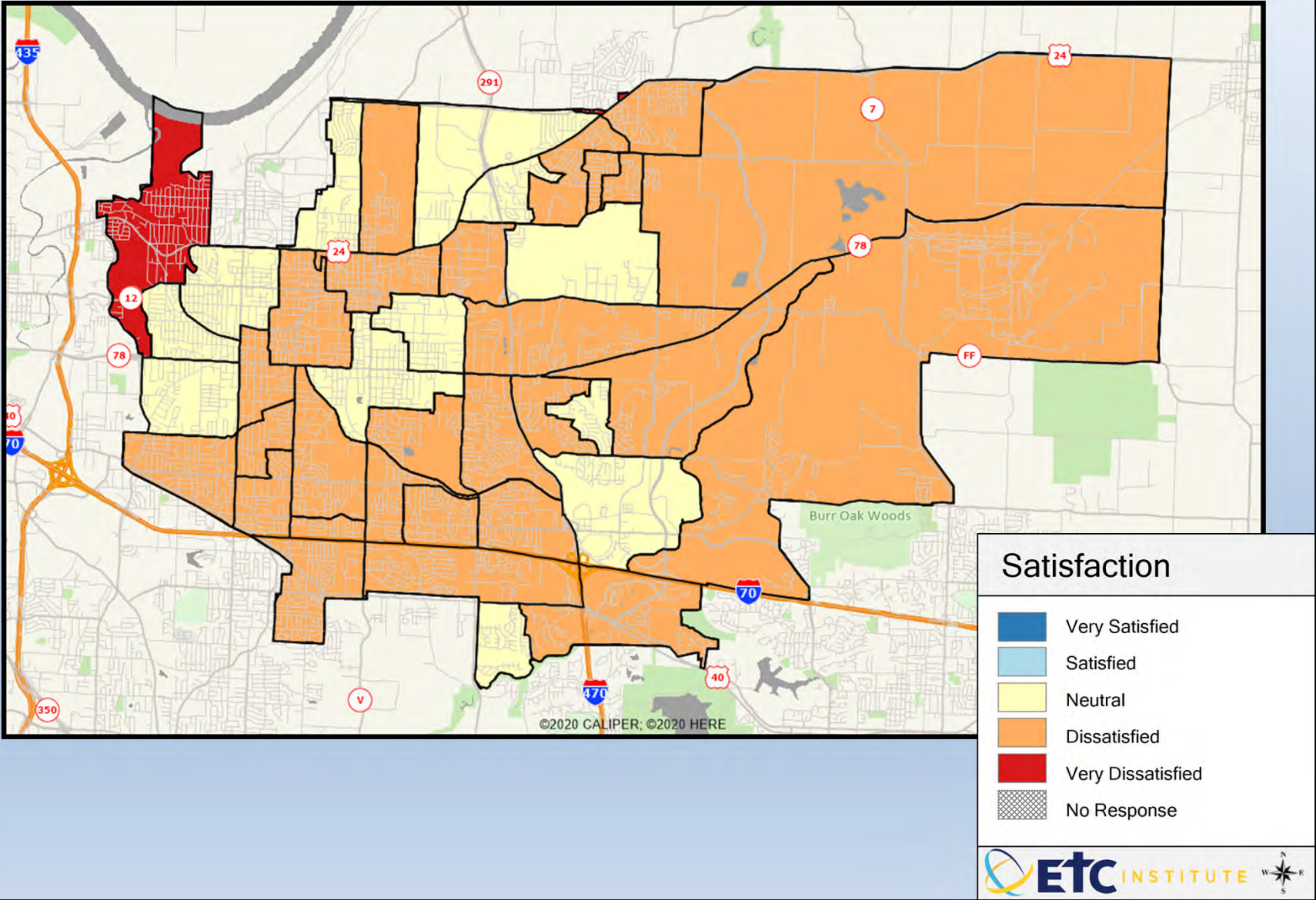
Q3-2. Overall image of the city as a place to locate or expand business



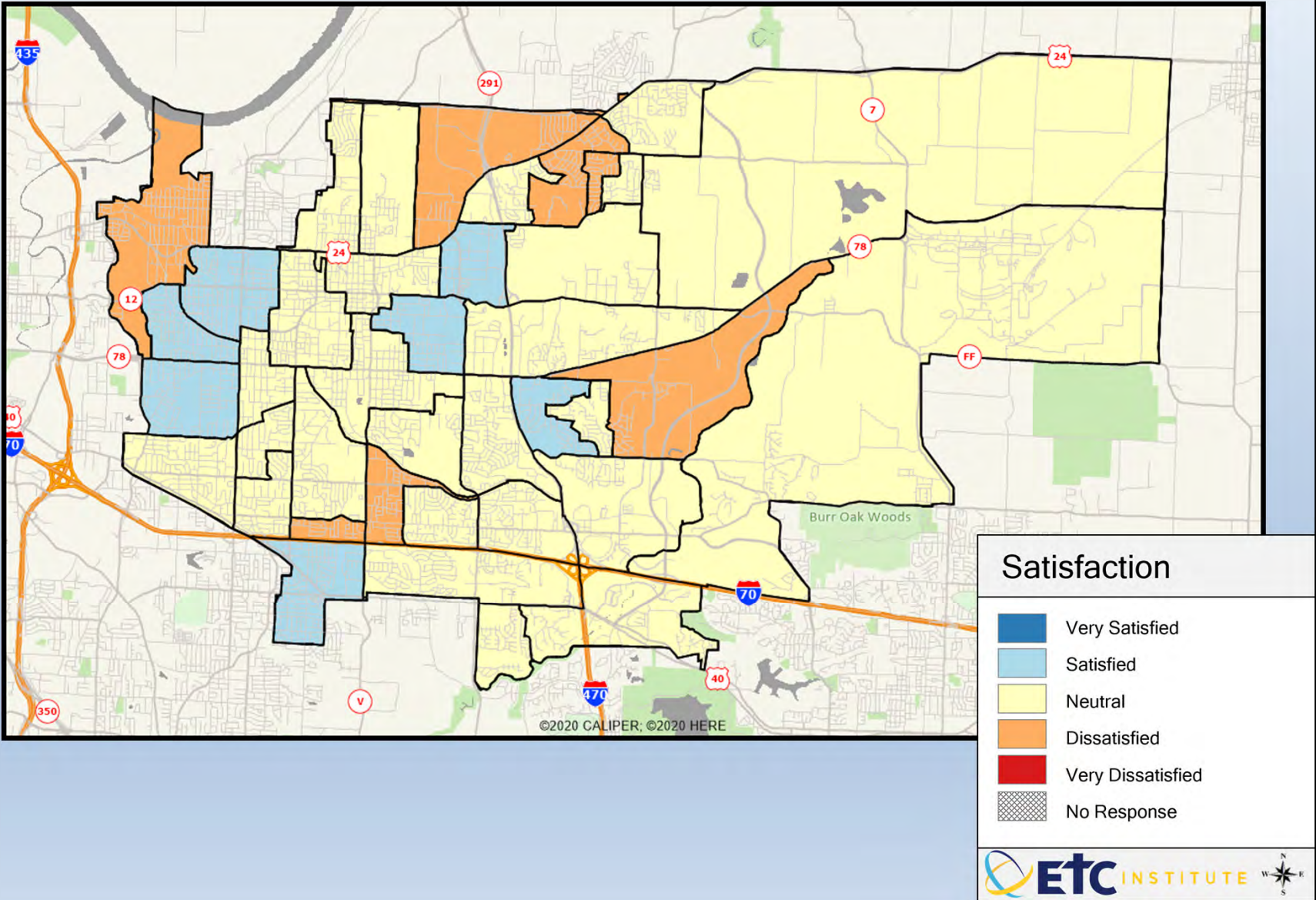
Q3-3. Overall quality of life in the city



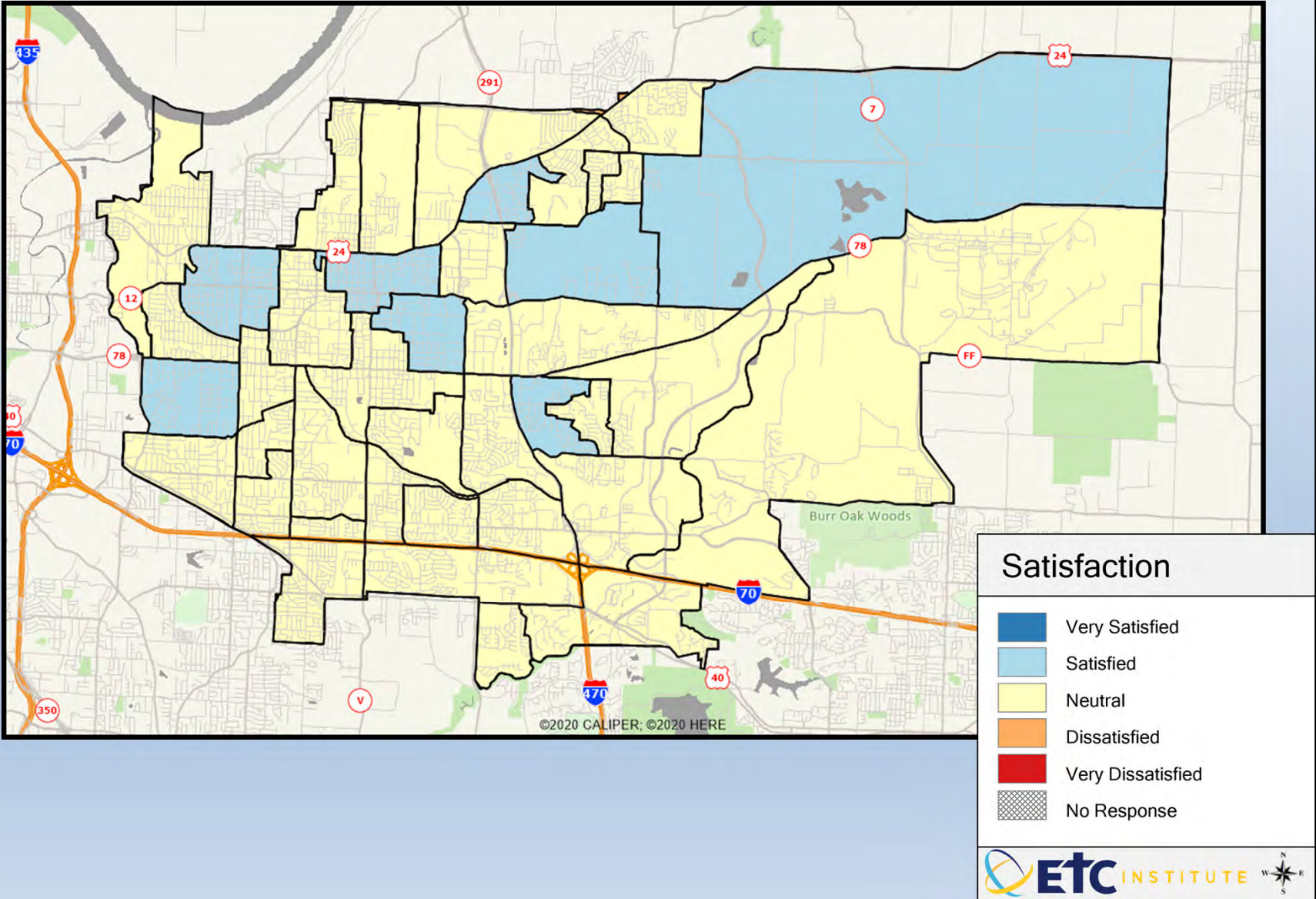
Q3-4. Type and quality of development west of Noland Road



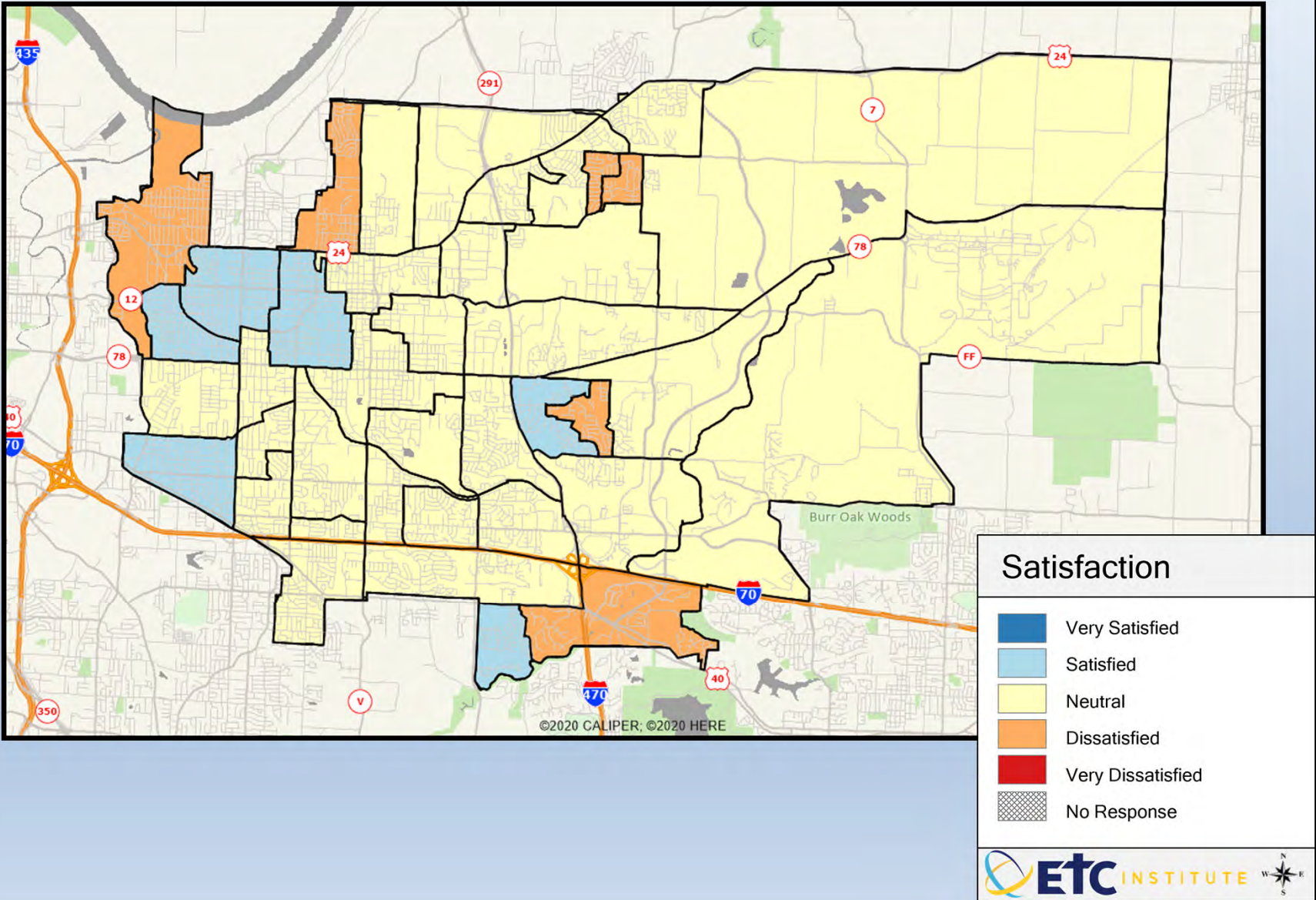
Q3-5. Type and quality of development east of Noland Road



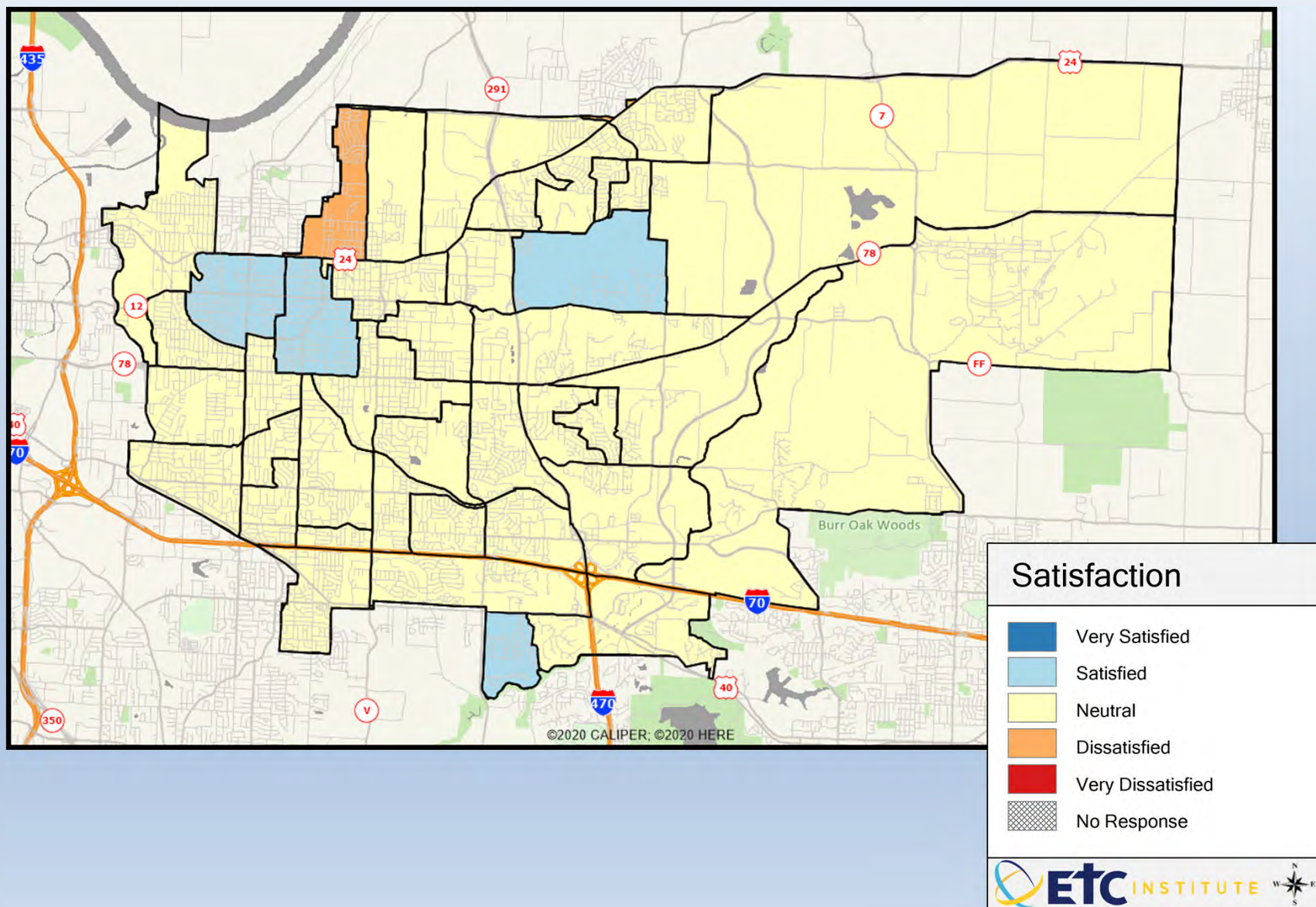
Q3-6. Accessibility and presentation of city facilities



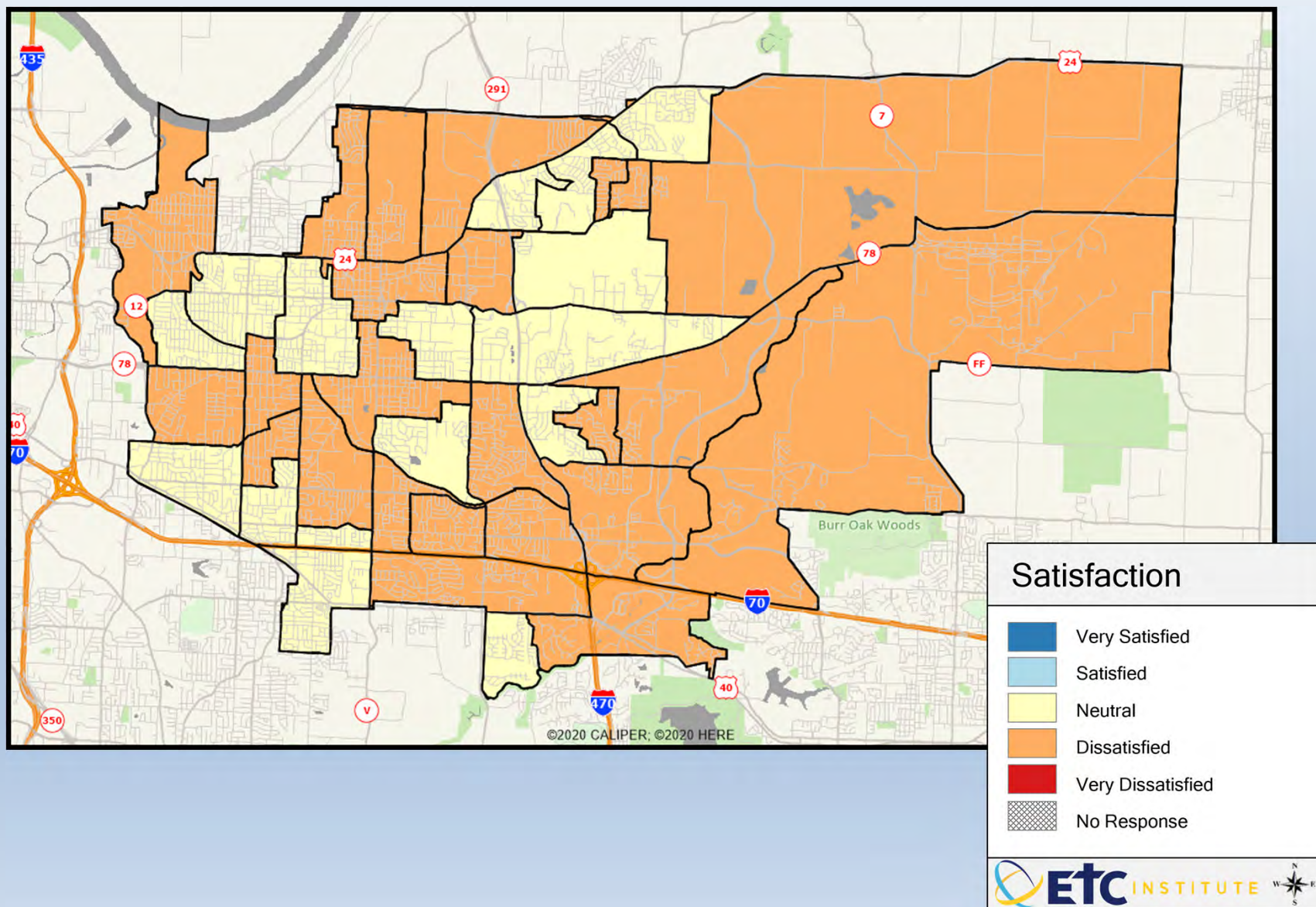
Q4-01. Police presence in your neighborhood



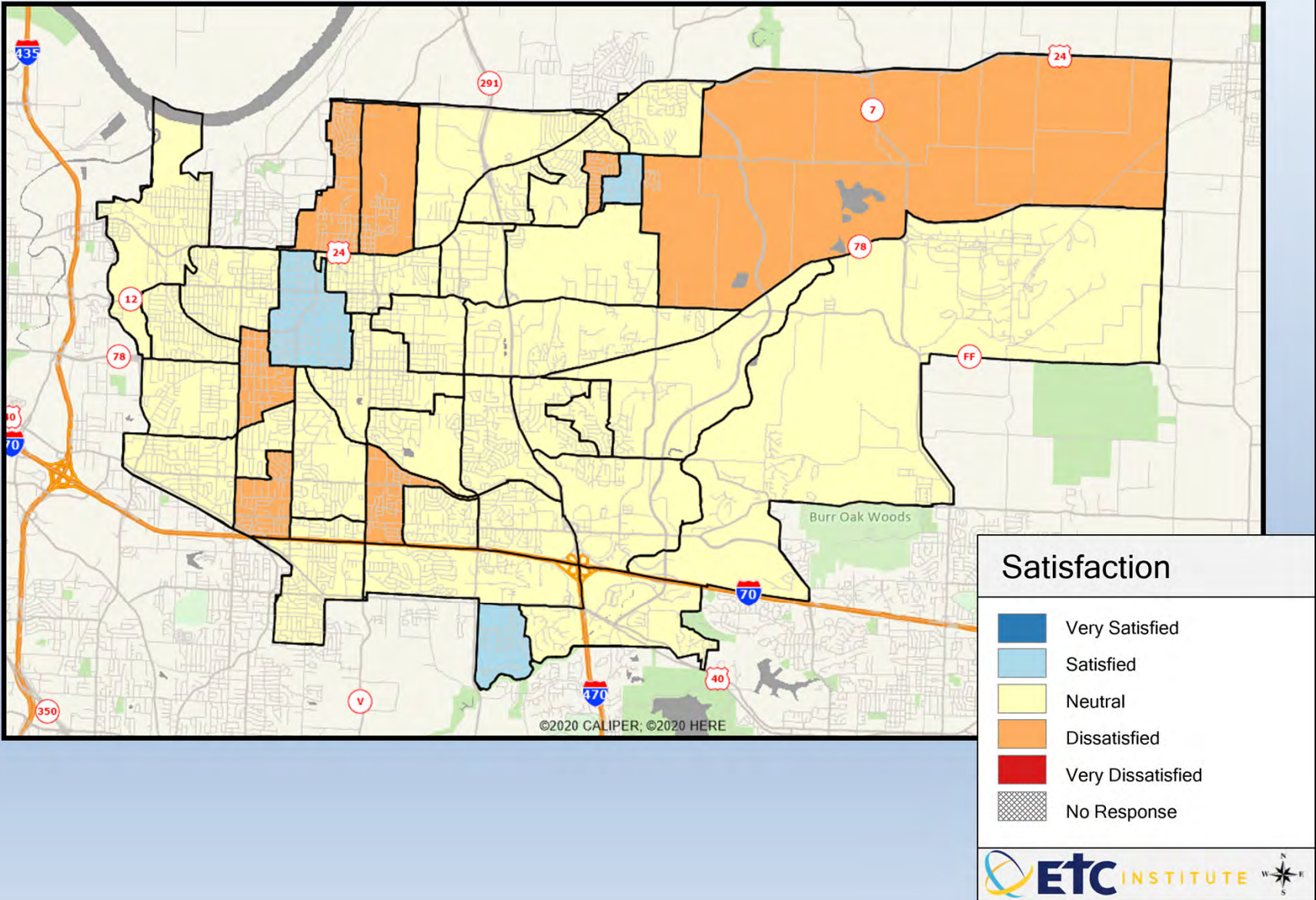
Q4-02. Police presence in commercial areas



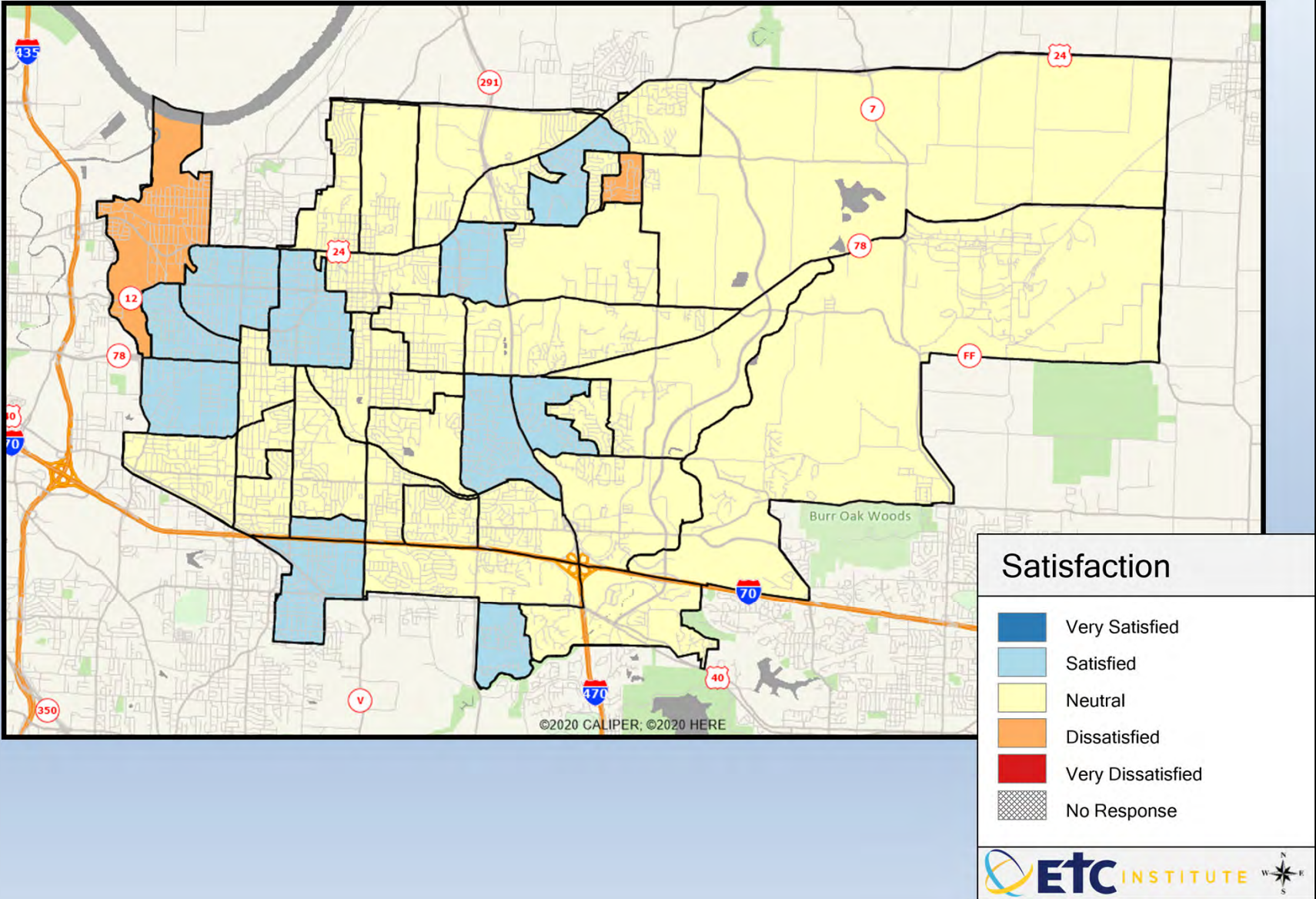
Q4-03. City's efforts to prevent crime



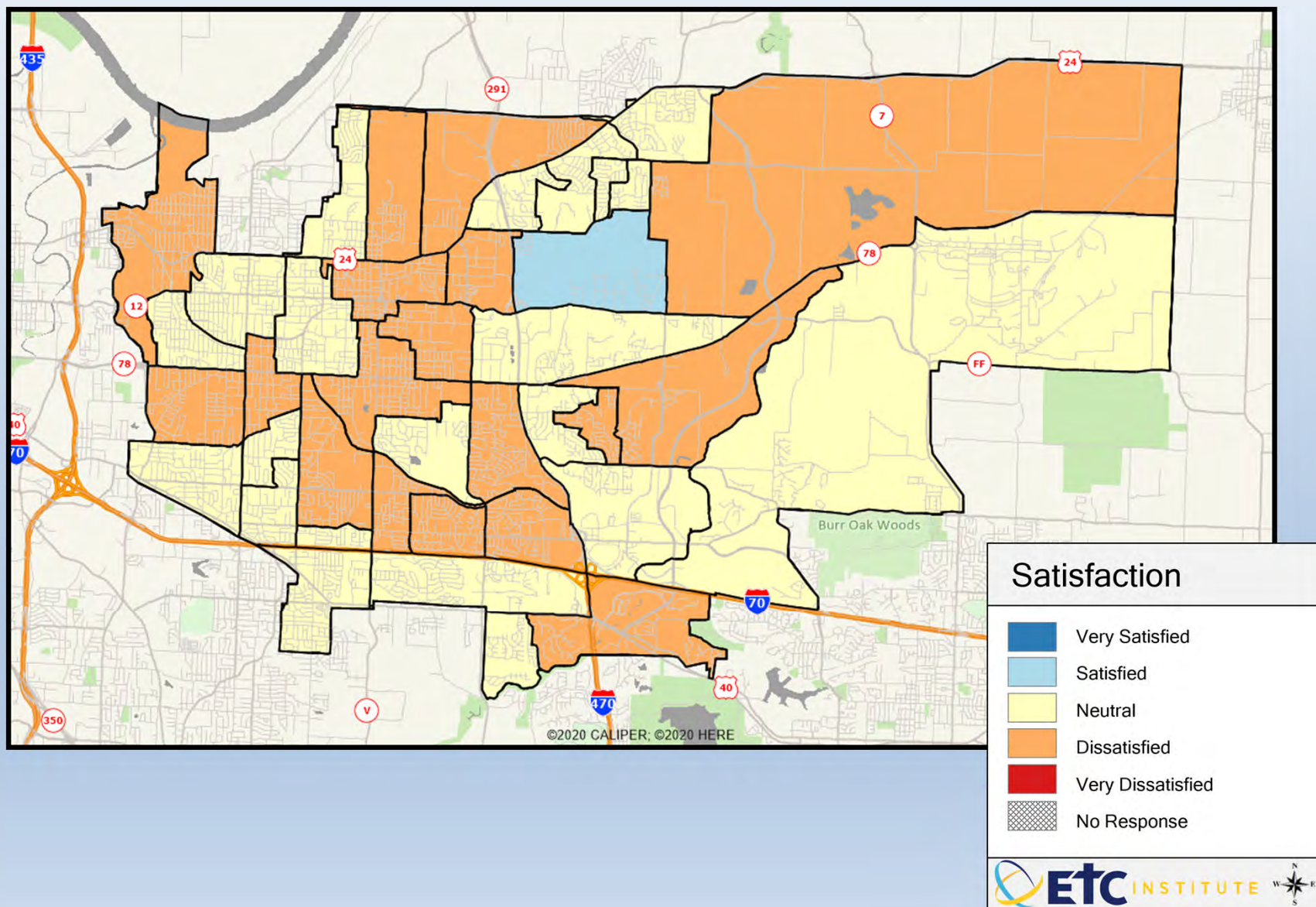
Q4-04. Enforcement of local traffic laws



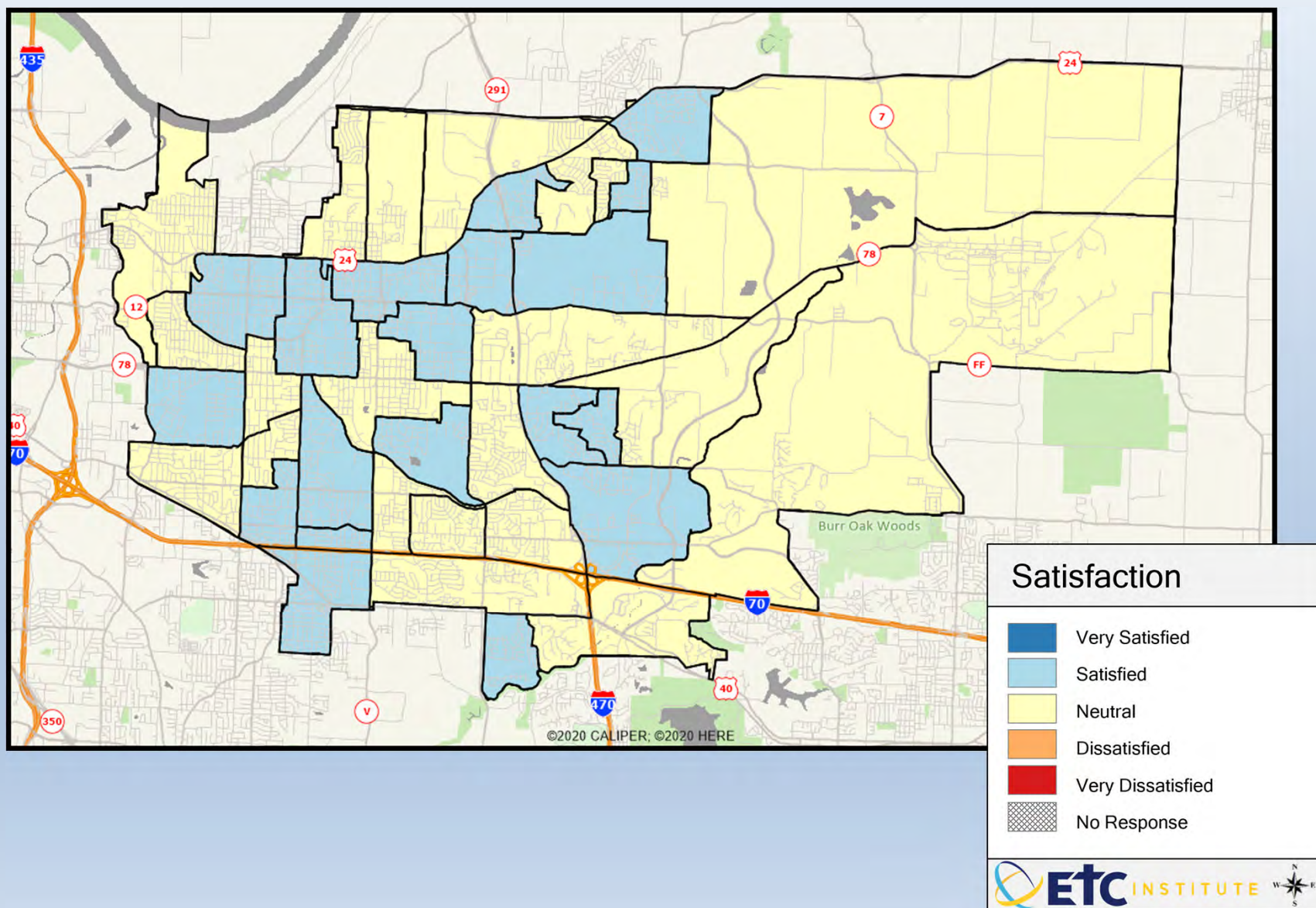
Q4-05. How quickly police arrive at emergencies



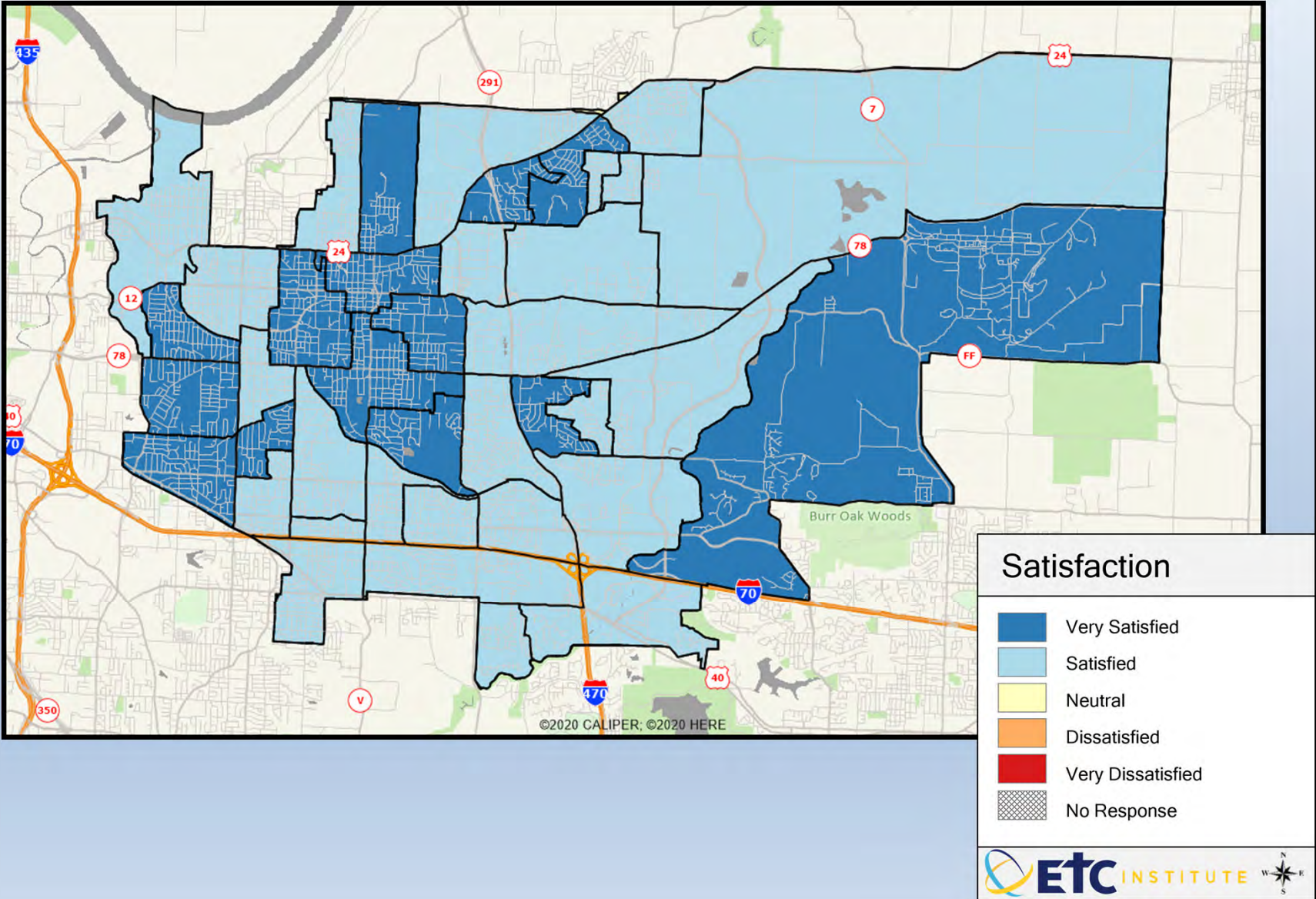
Q4-06. Investigation of criminal offenses



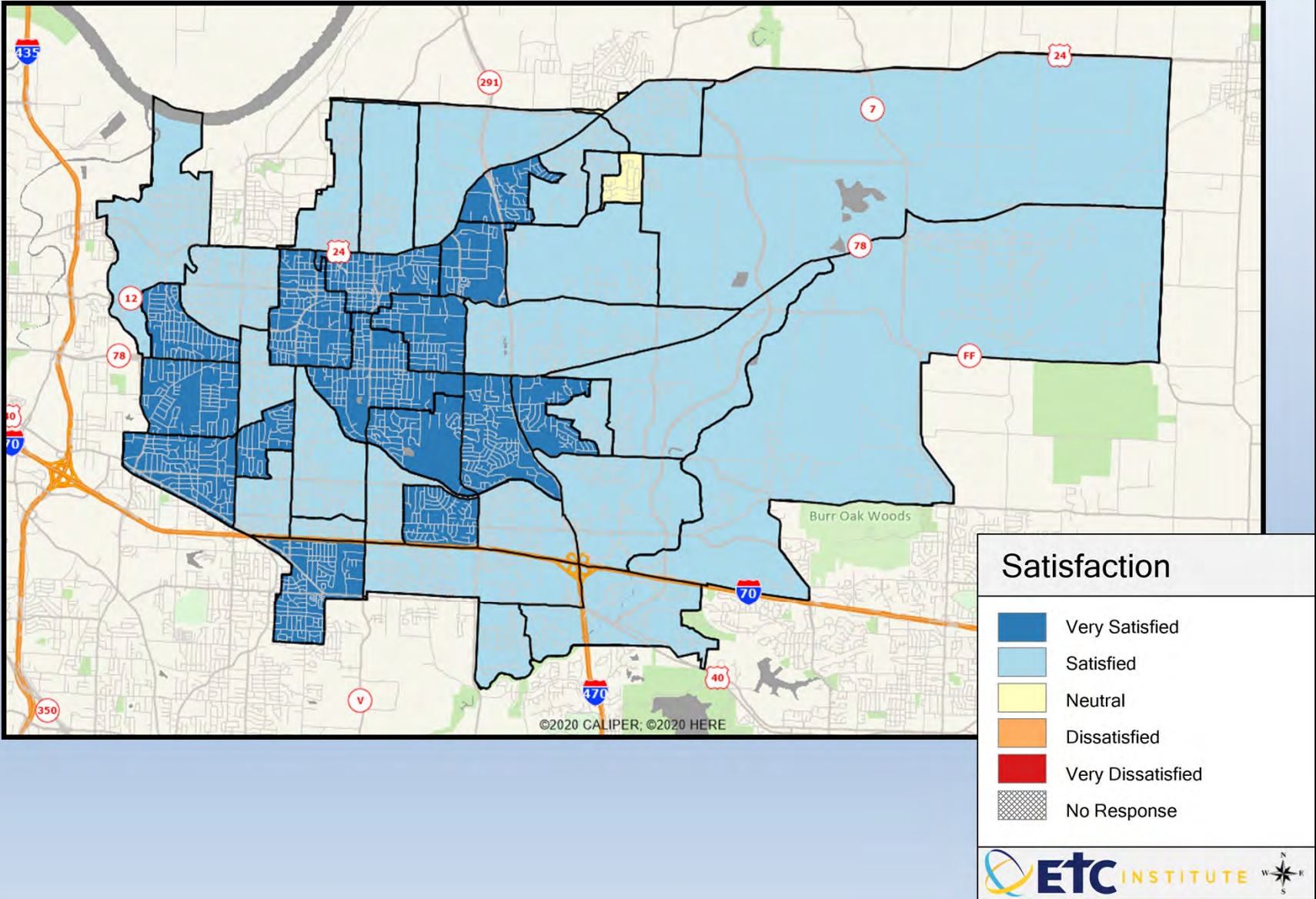
Q4-07. Police facilities and locations



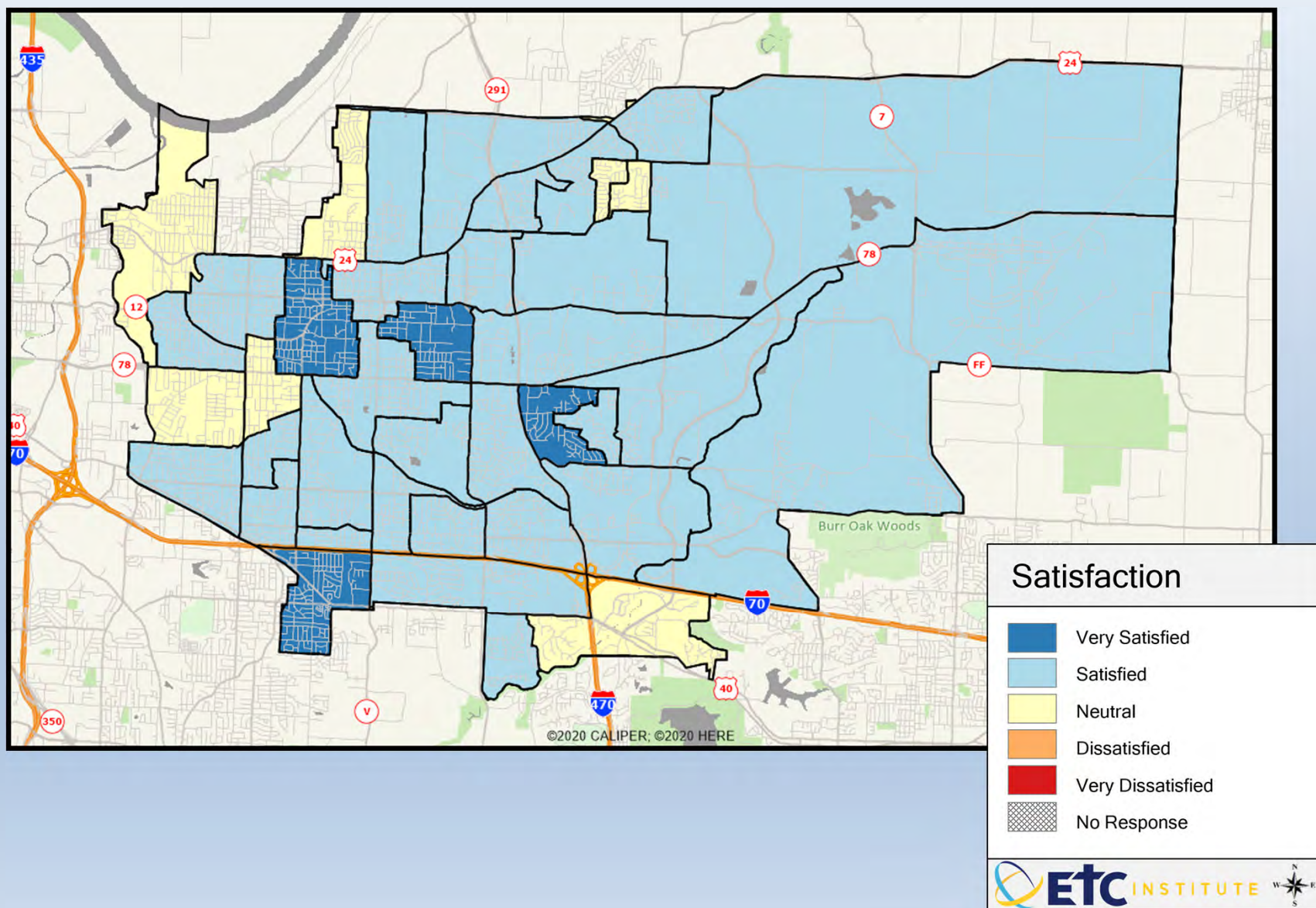
Q4-08. Fire protection



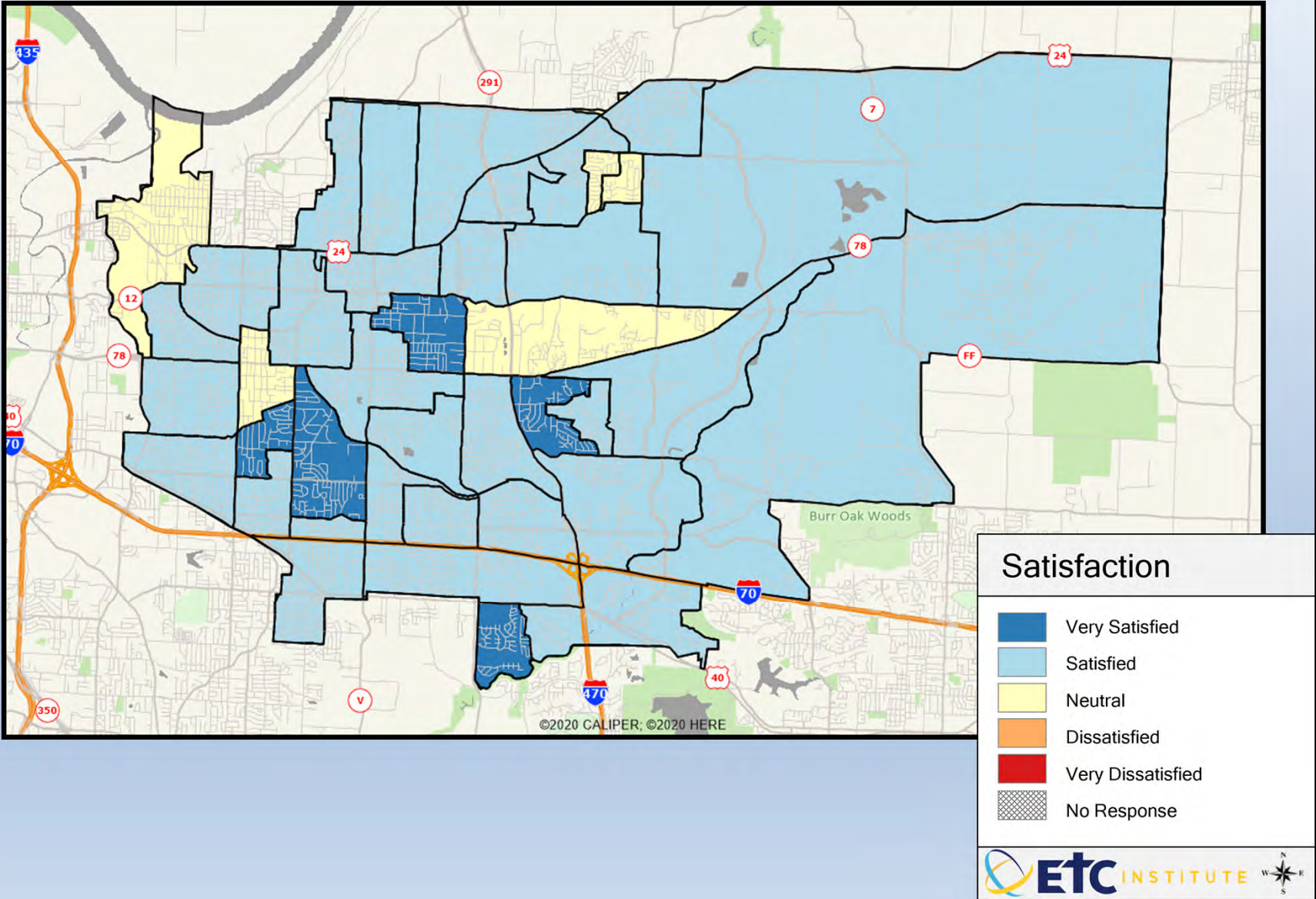
Q4-09. How quickly fire personnel arrive at emergencies



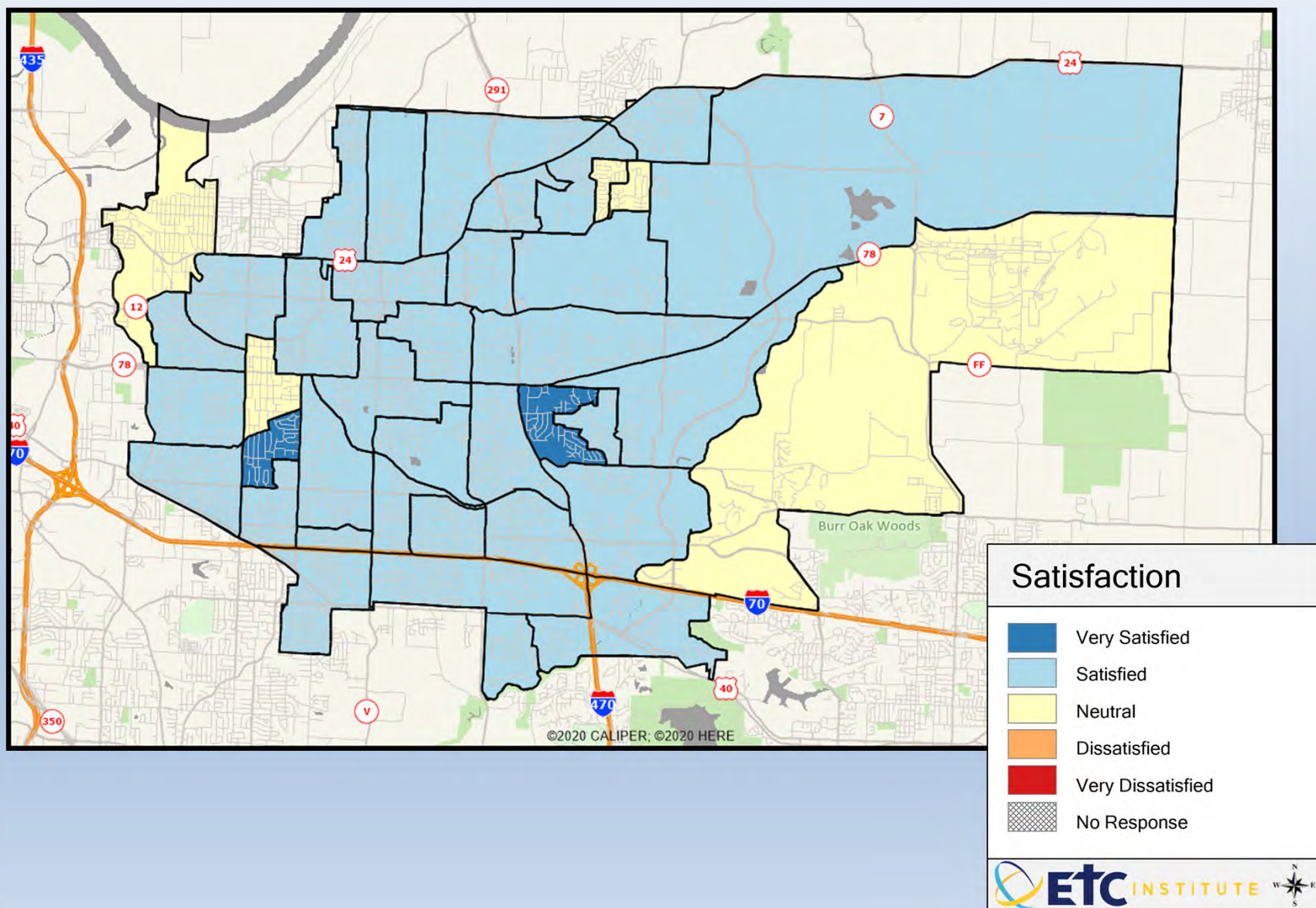
Q4-10. Emergency or 9-1-1 dispatching, particularly in the event of a medical emergency



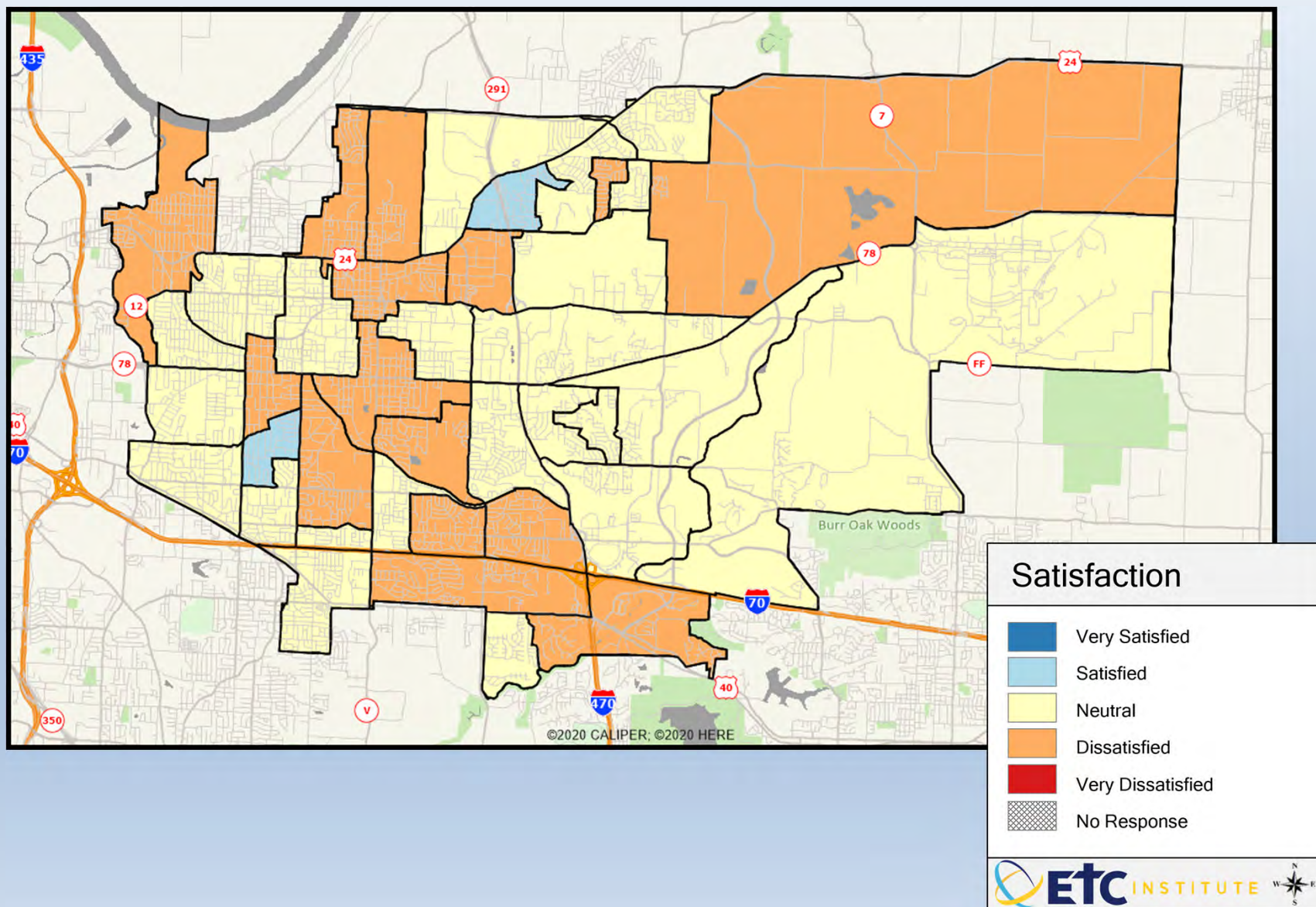
Q4-11. How quickly ambulance service personnel arrive at emergencies



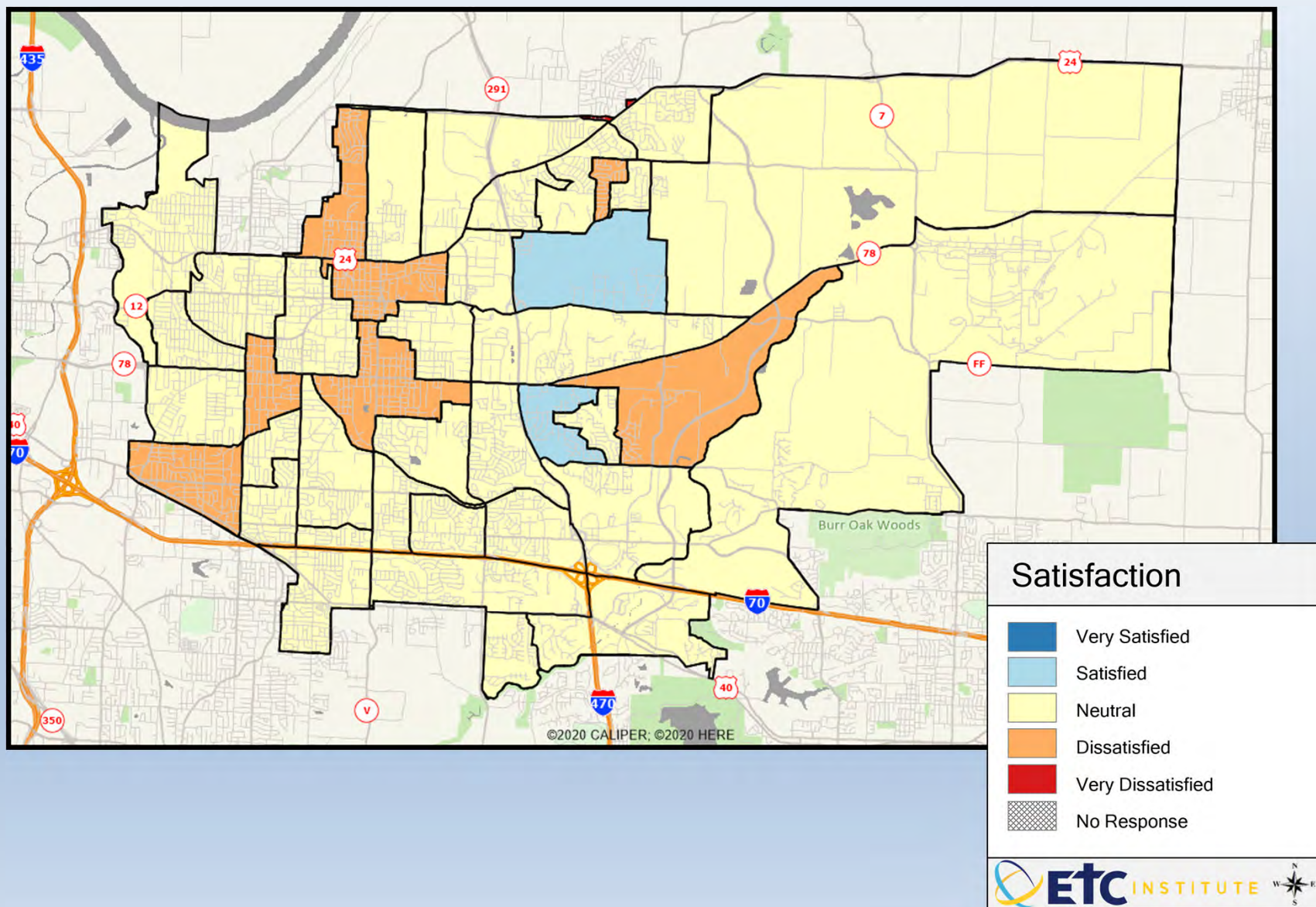
Q4-12. Emergency medical services and transportation are provided by the city's licensed ambulance provider



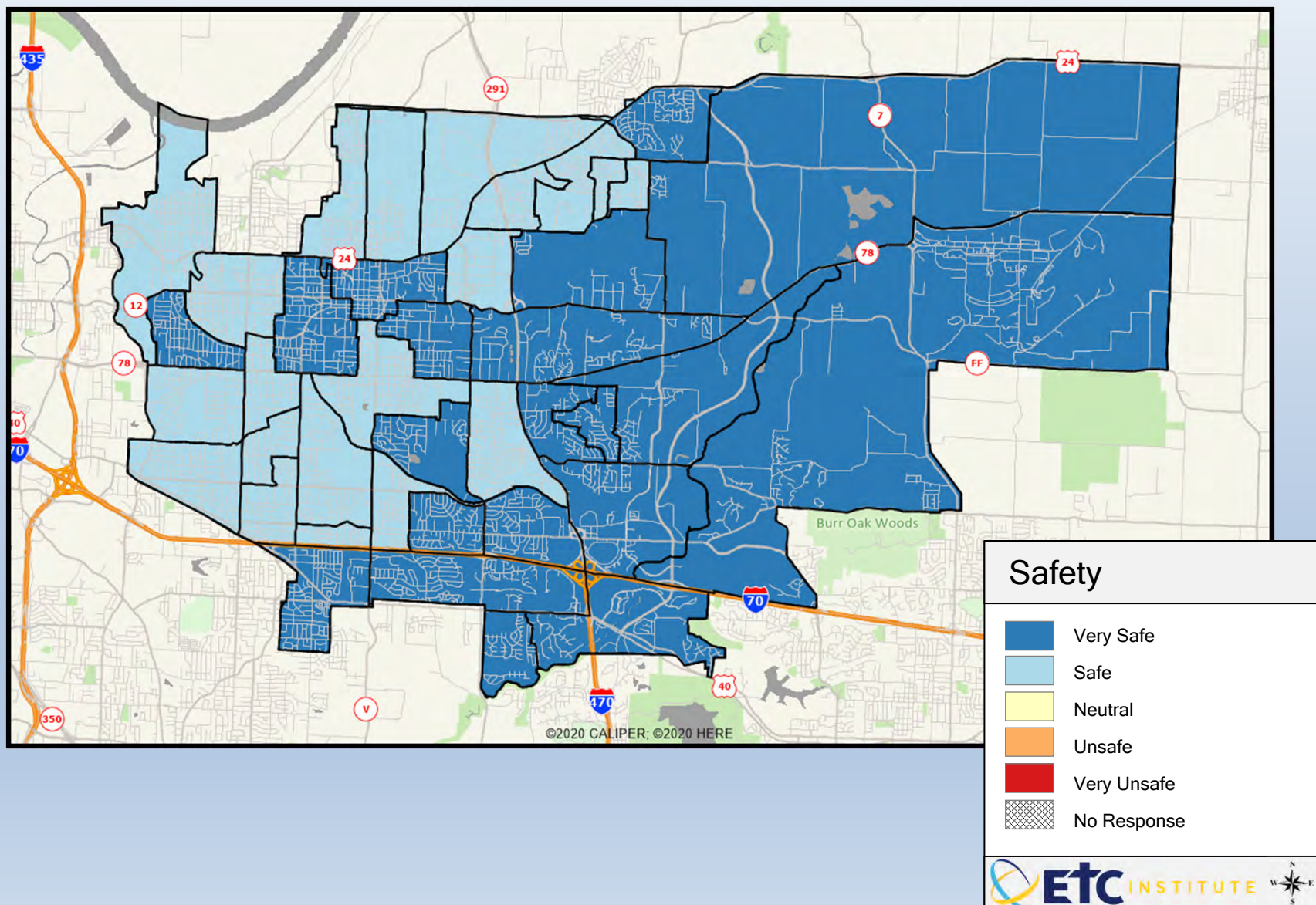
Q4-13. Access to mental health outreach and service programs



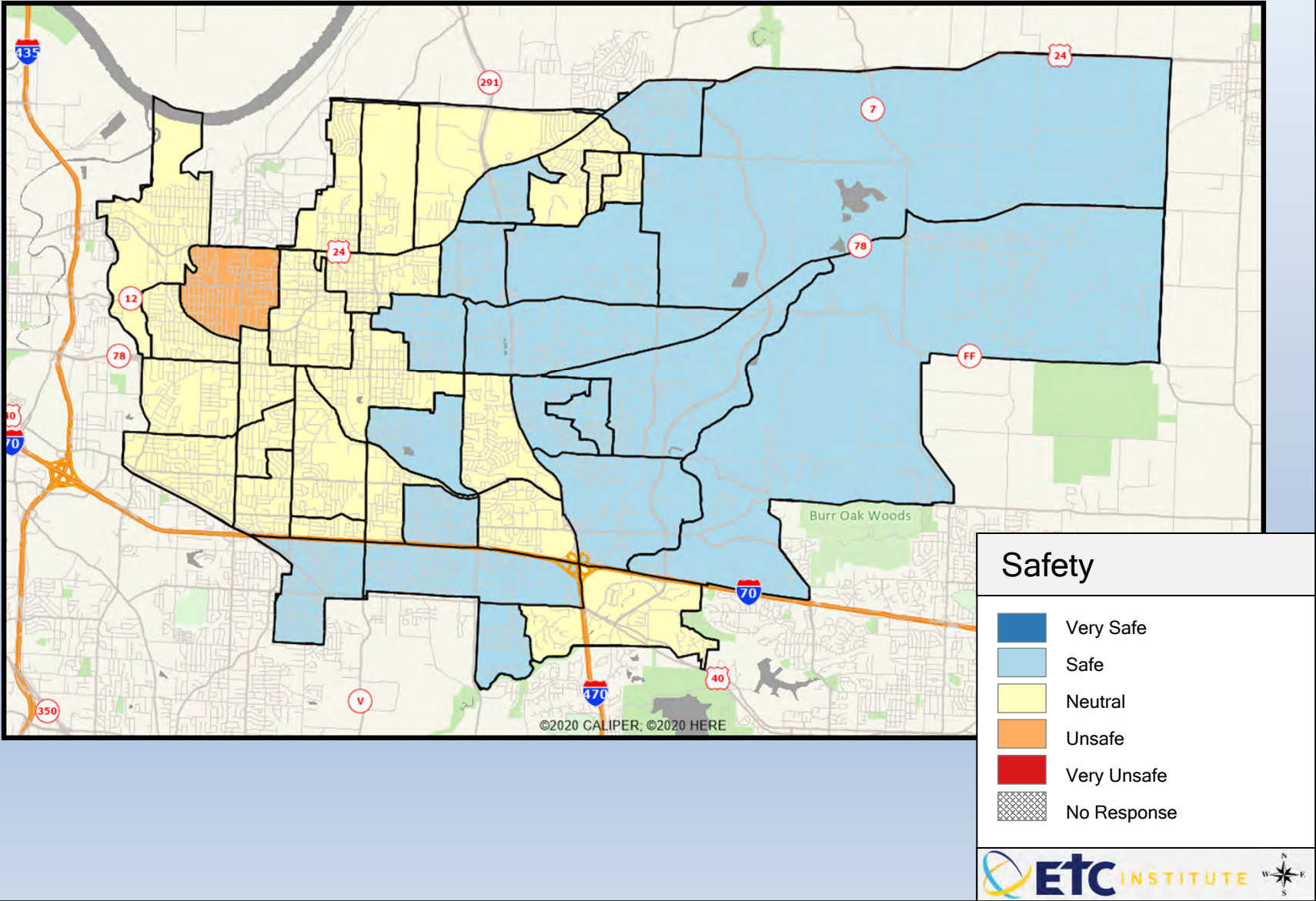
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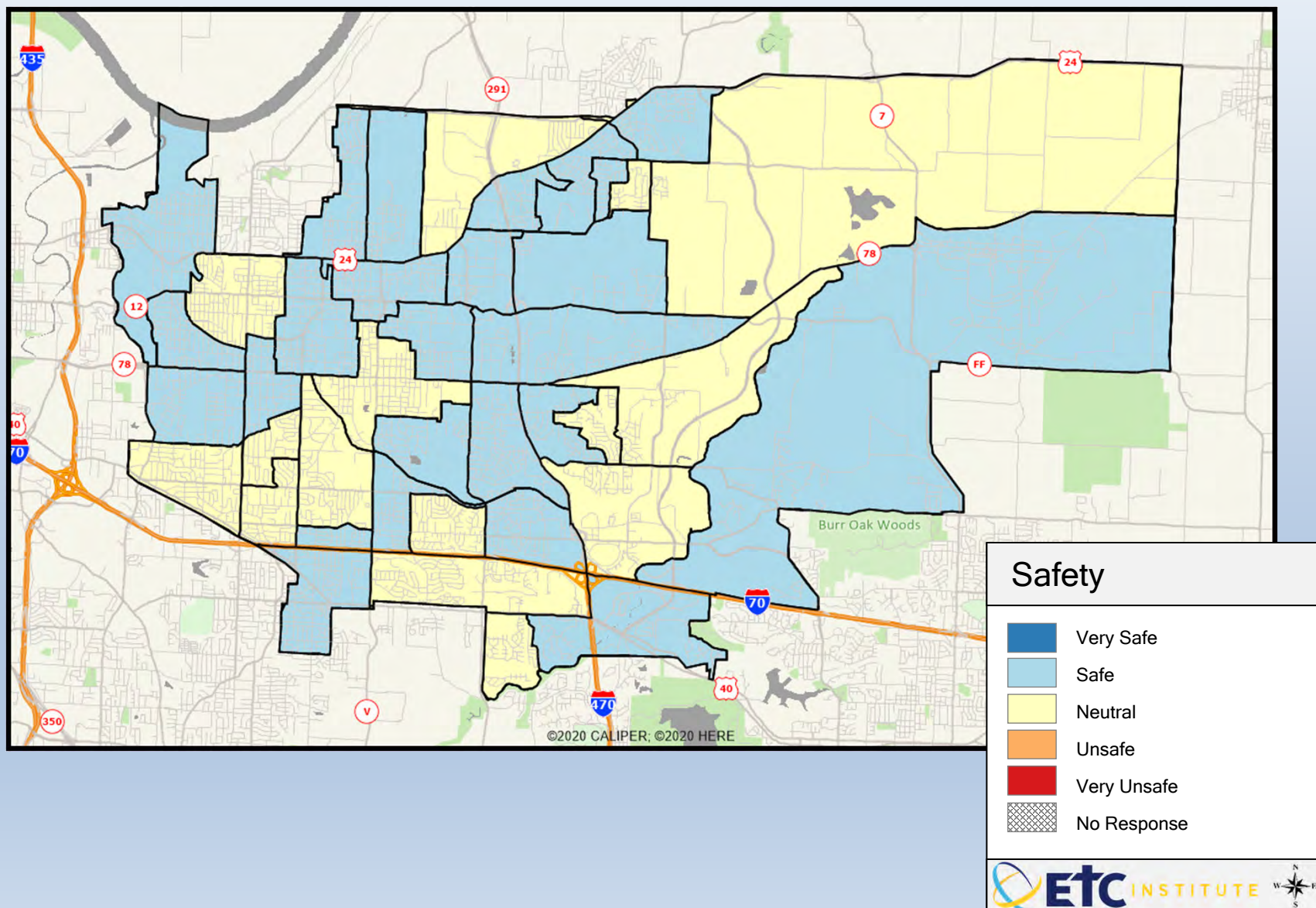
Q7-1. In your neighborhood during the day



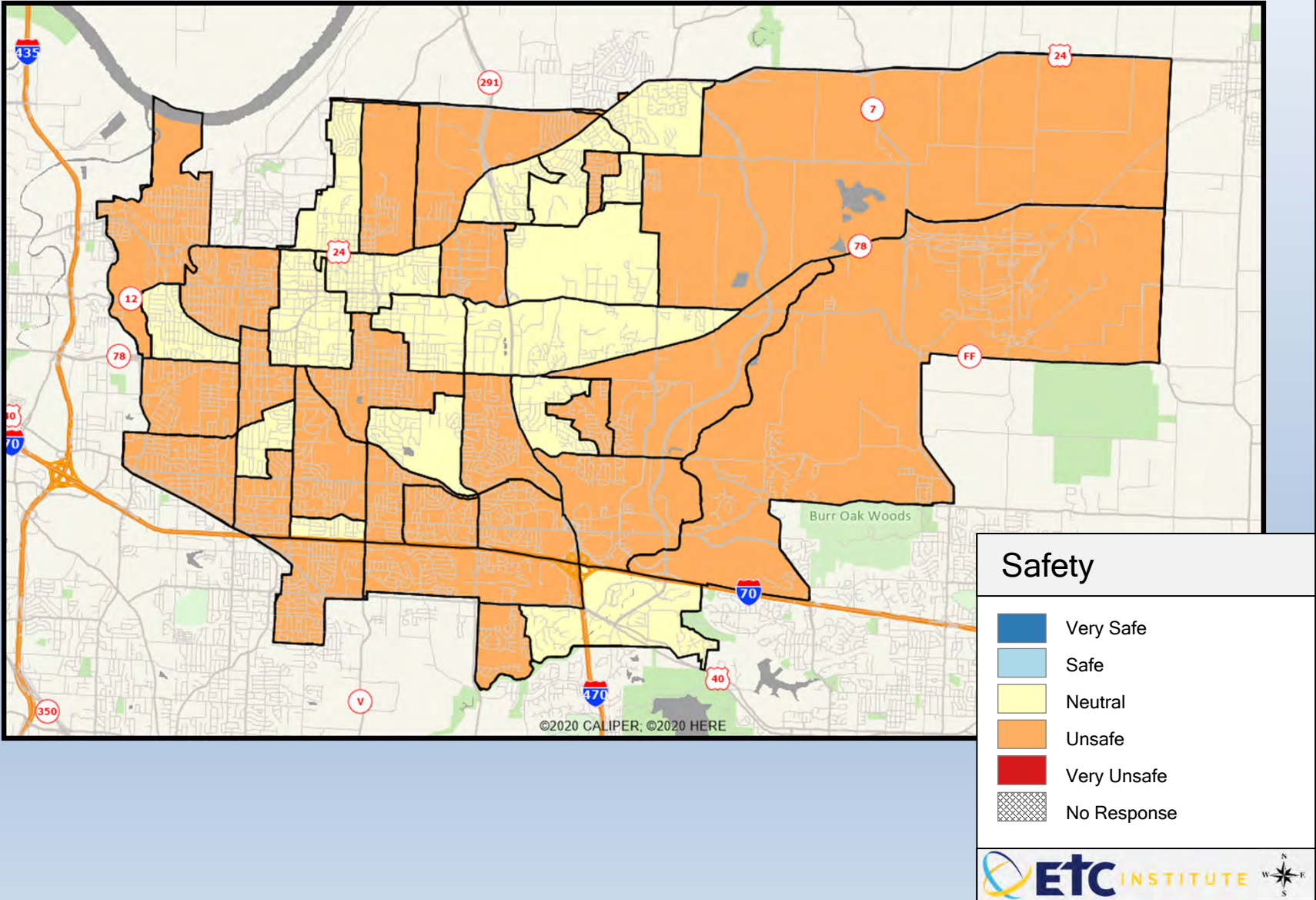
Q7-2. In your neighborhood during the night



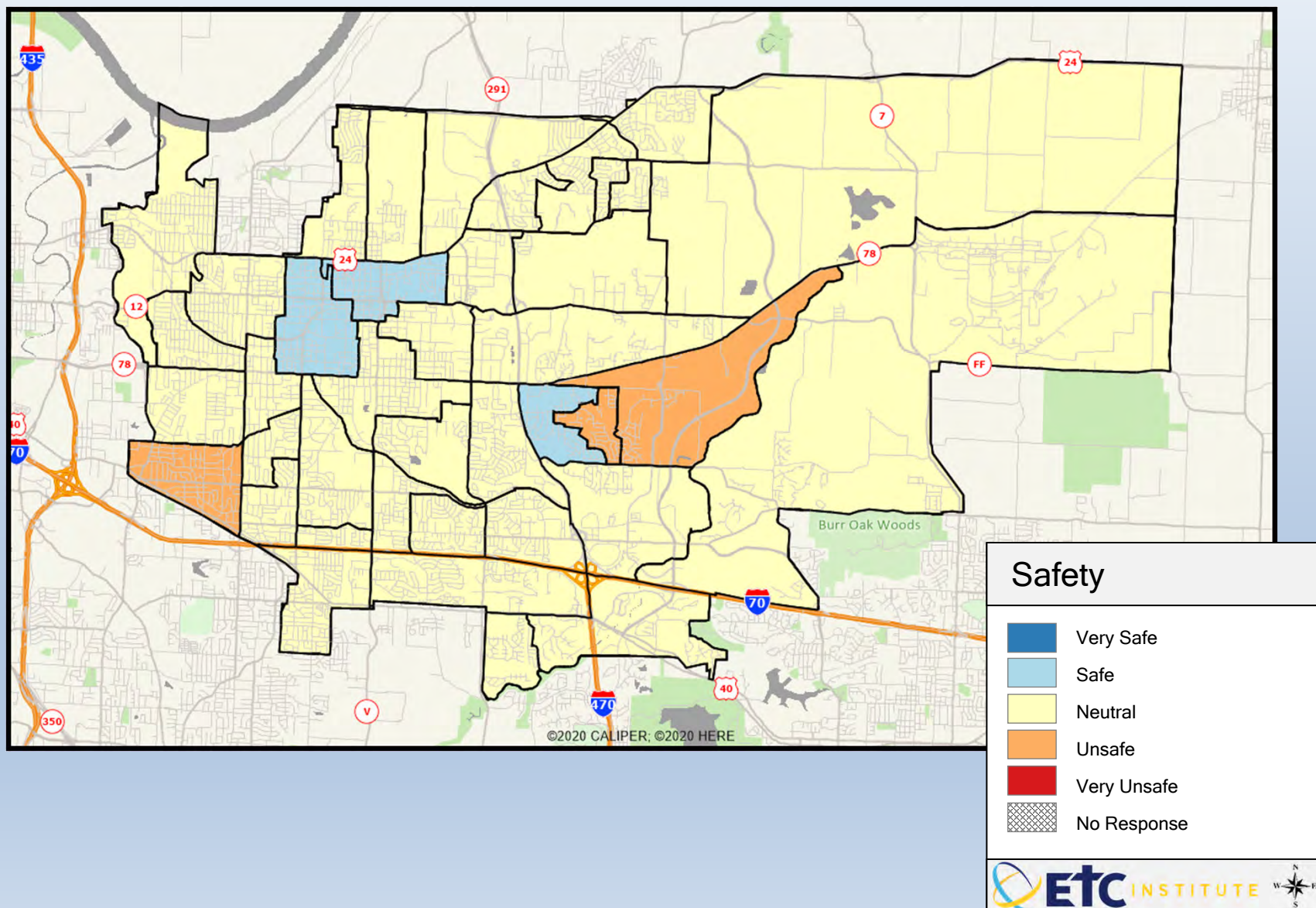
Q7-3. In commercial areas in Independence during the day



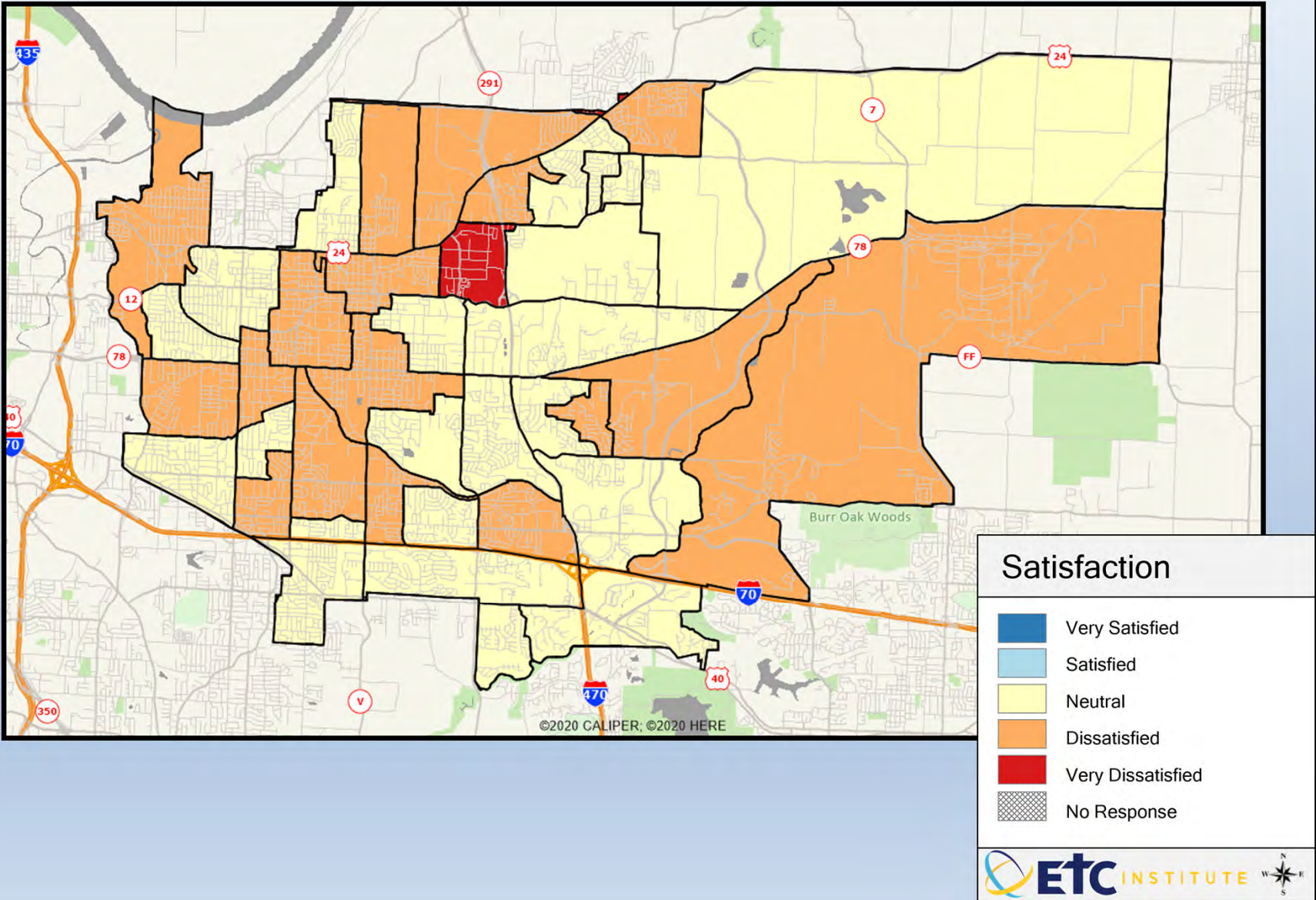
Q7-4. In commercial areas in Independence during the night



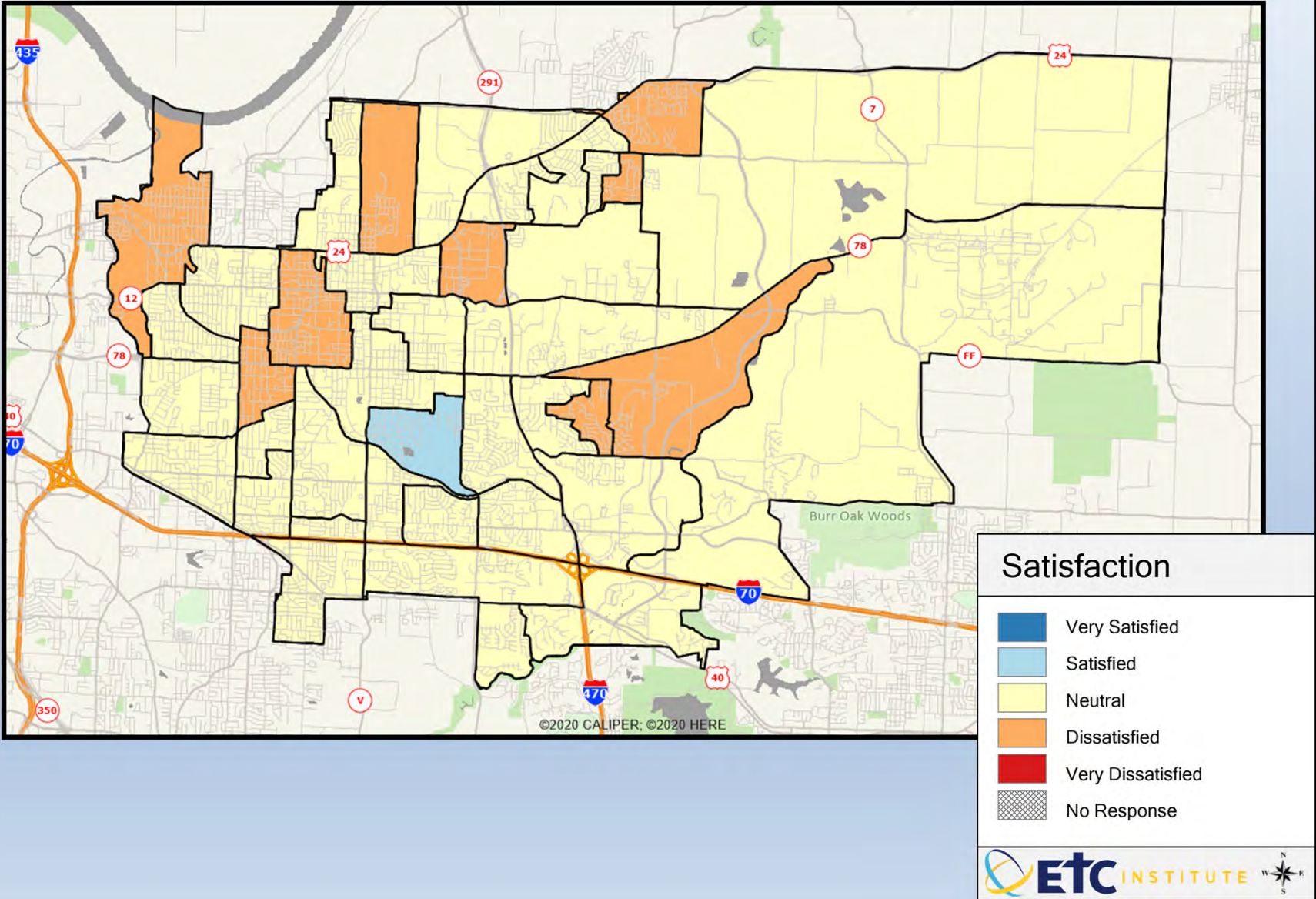
Q7-5. When you are in city parks



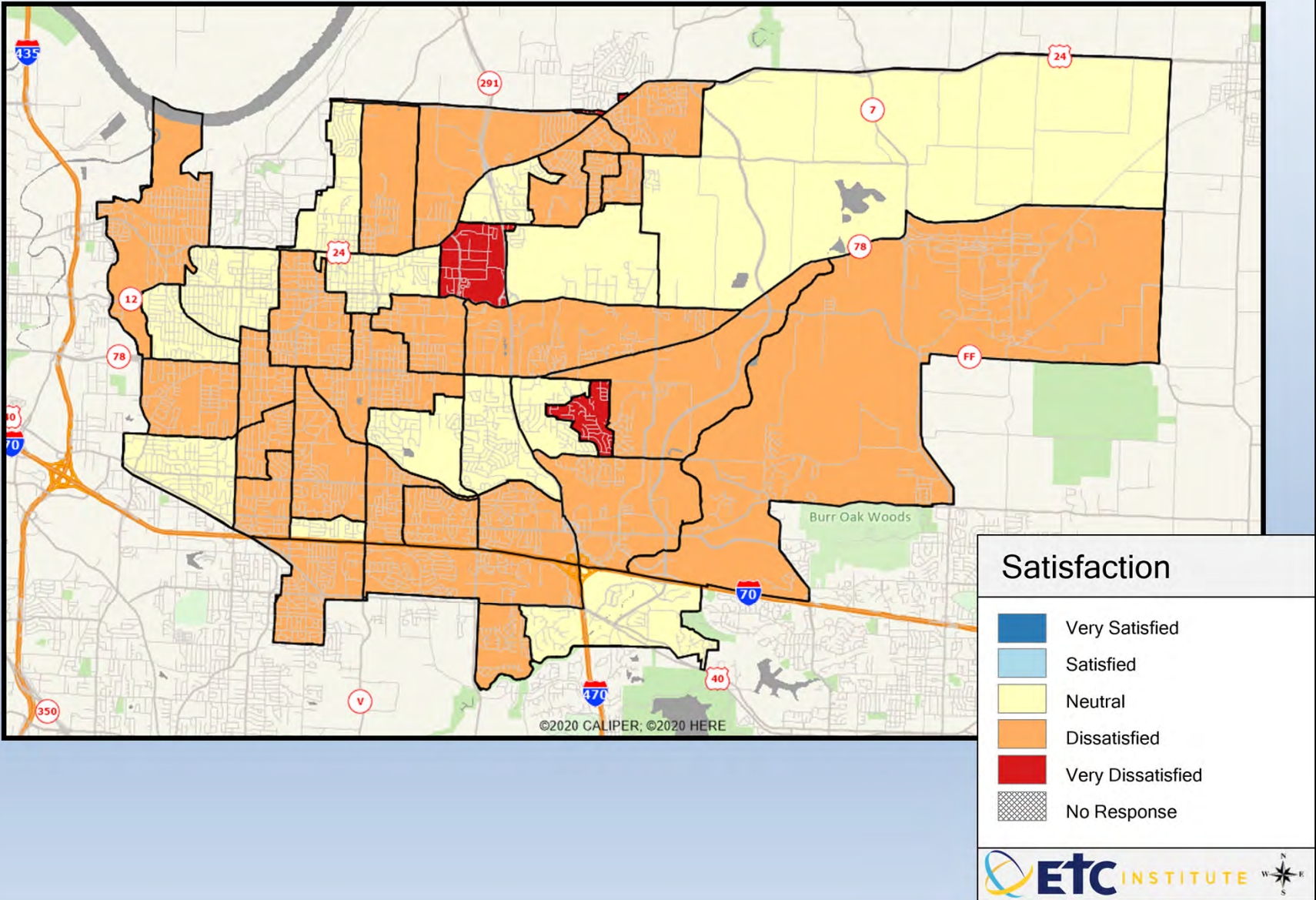
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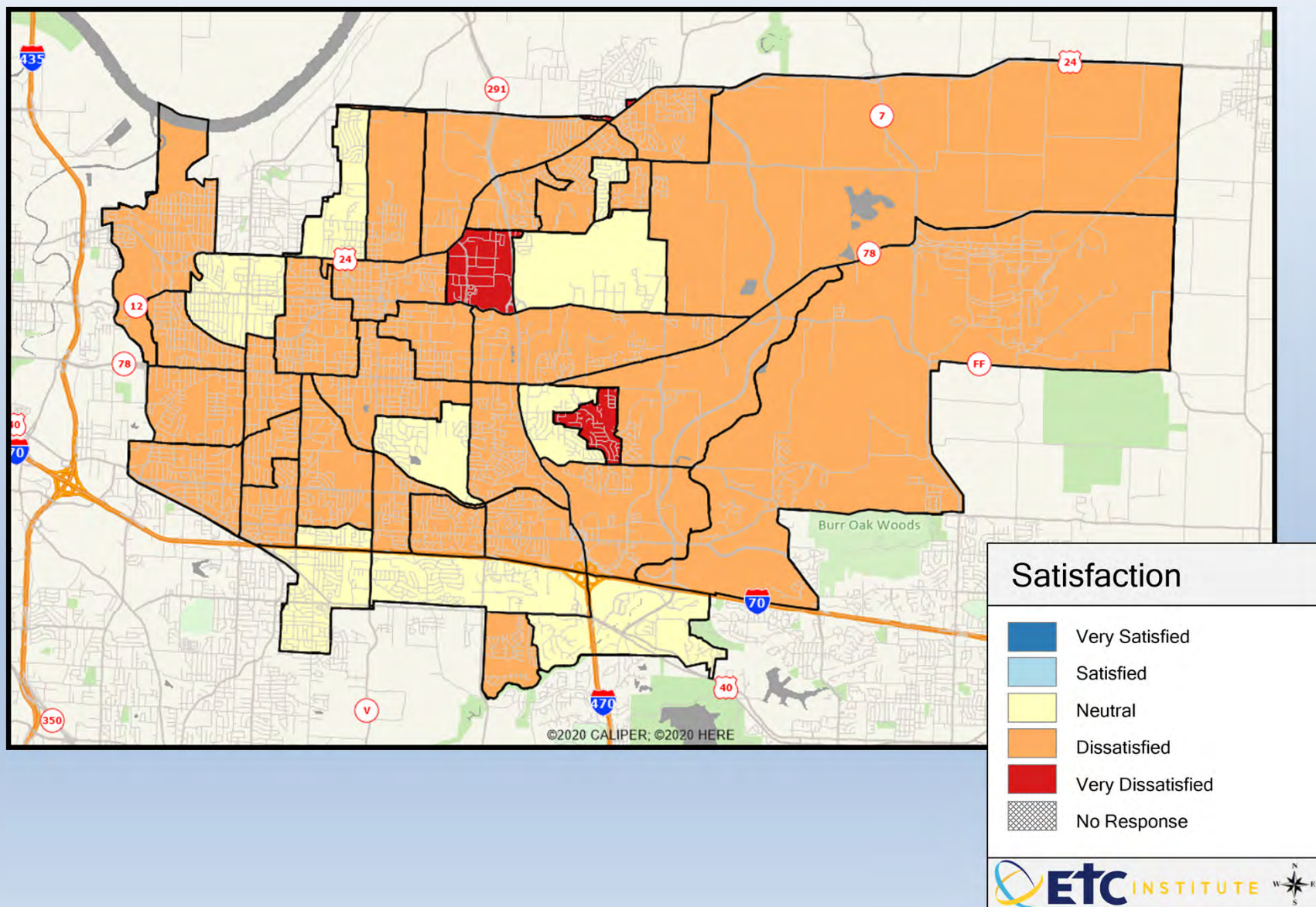
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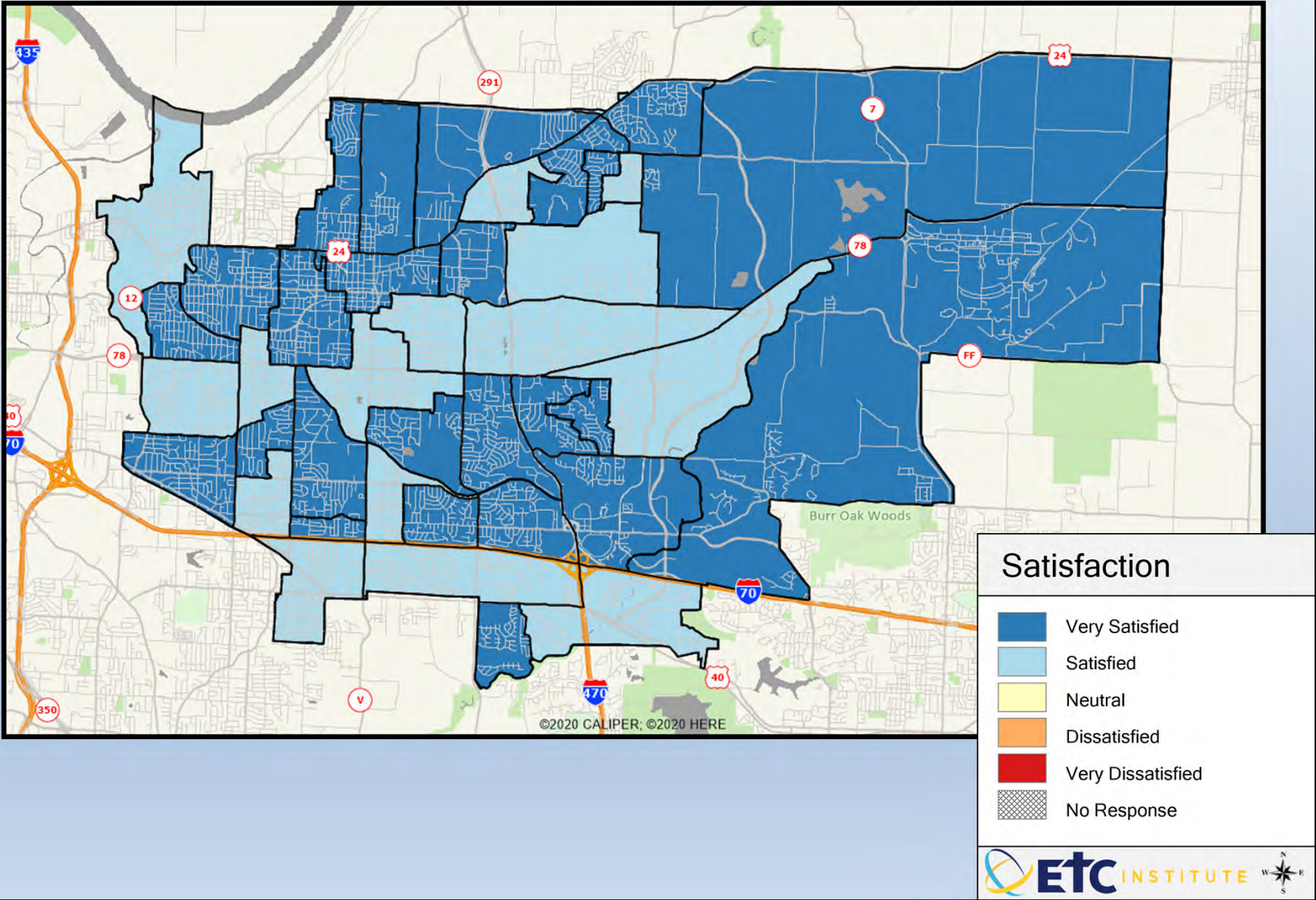
Q9-3. How my councilmember engages with their district(s) or residents



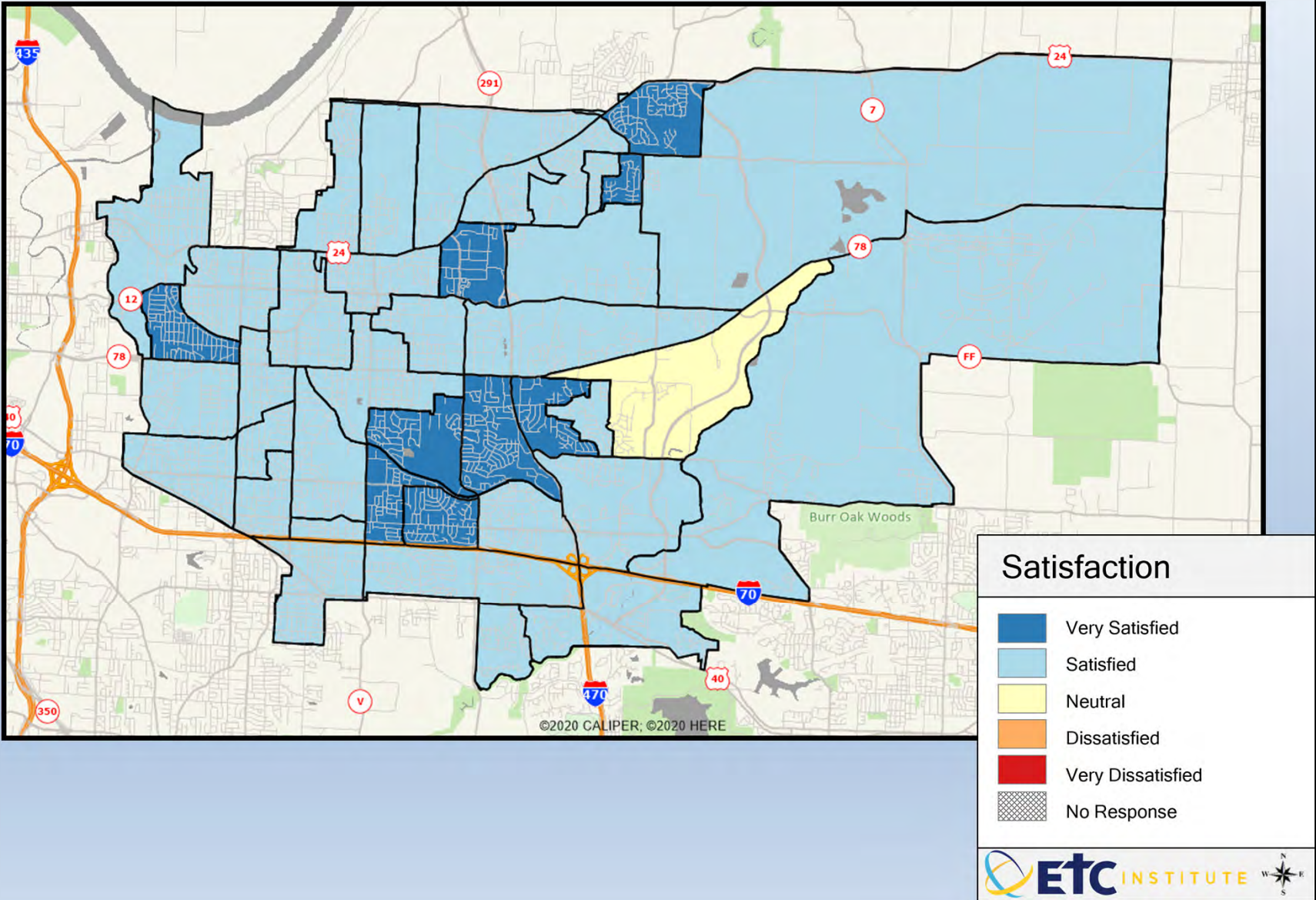
Q9-4. How the council and city leadership engage with the public on decisions



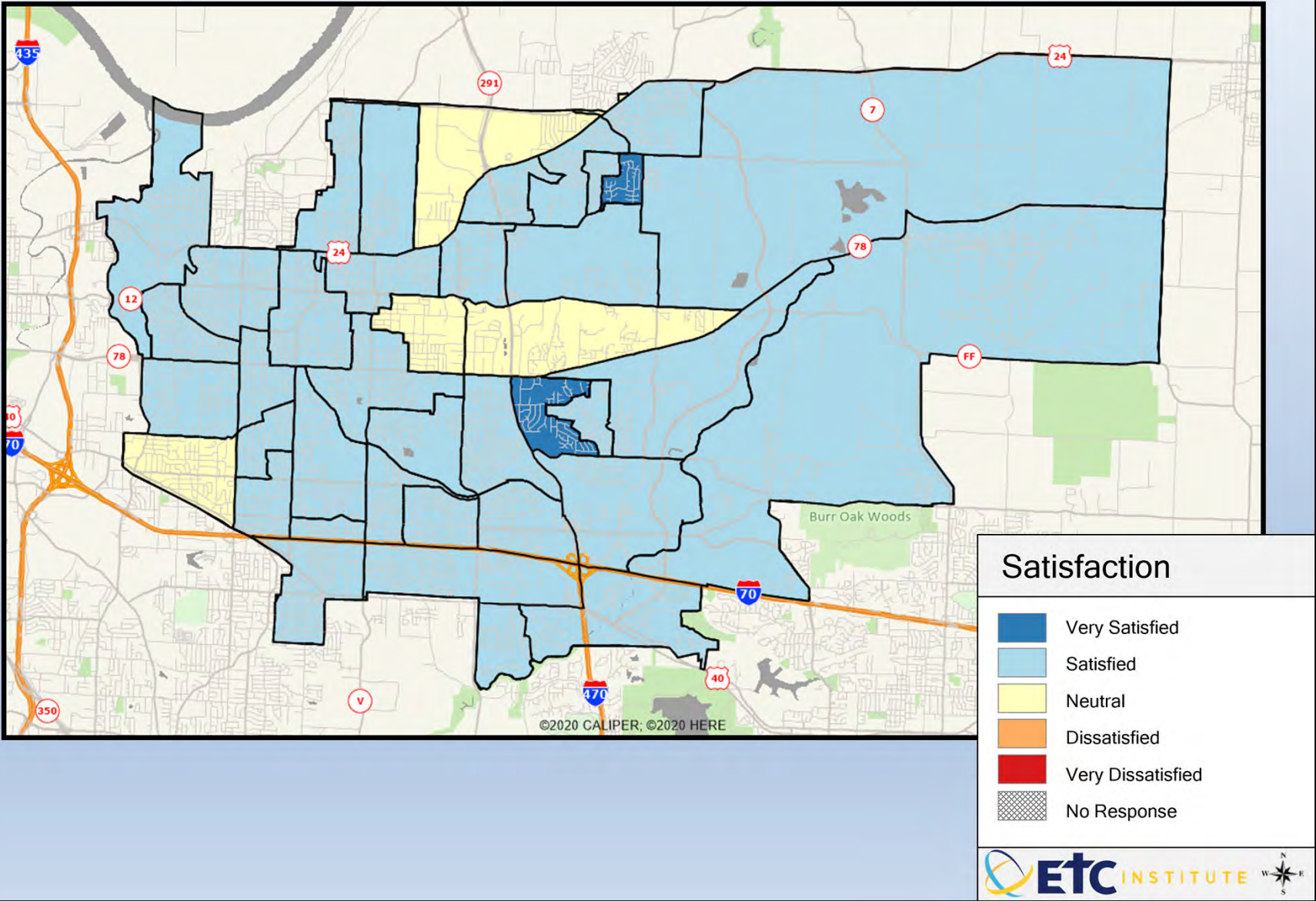
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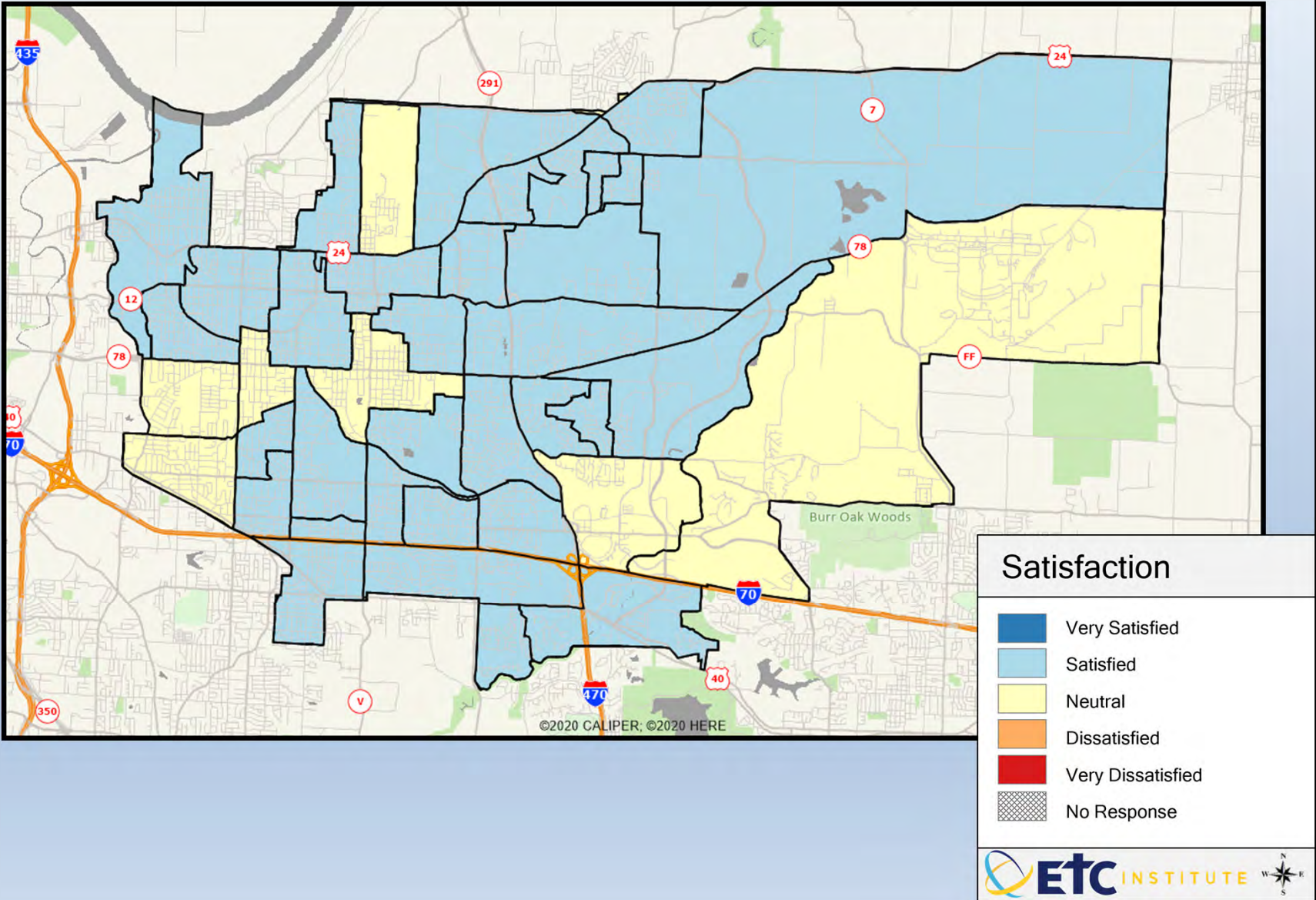
Q10-02. Water pressure in your home



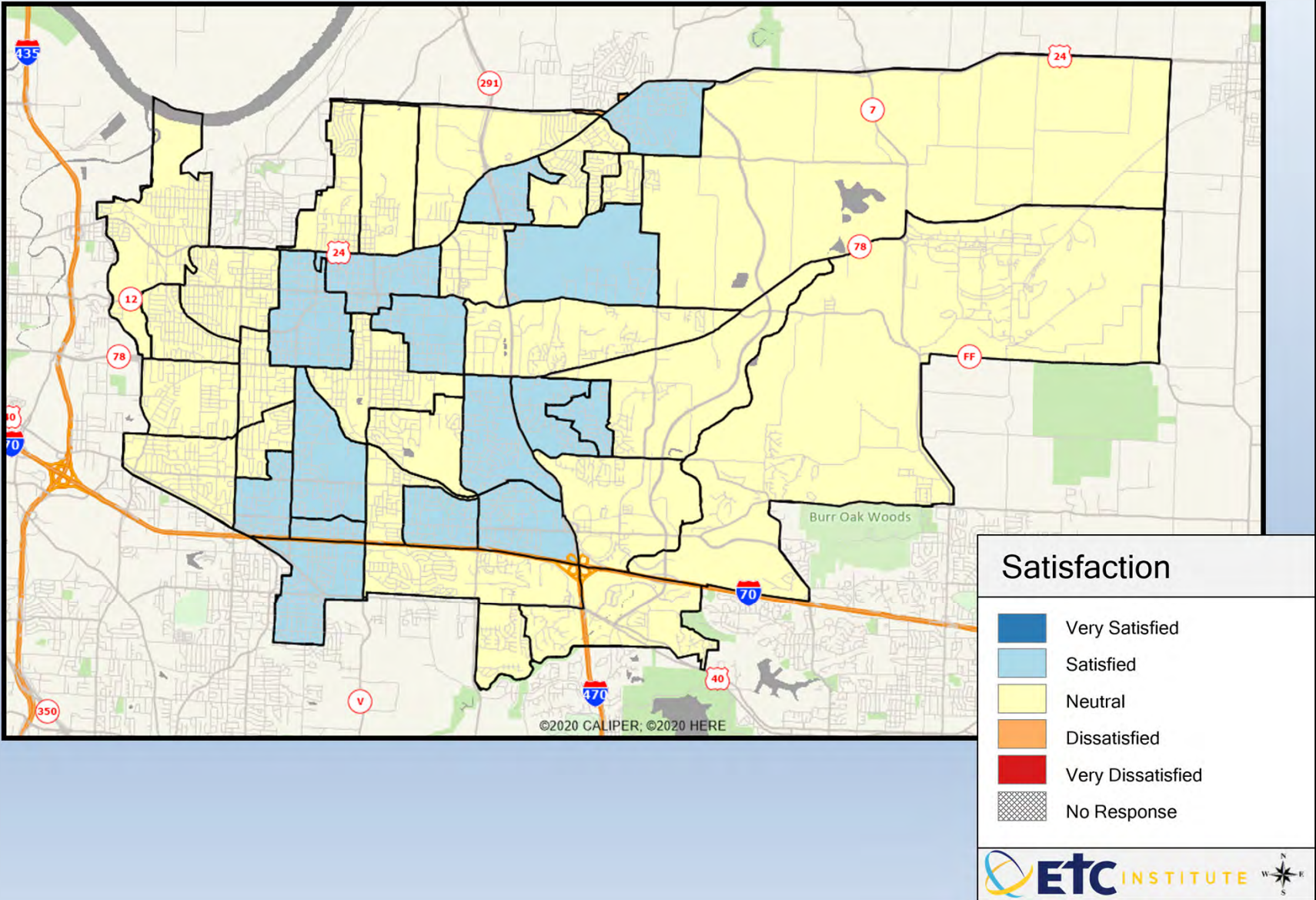
Q10-03. Wastewater collection system



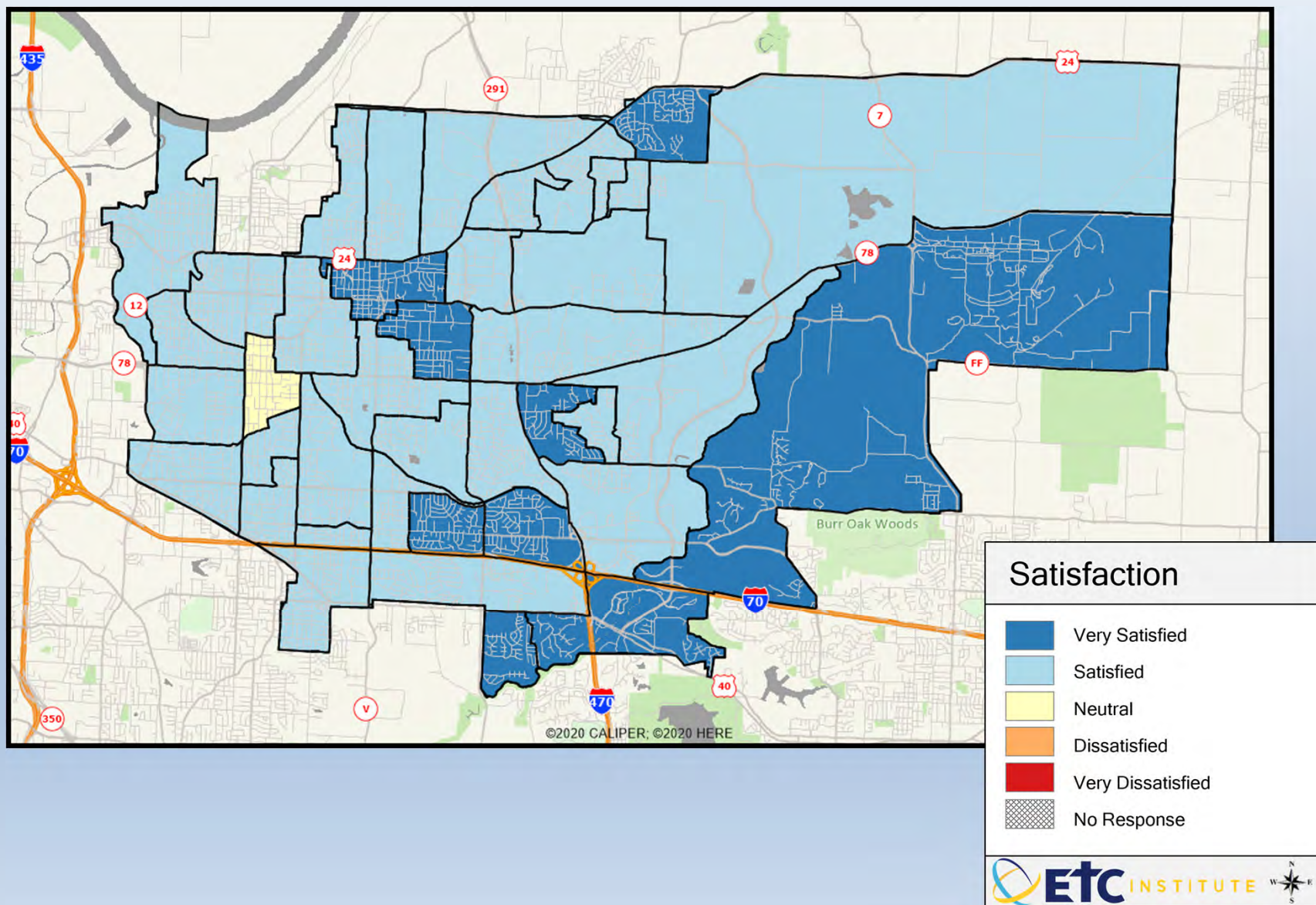
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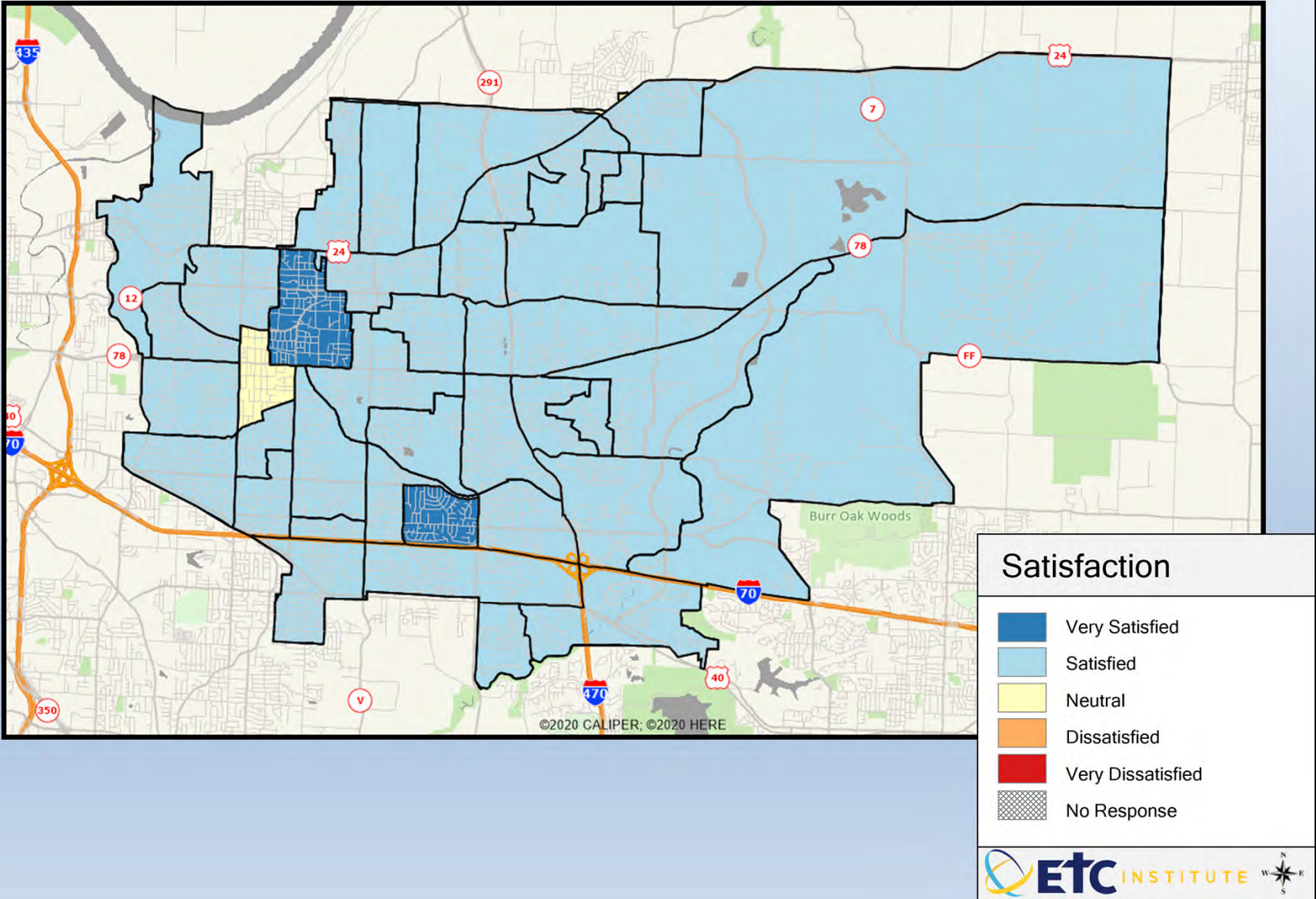
Q10-05. Maintenance of the city's stormwater drains and culverts in your neighborhood



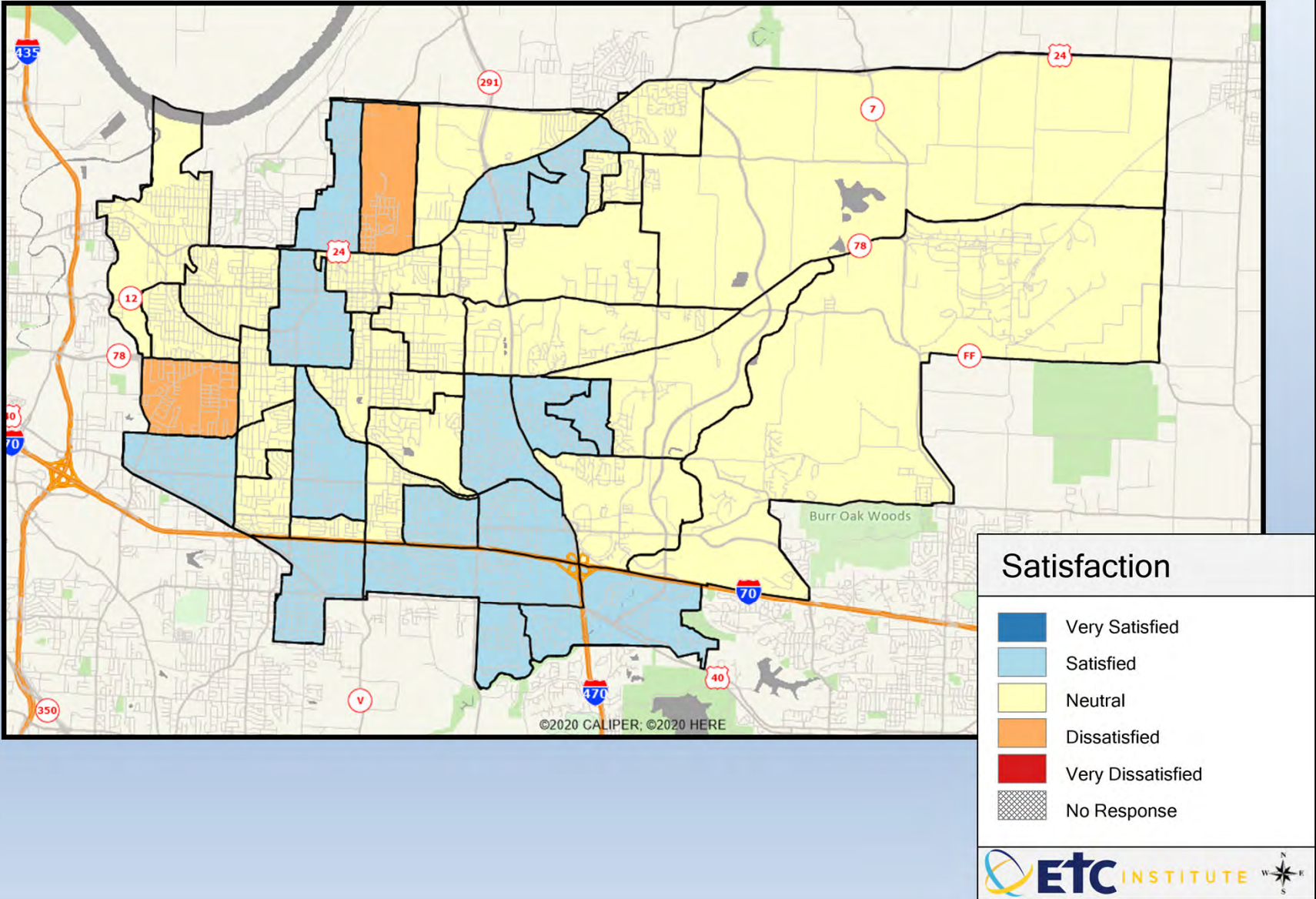
Q10-06. Overall reliability of electrical service



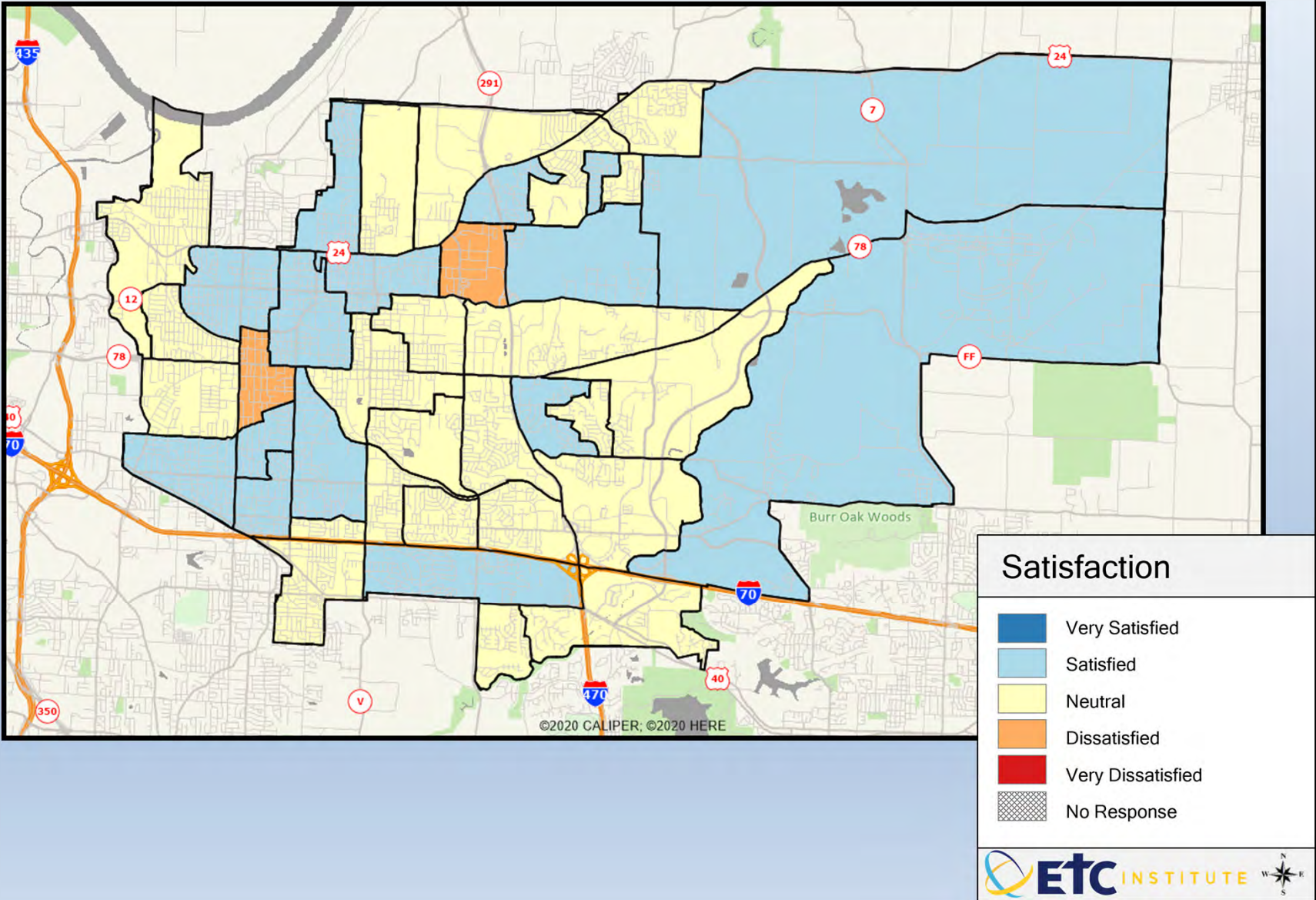
Q10-07. How quickly electrical outages are repaired



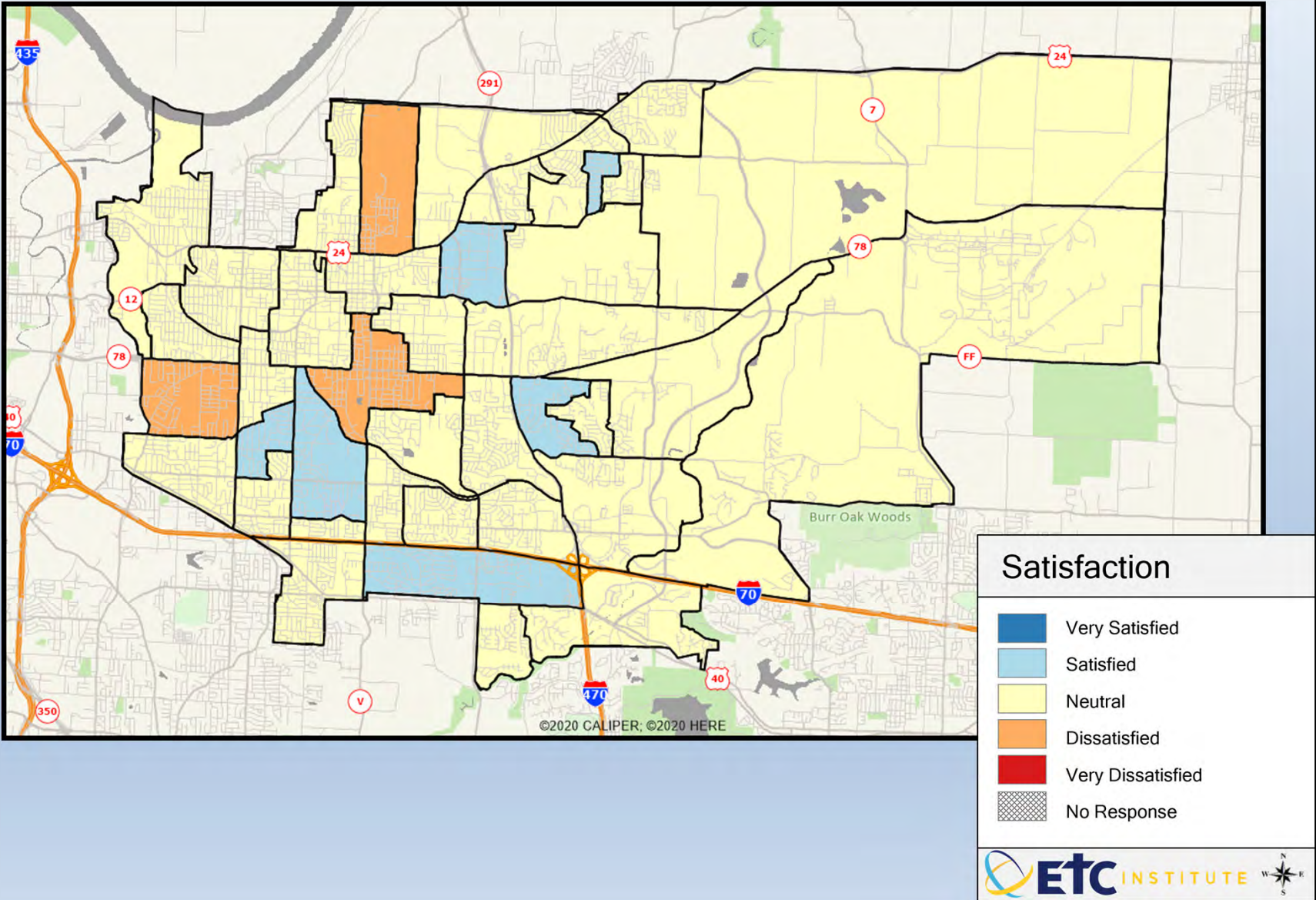
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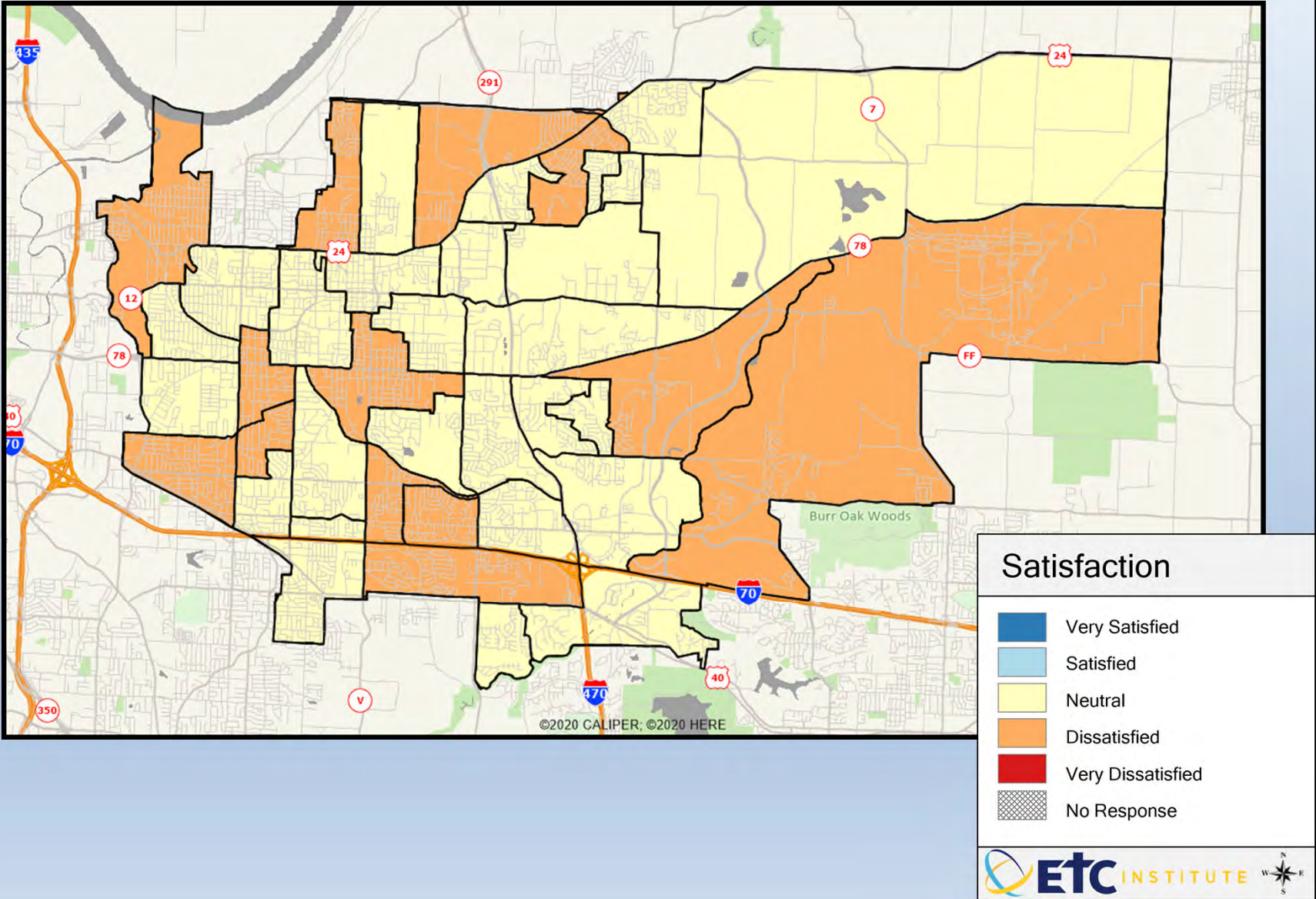
Q10-09. The efforts of the city's utilities programs to promote the environment and conservation



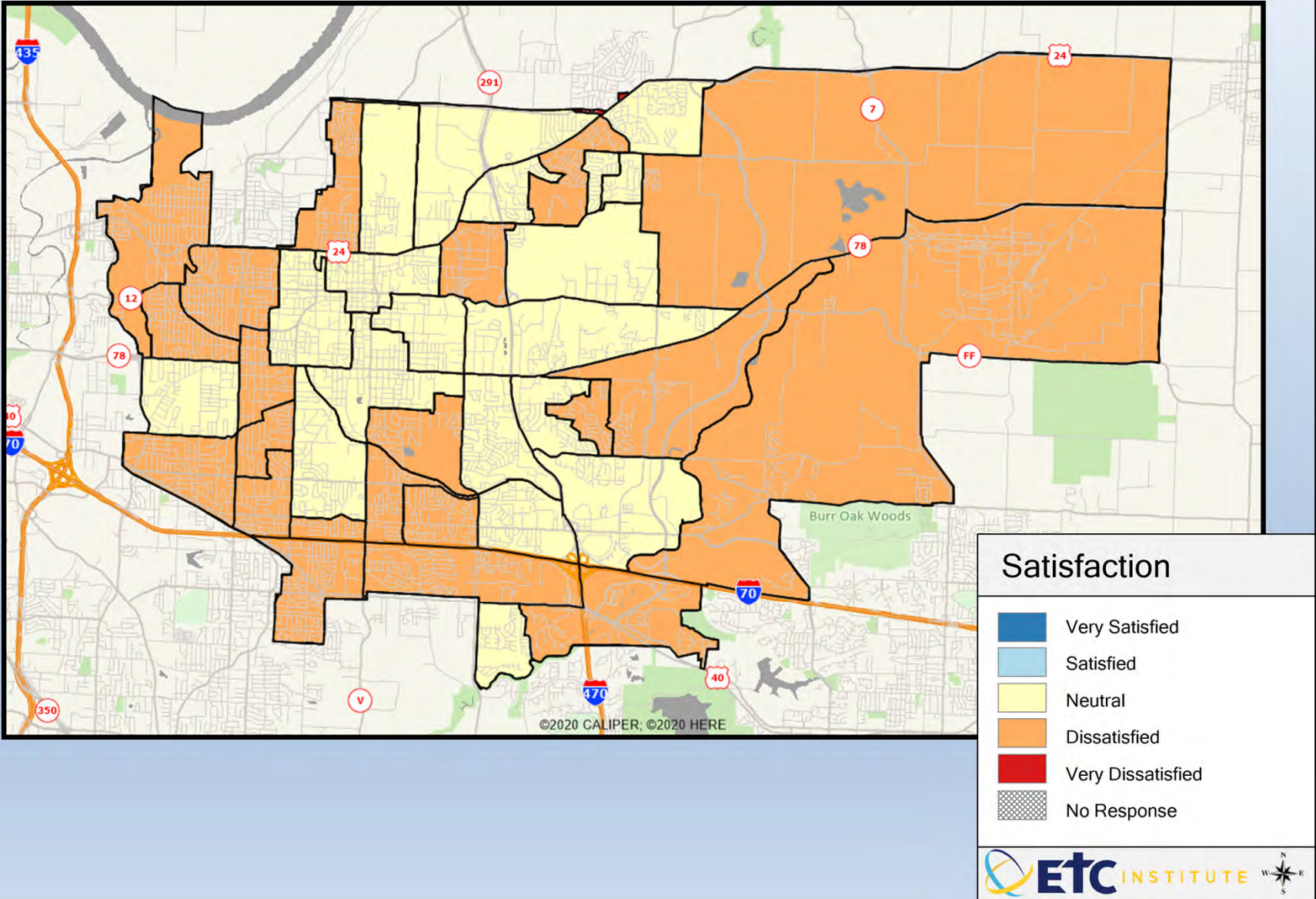
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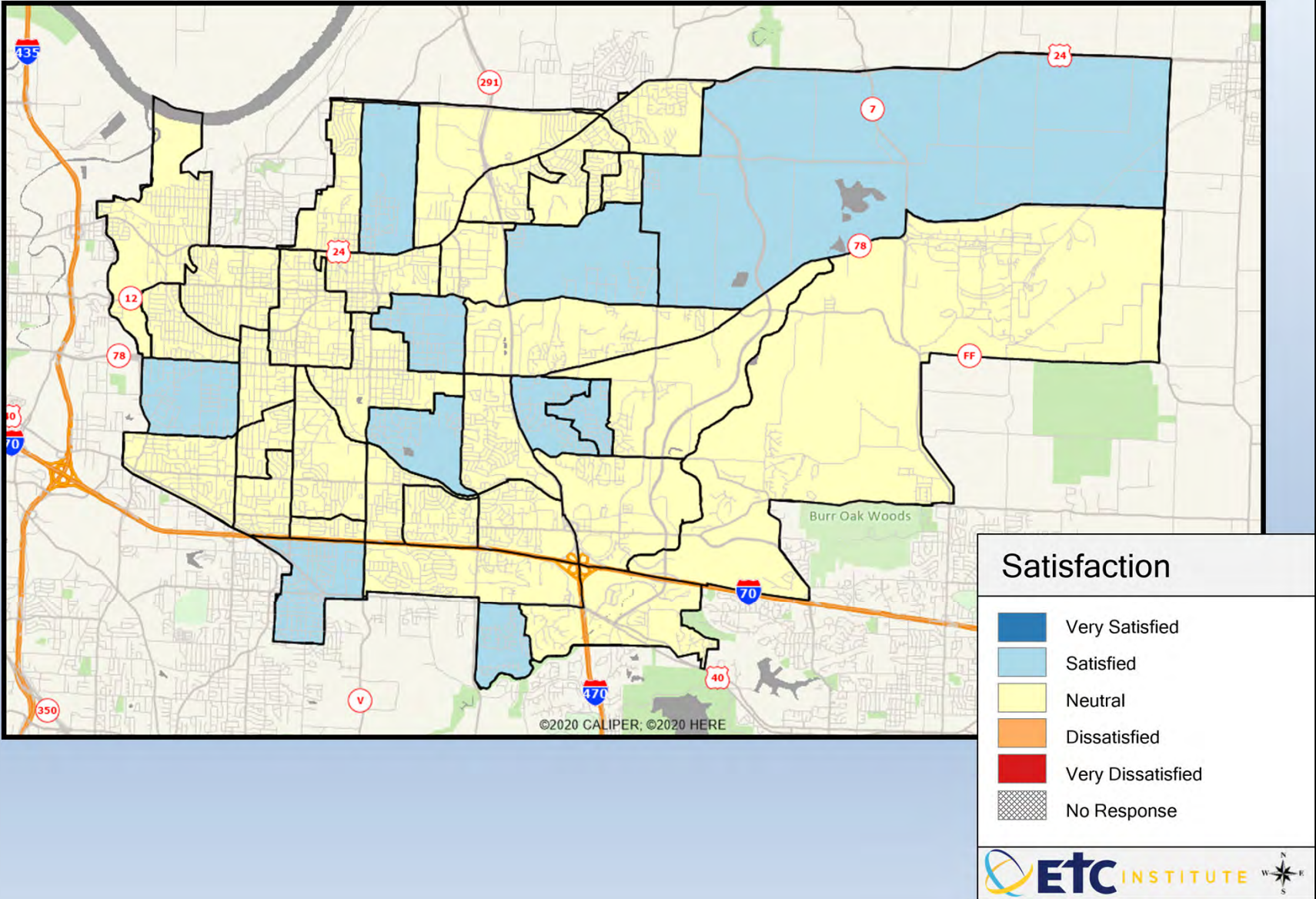
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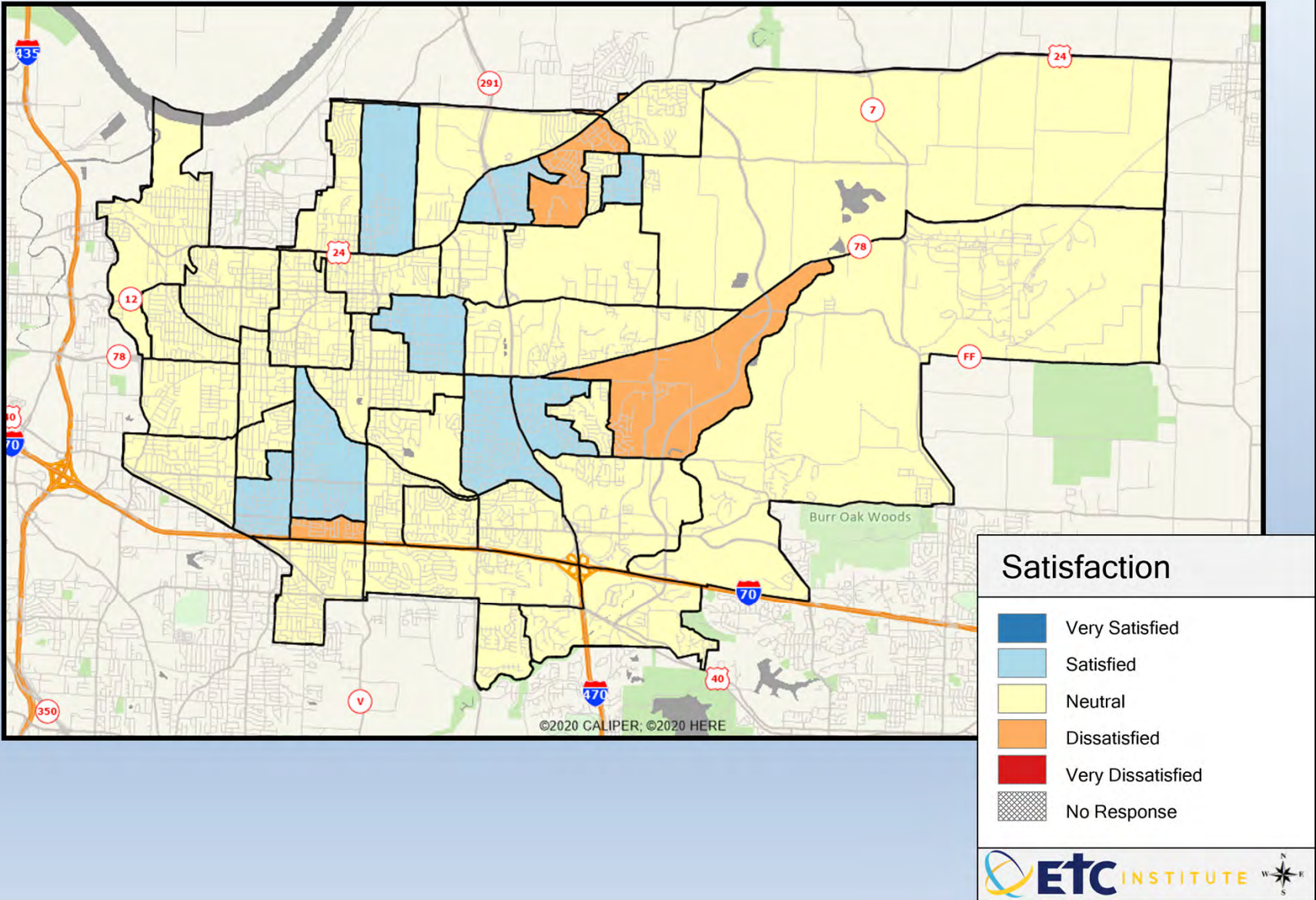
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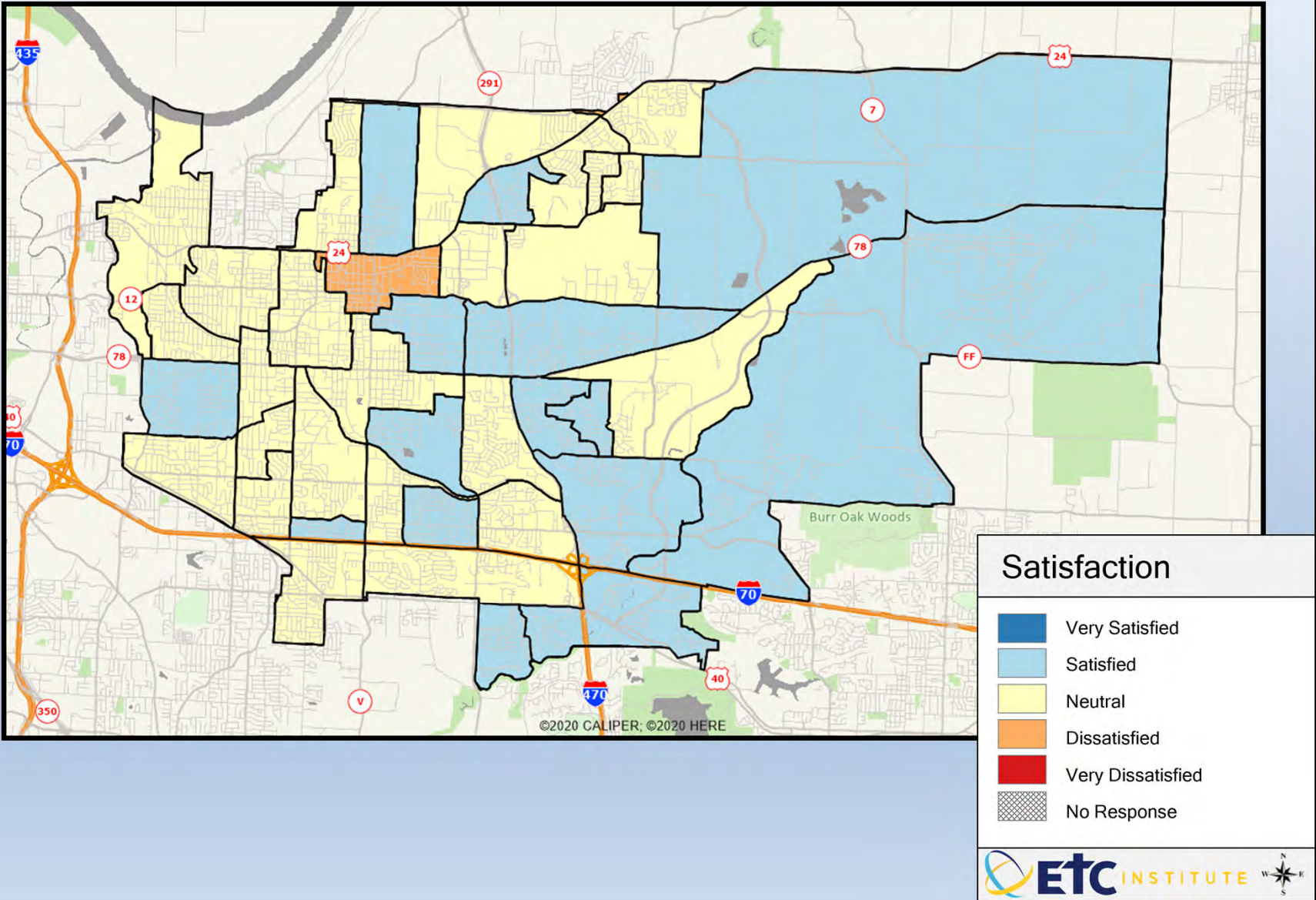
Q12-3. The mowing and trimming of residential property



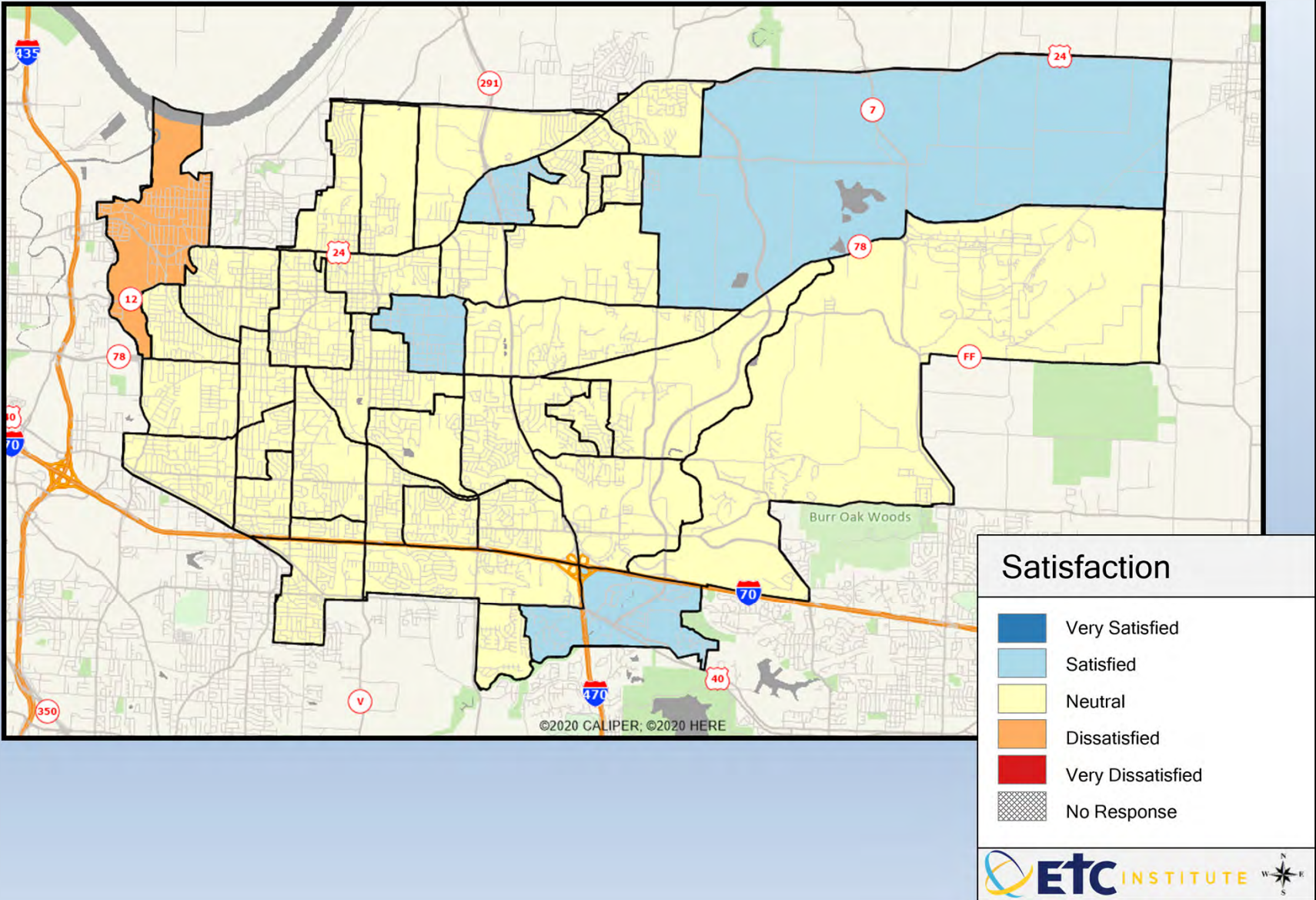
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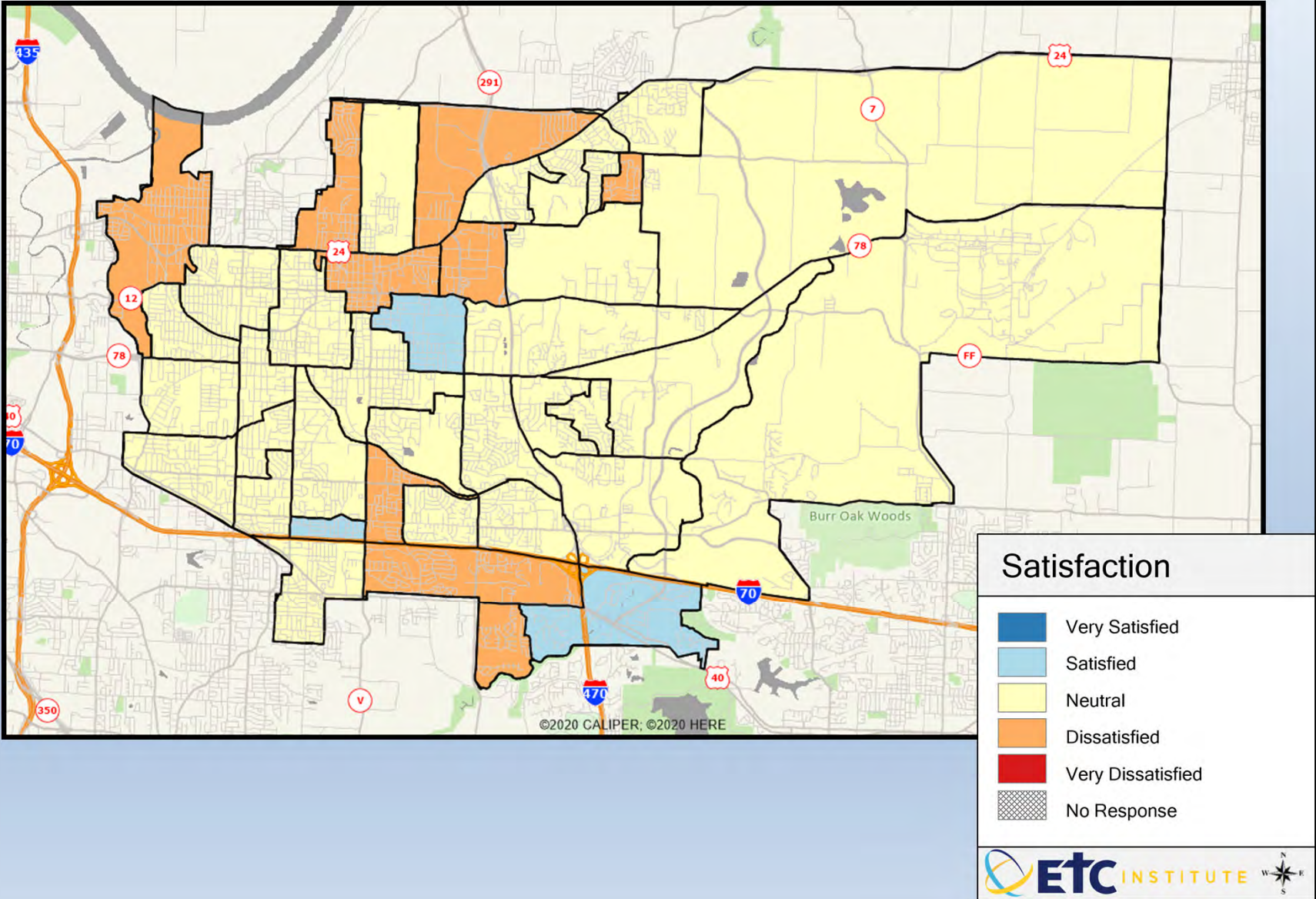
Q12-5. The maintenance of residential buildings in your neighborhood



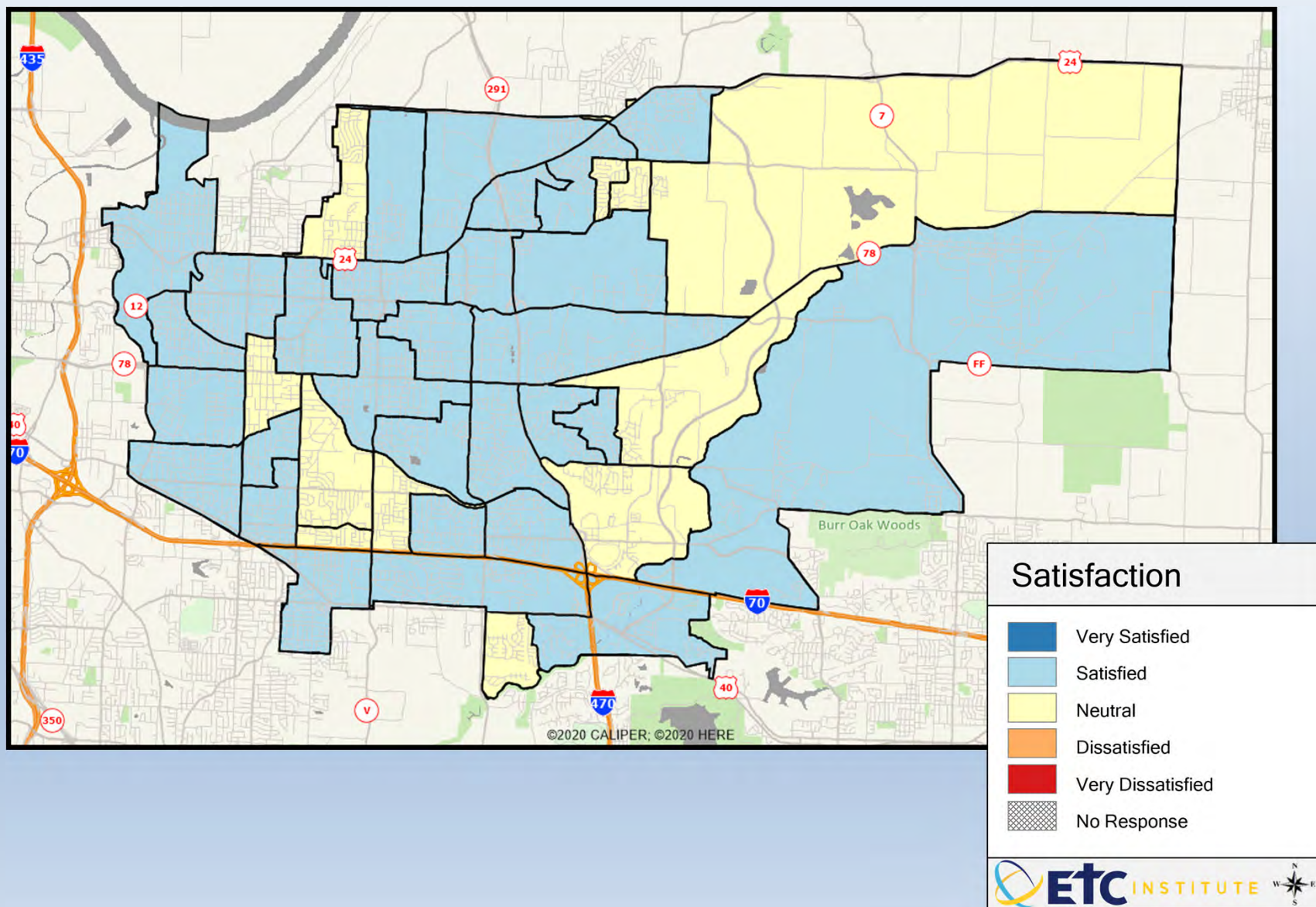
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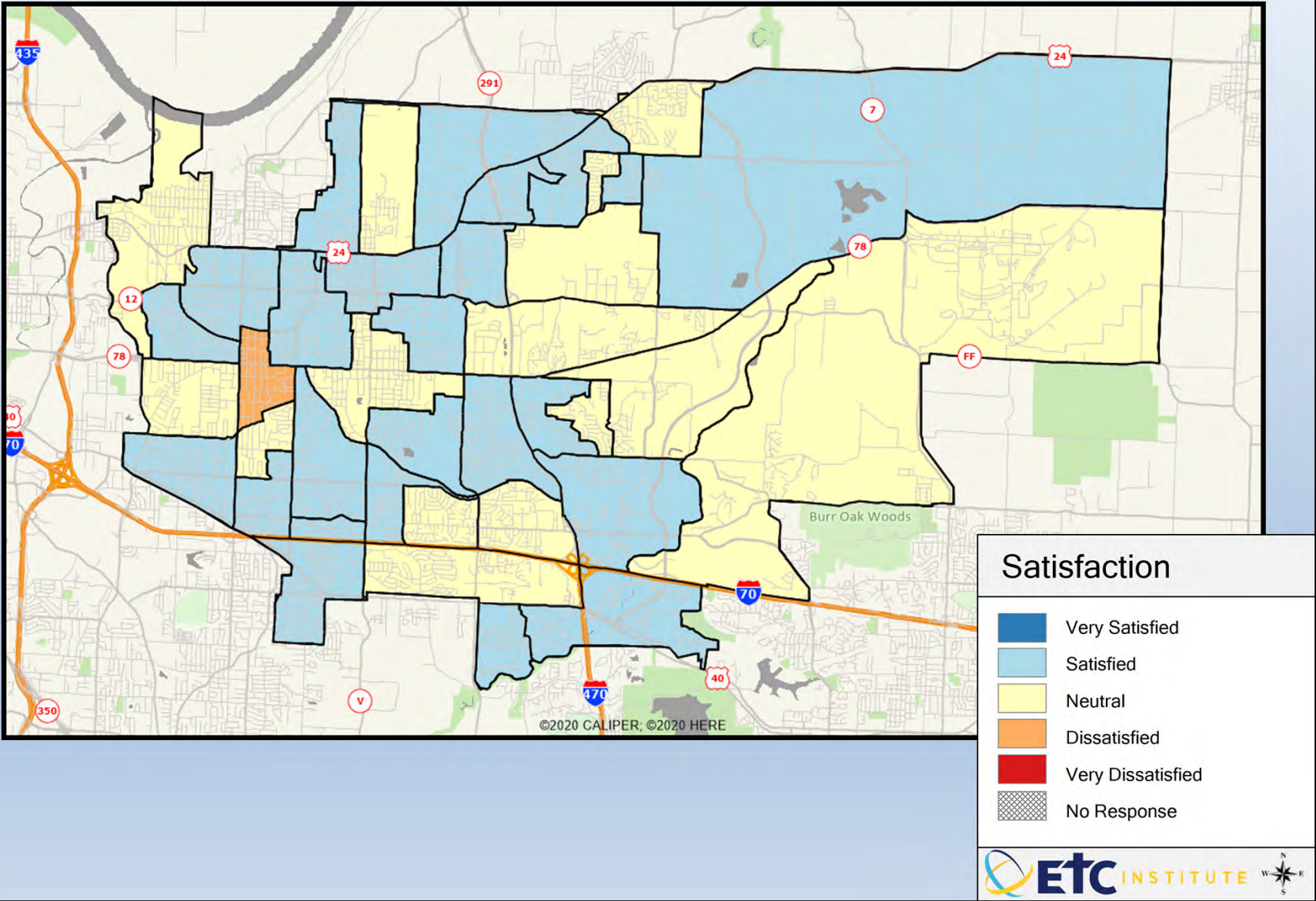
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Q12-8. The food safety standards at restaurants in the city



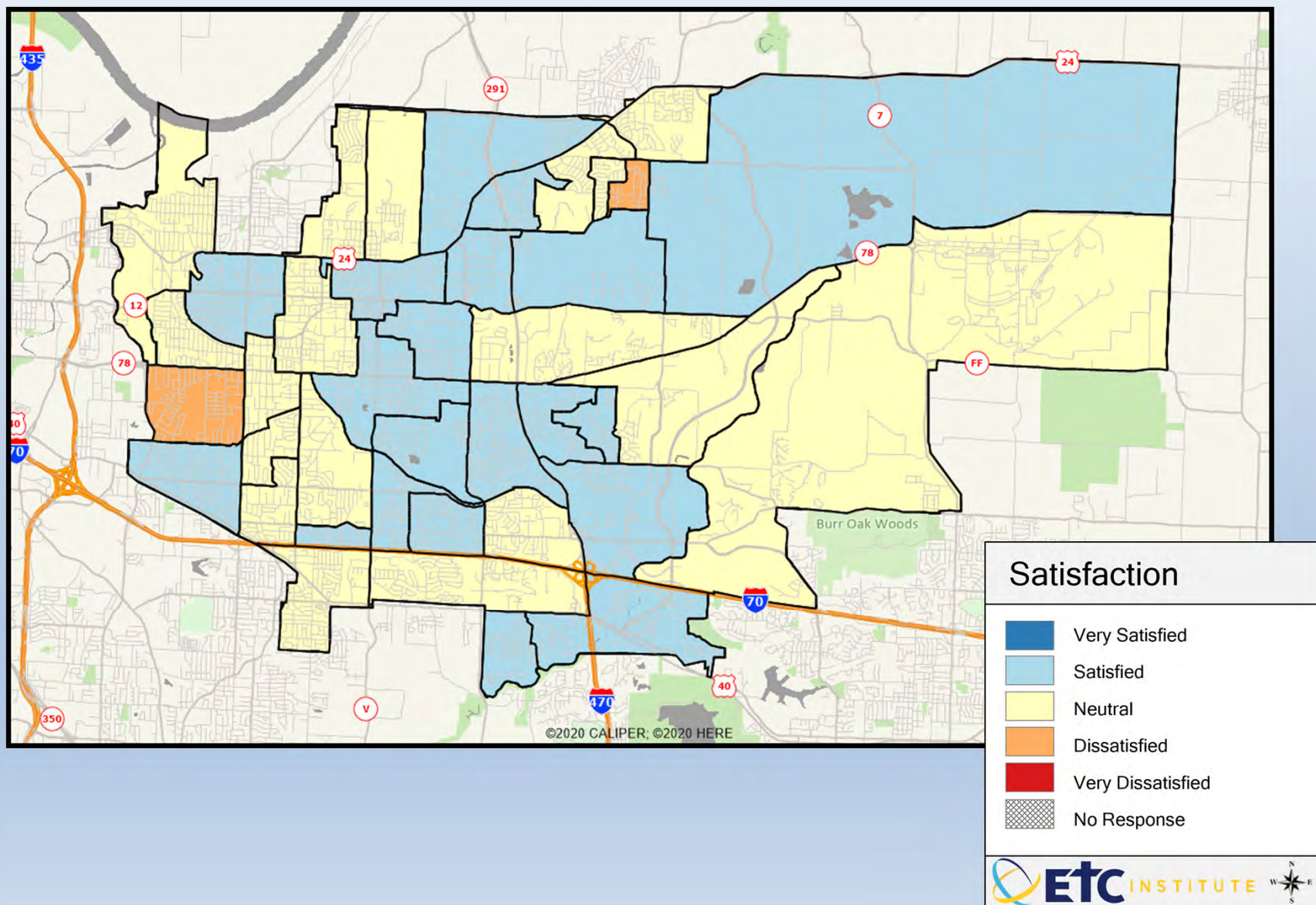
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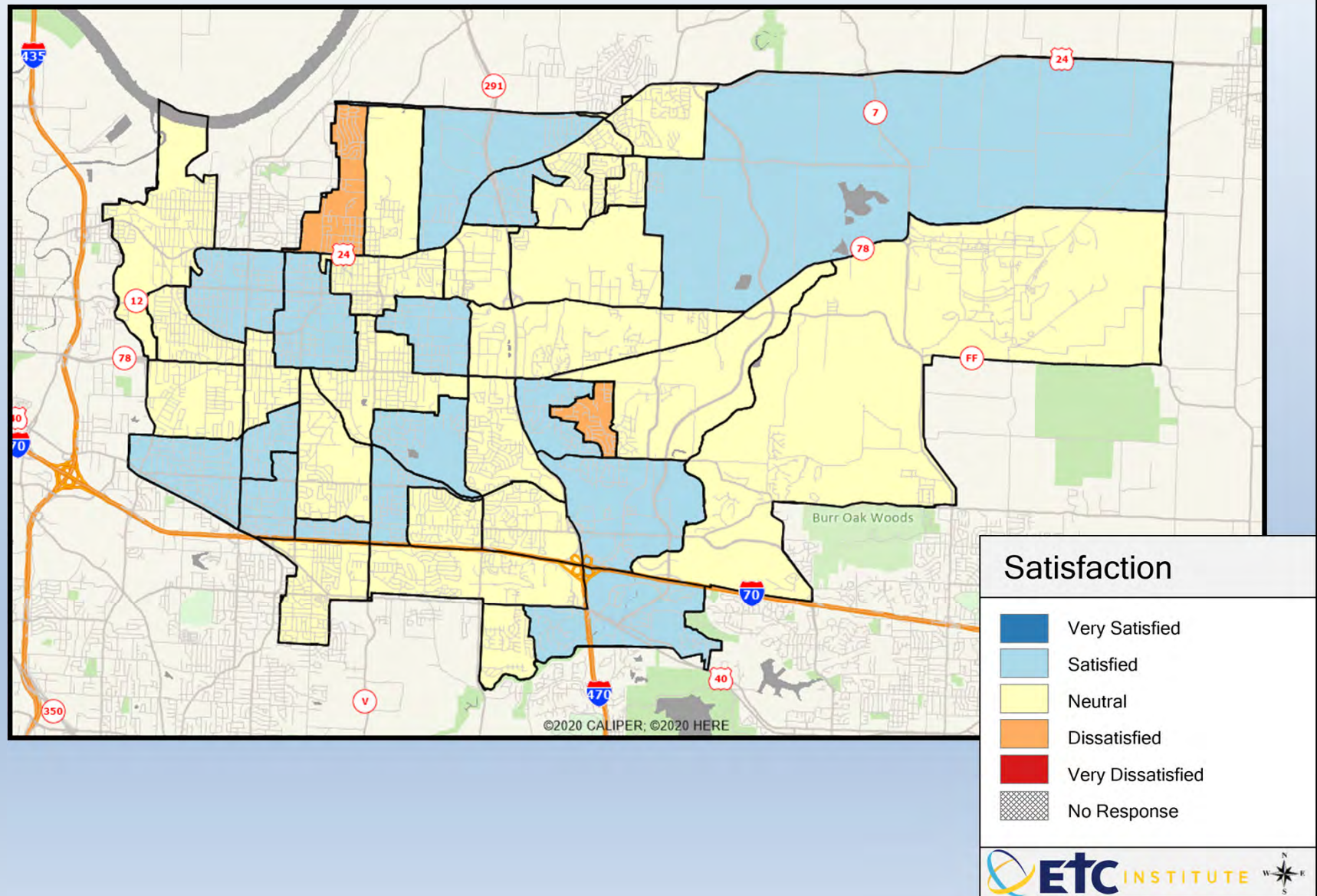
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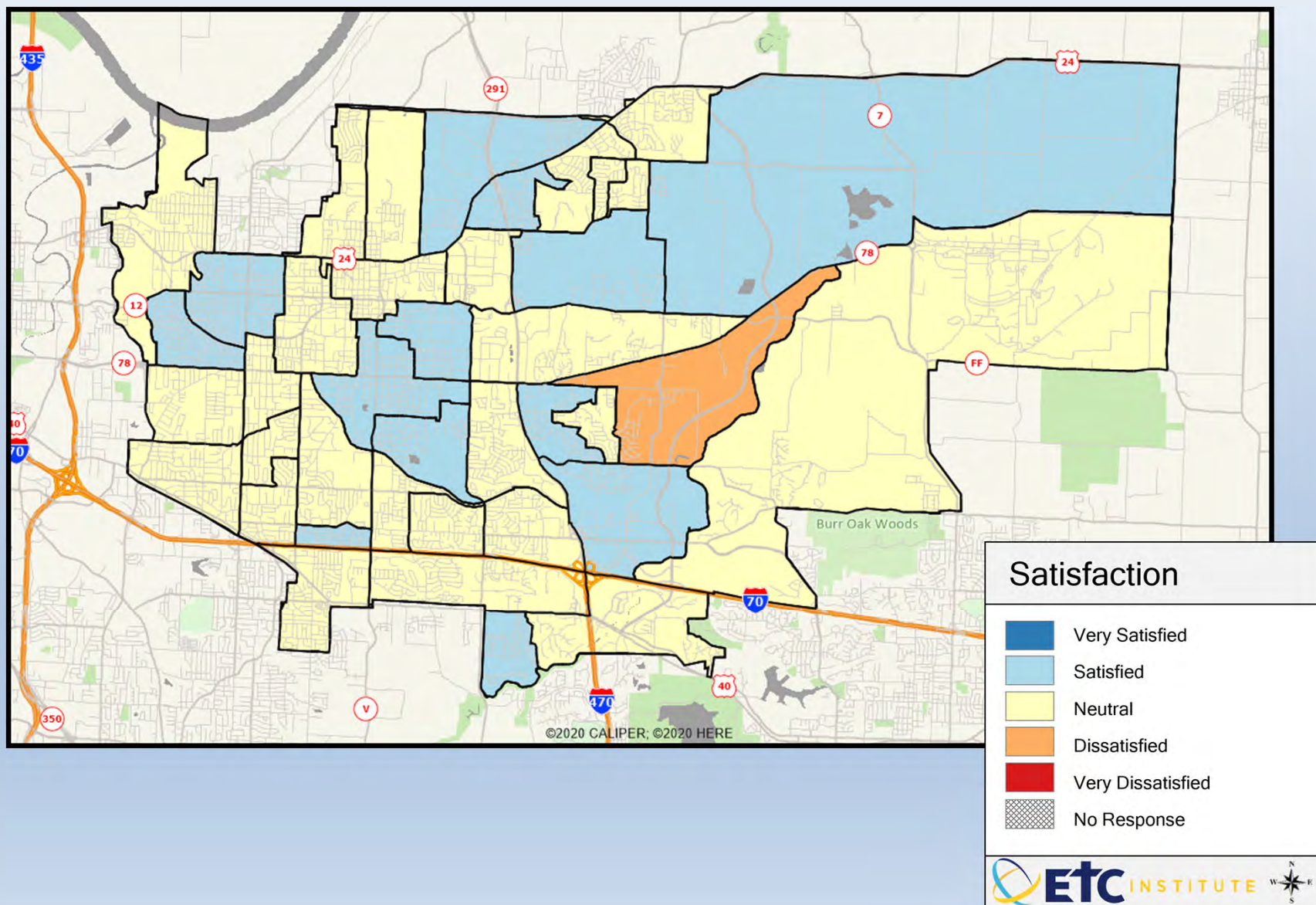
Q13-3. Number of walking and biking trails



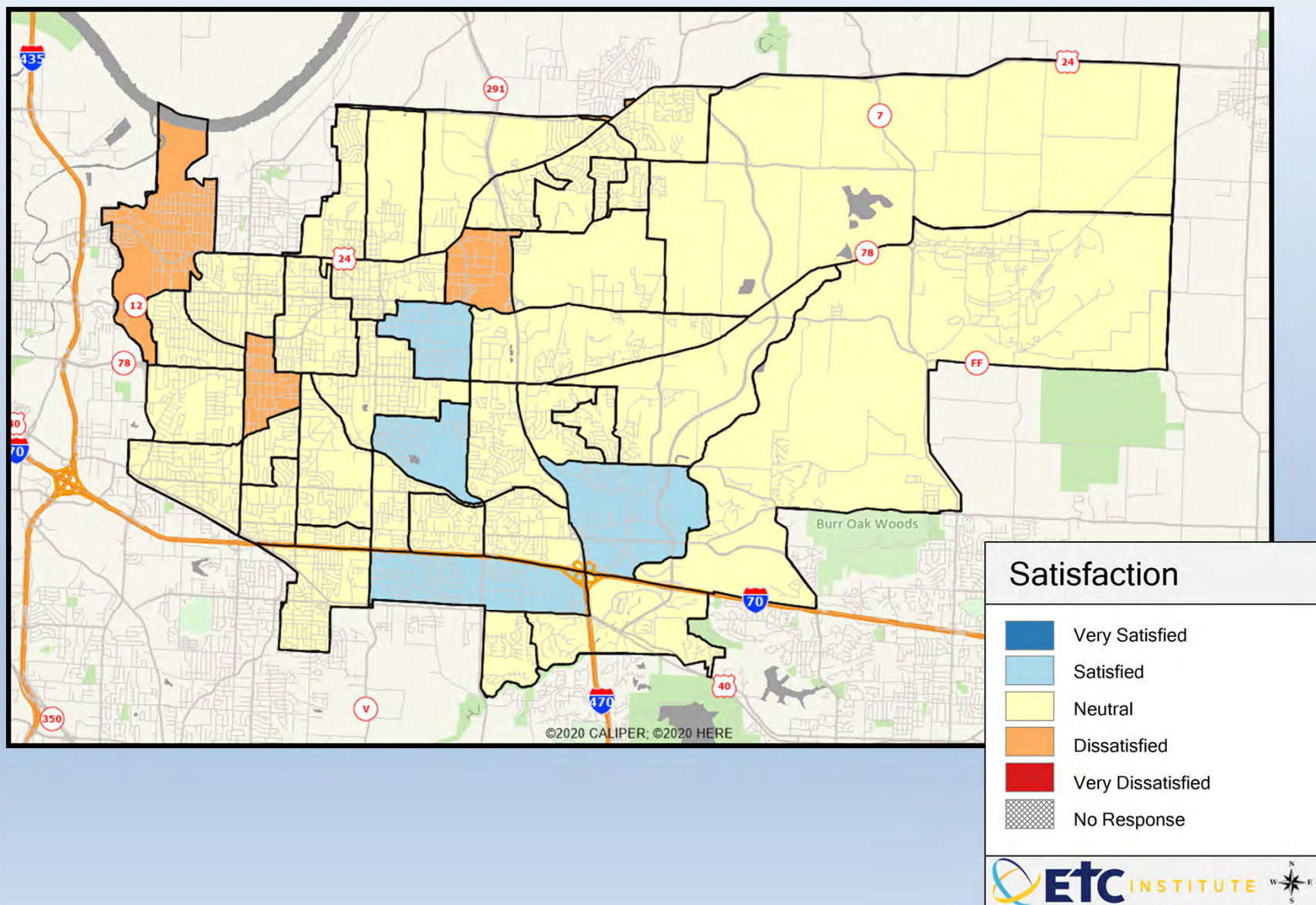
Q13-4. Recreation programs and classes



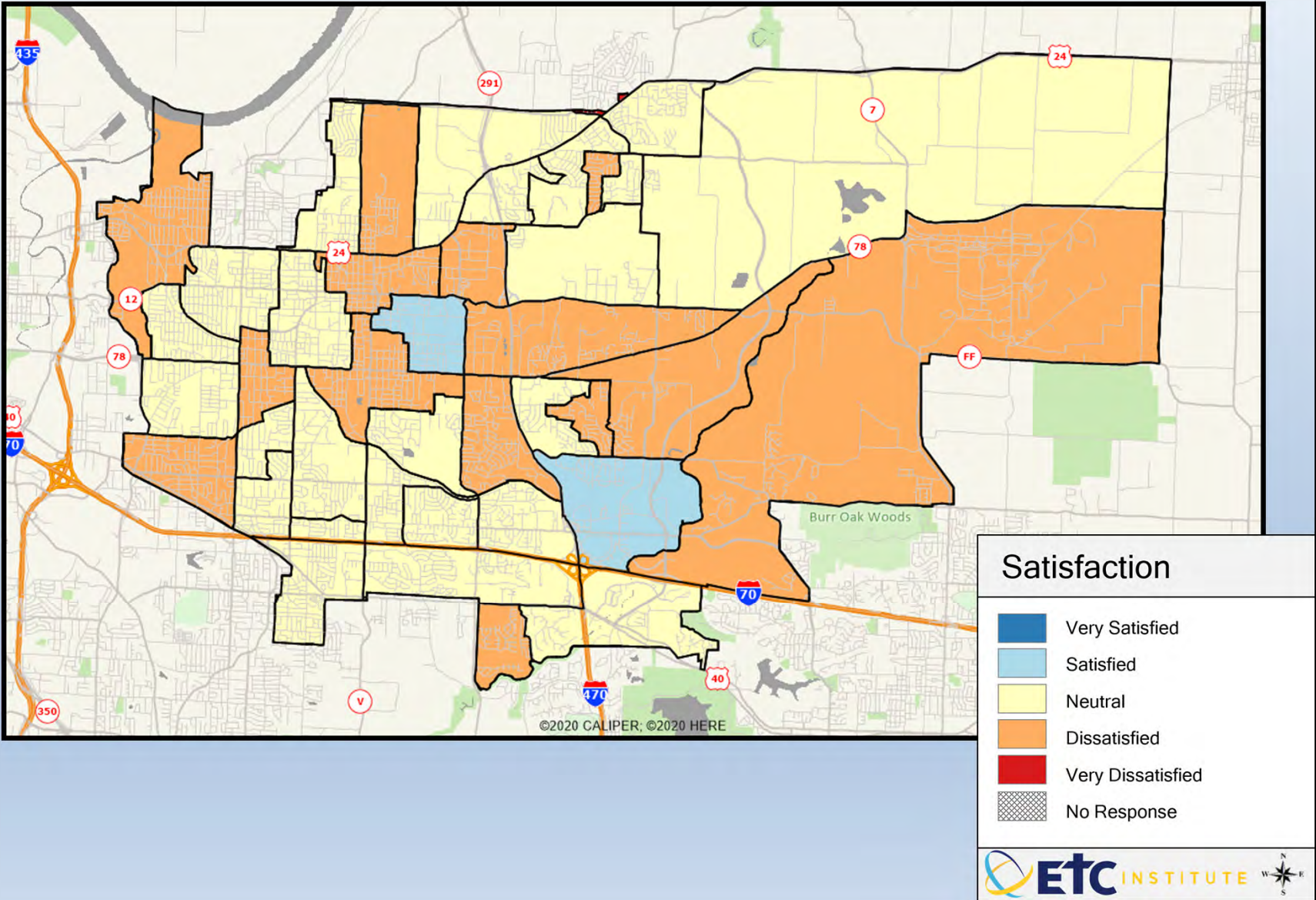
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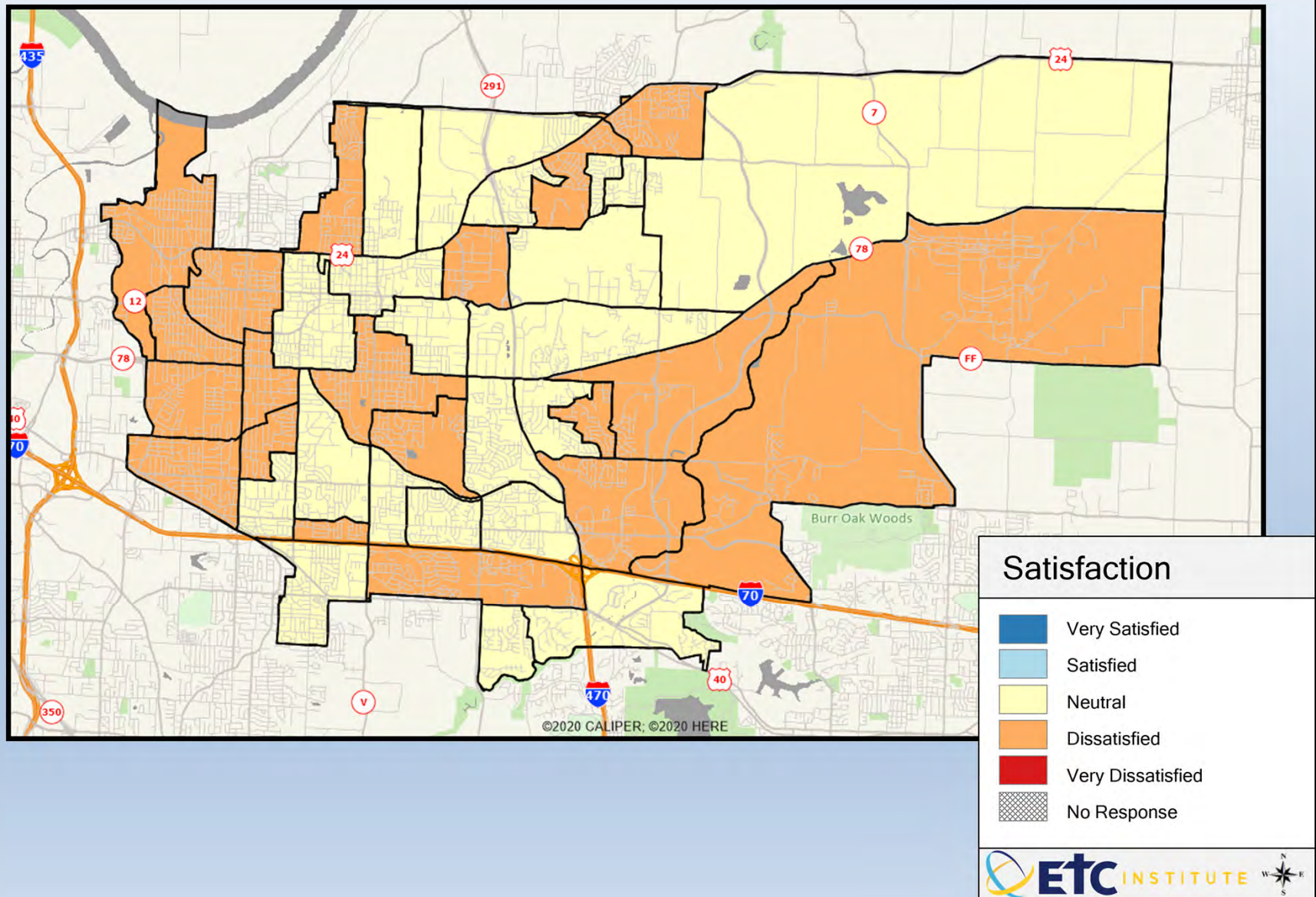
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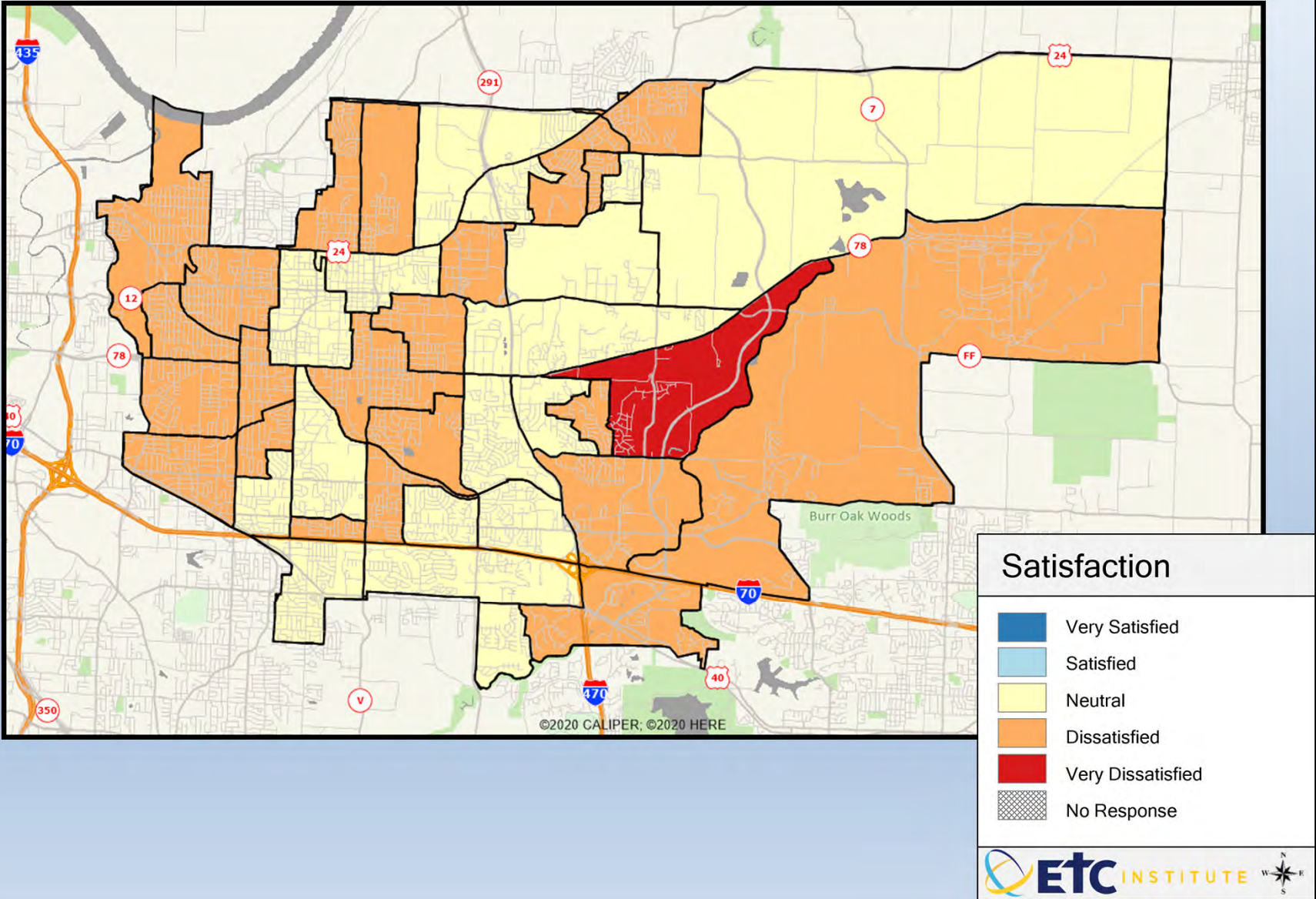
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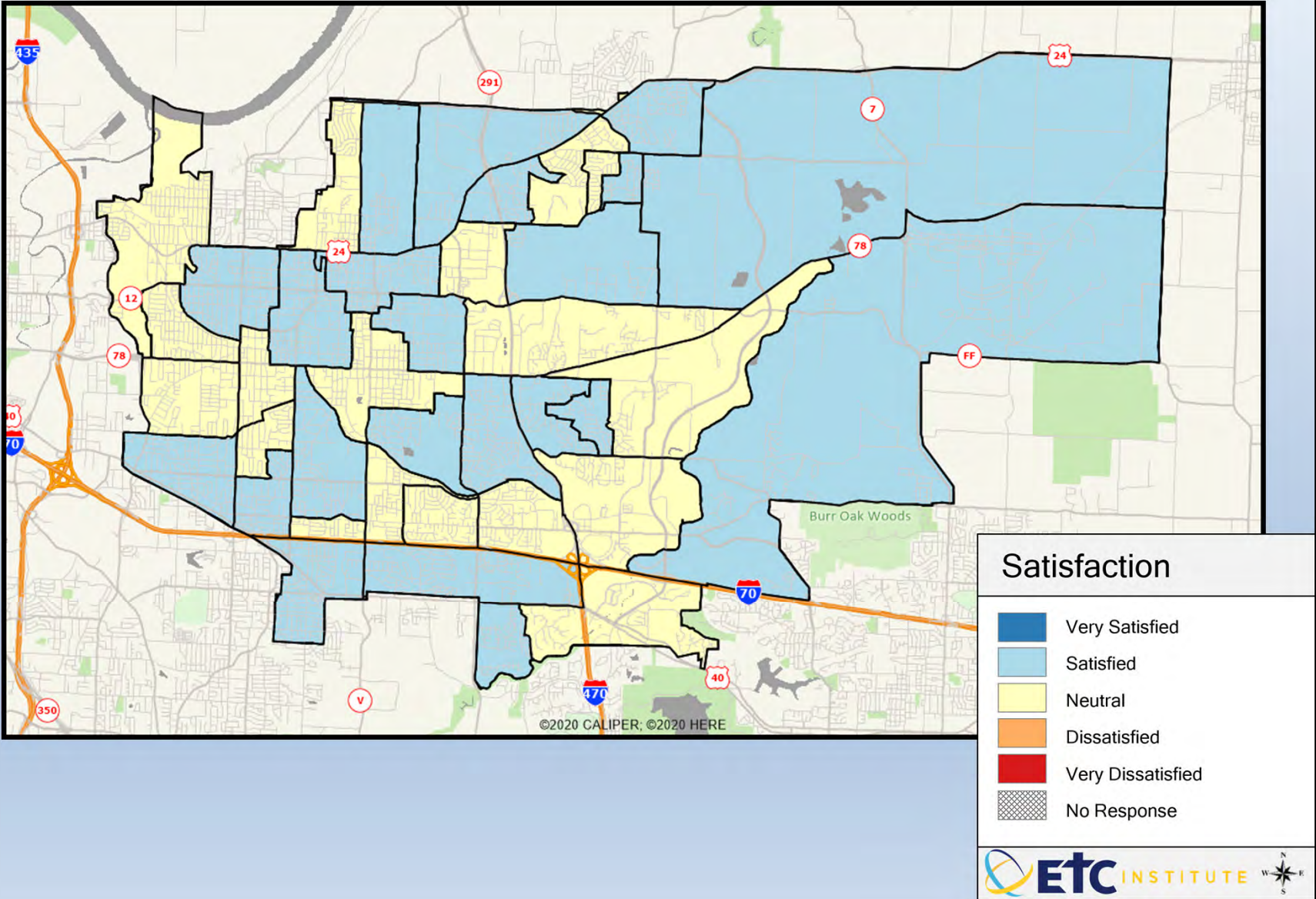
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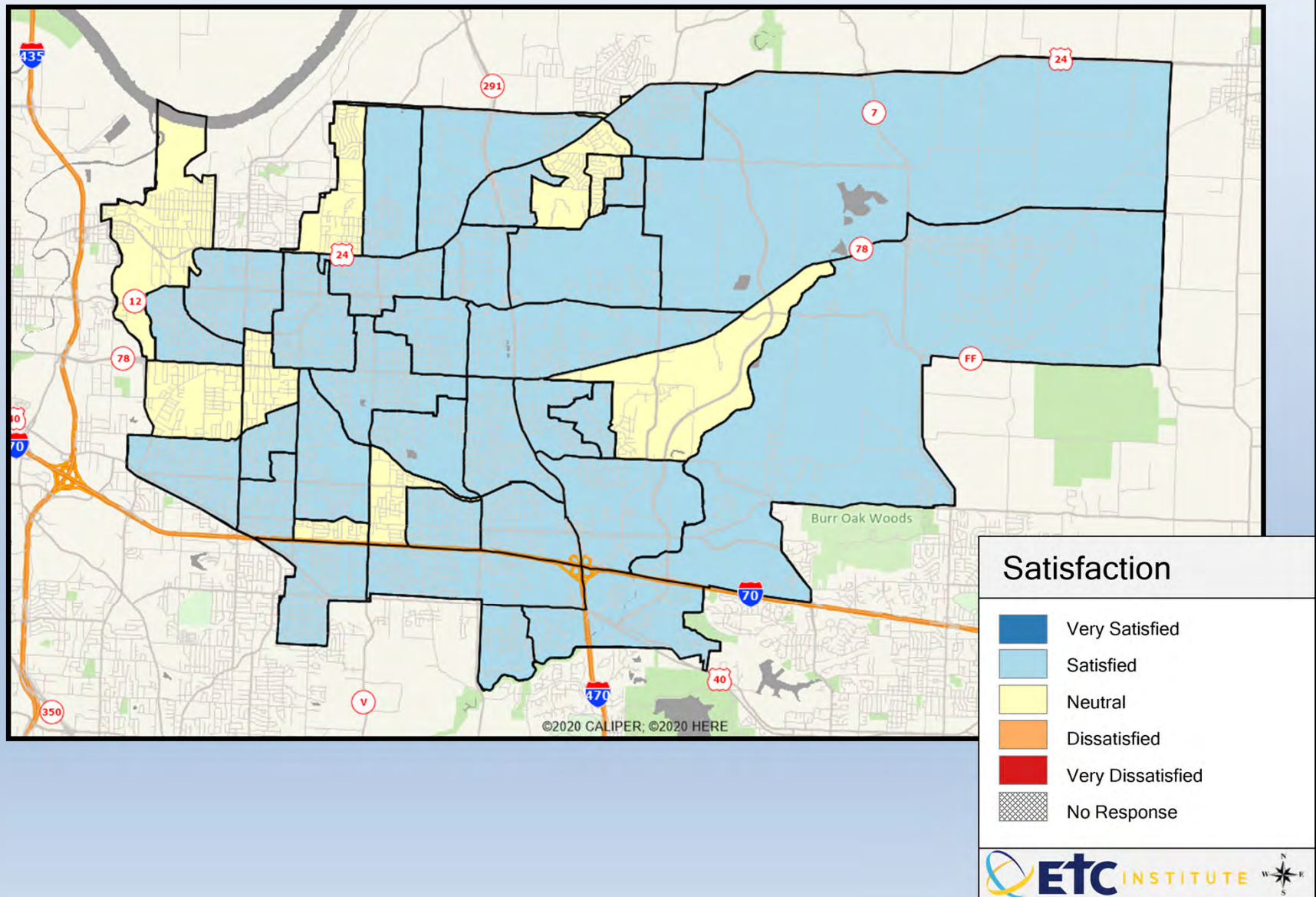
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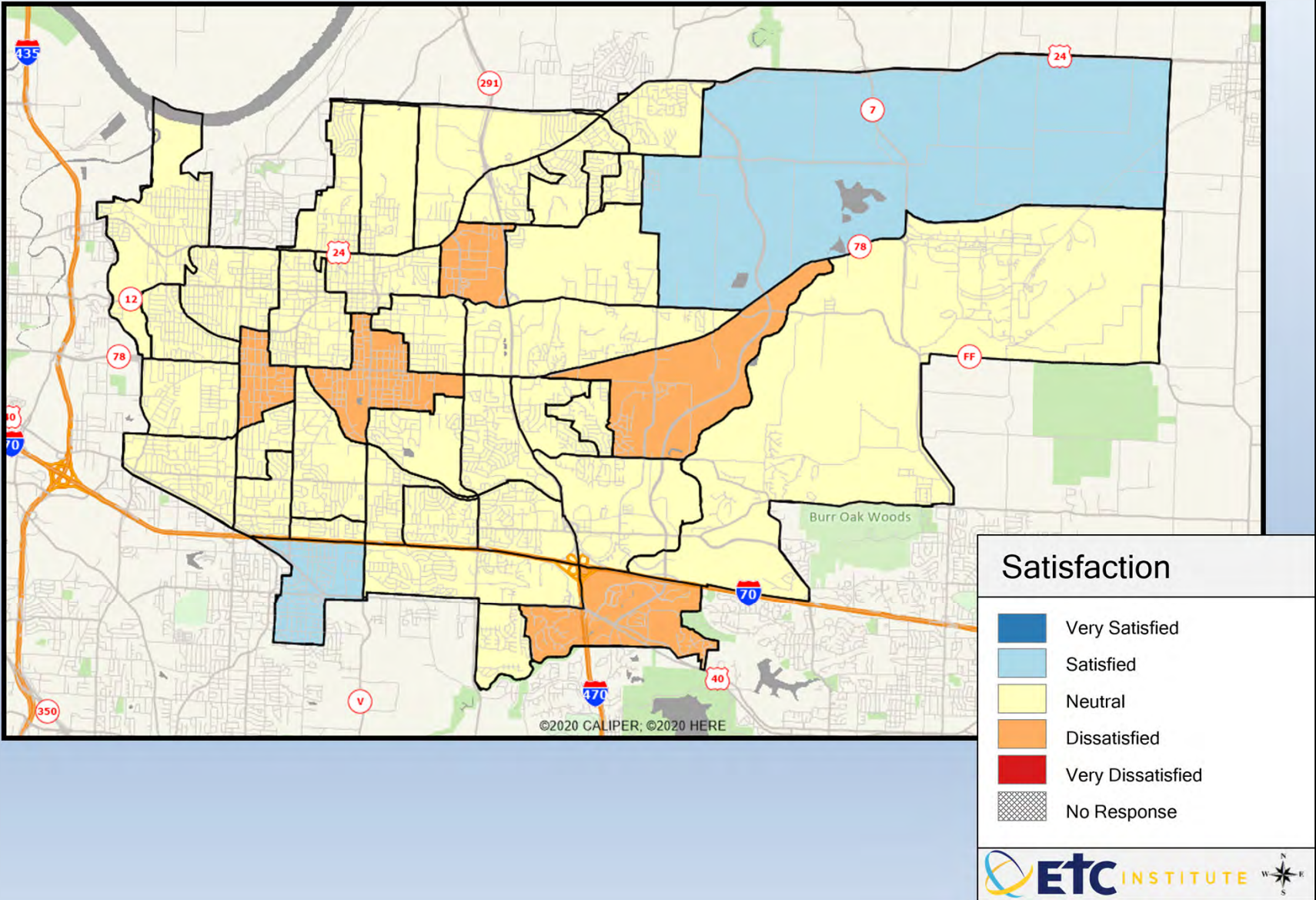
Q15-03. Maintenance of street signs on city streets



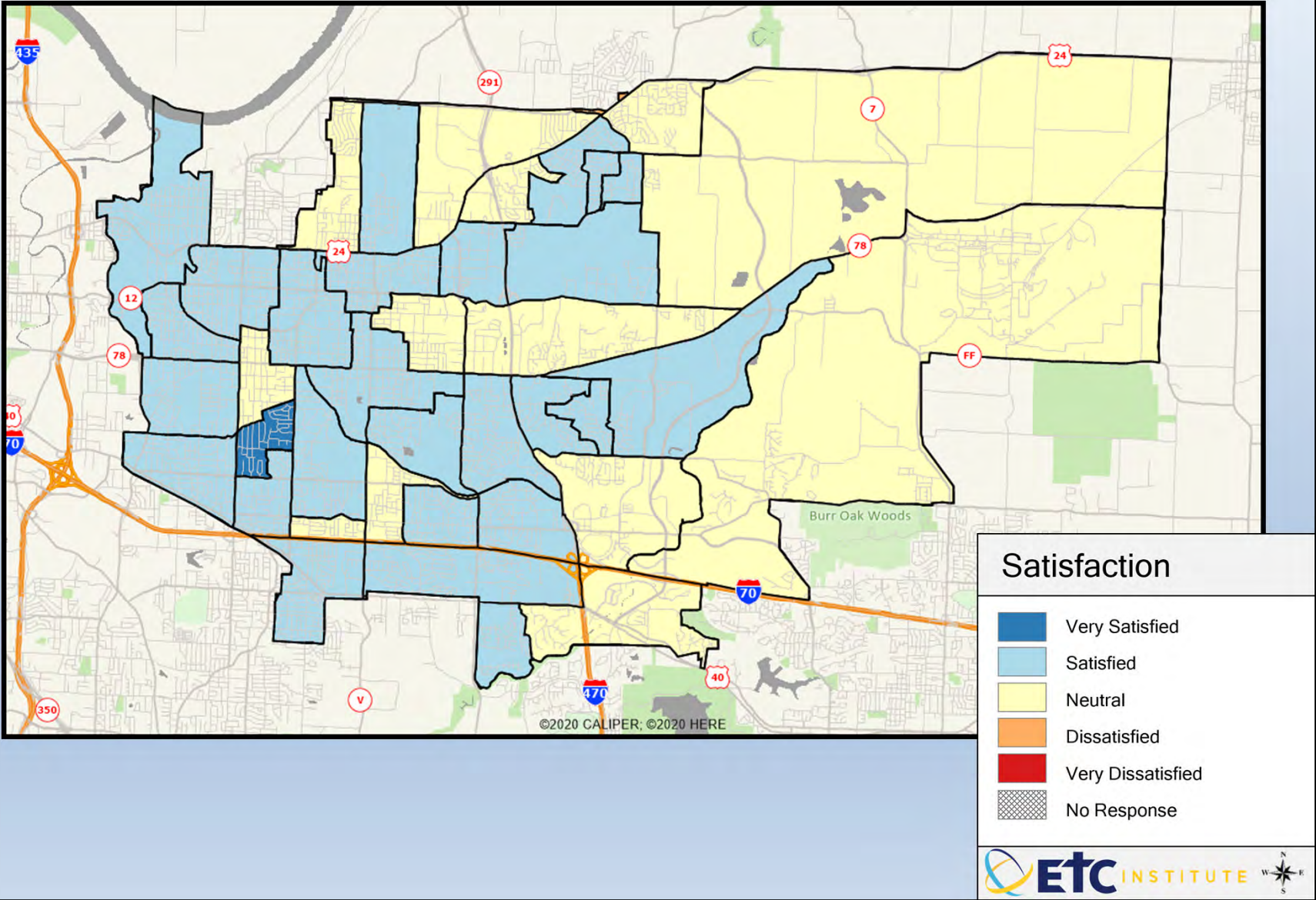
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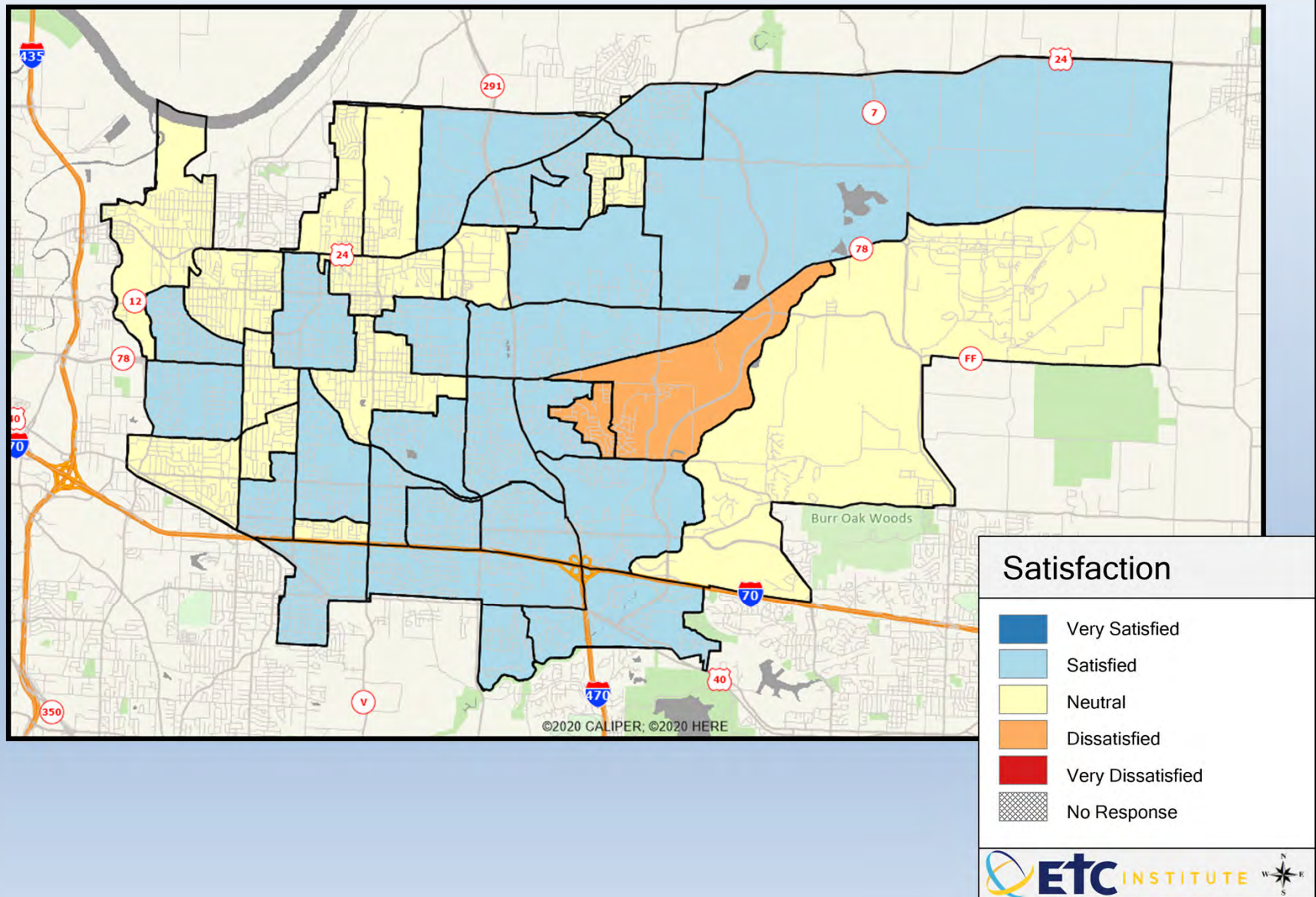
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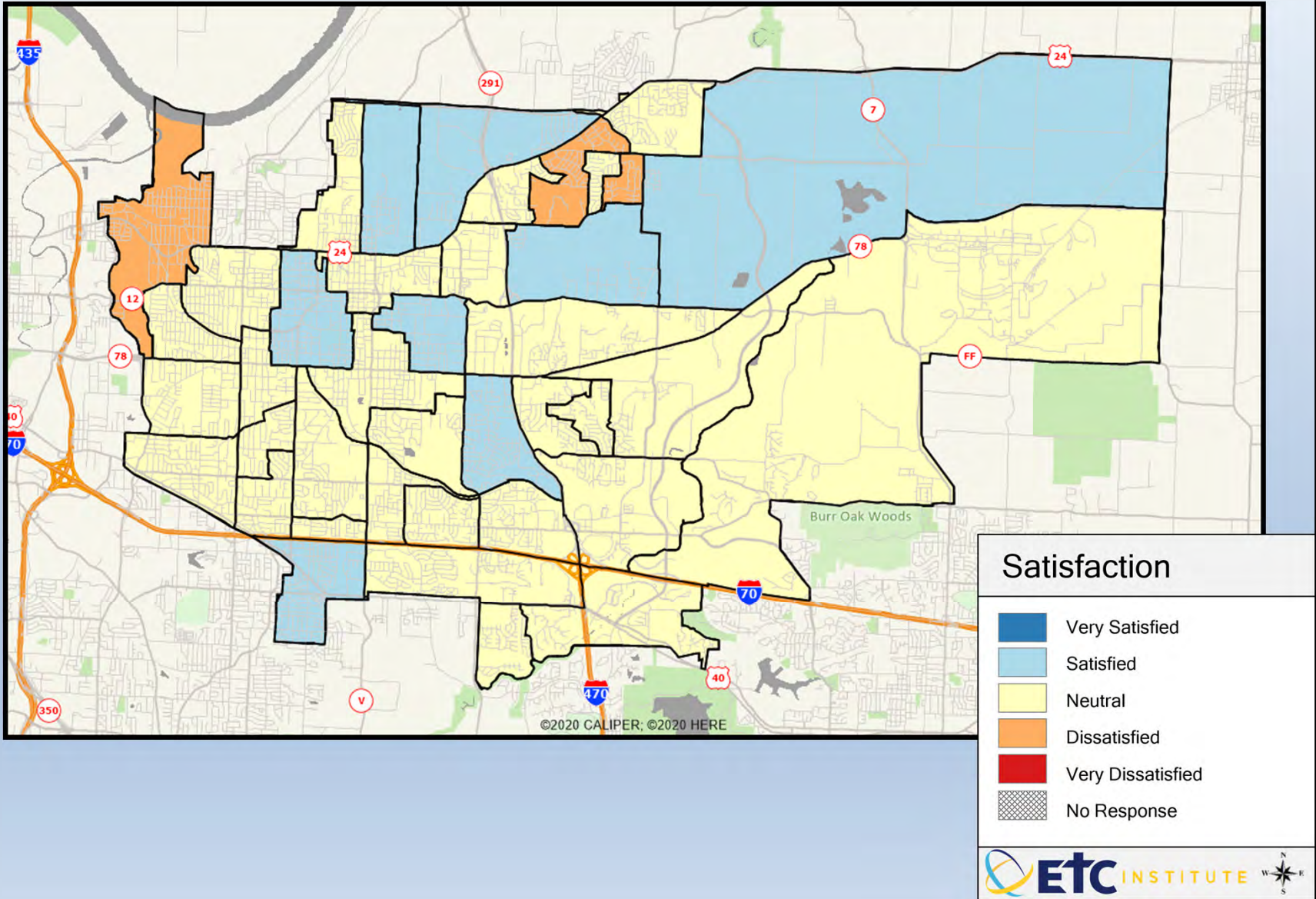
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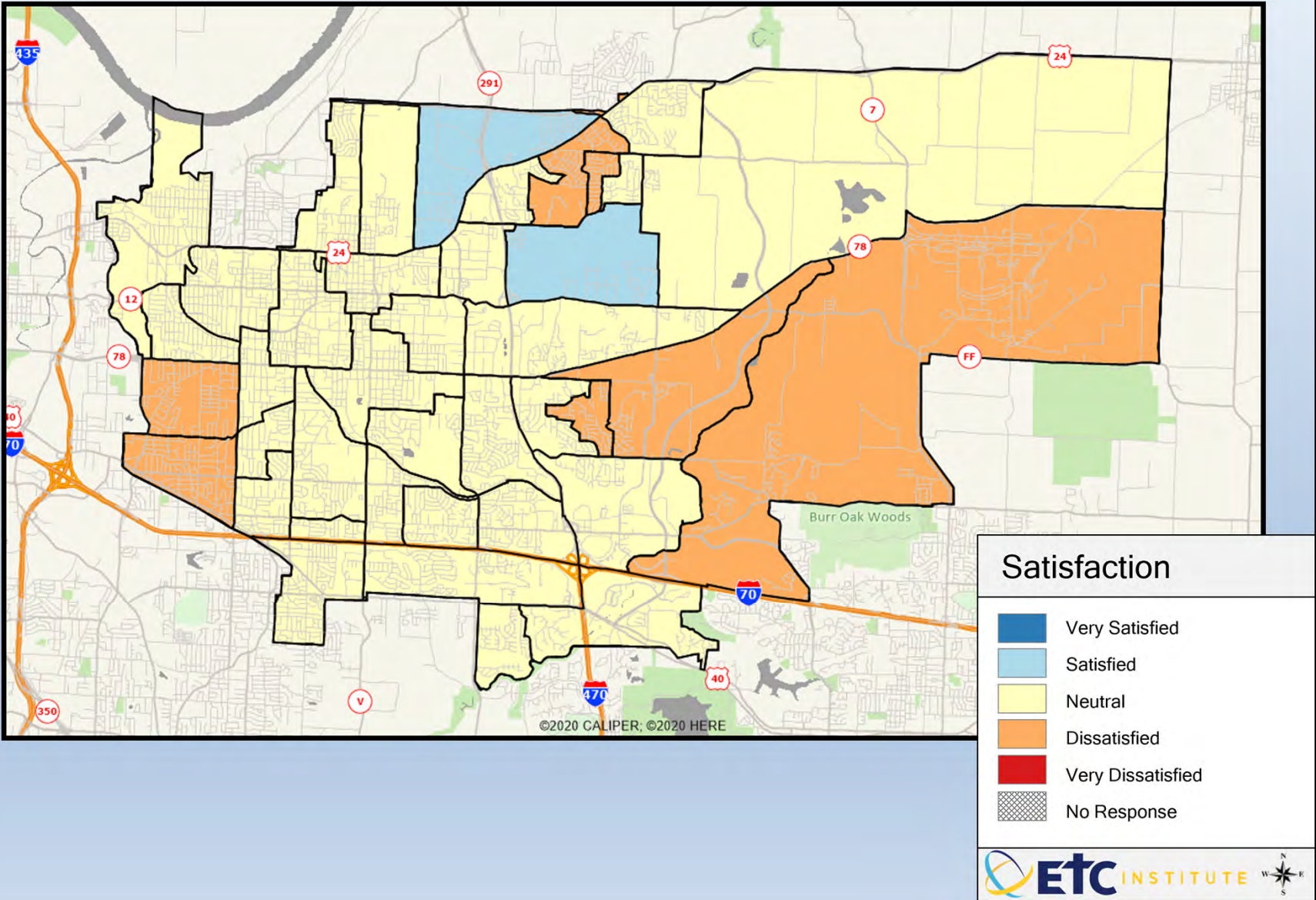
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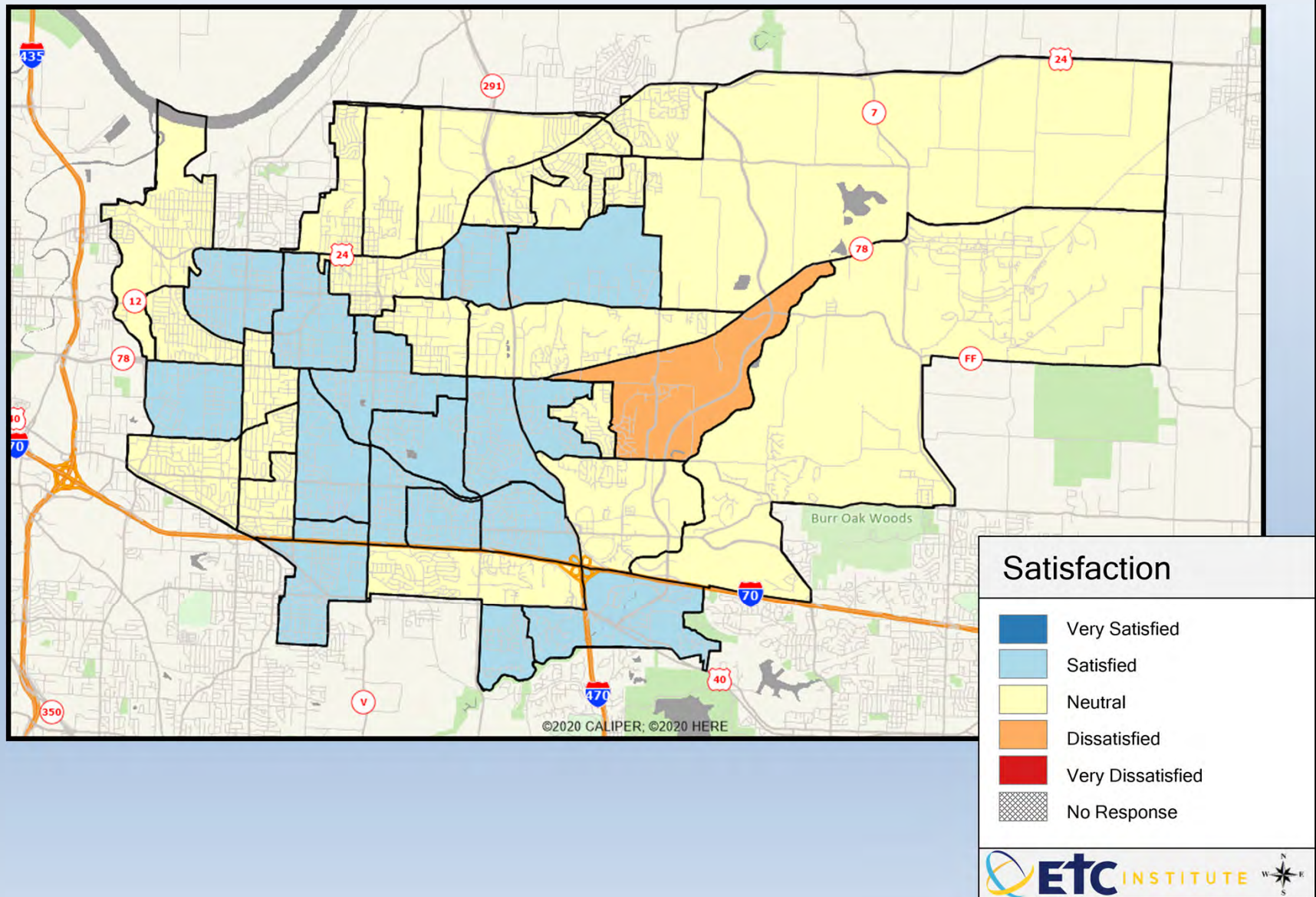
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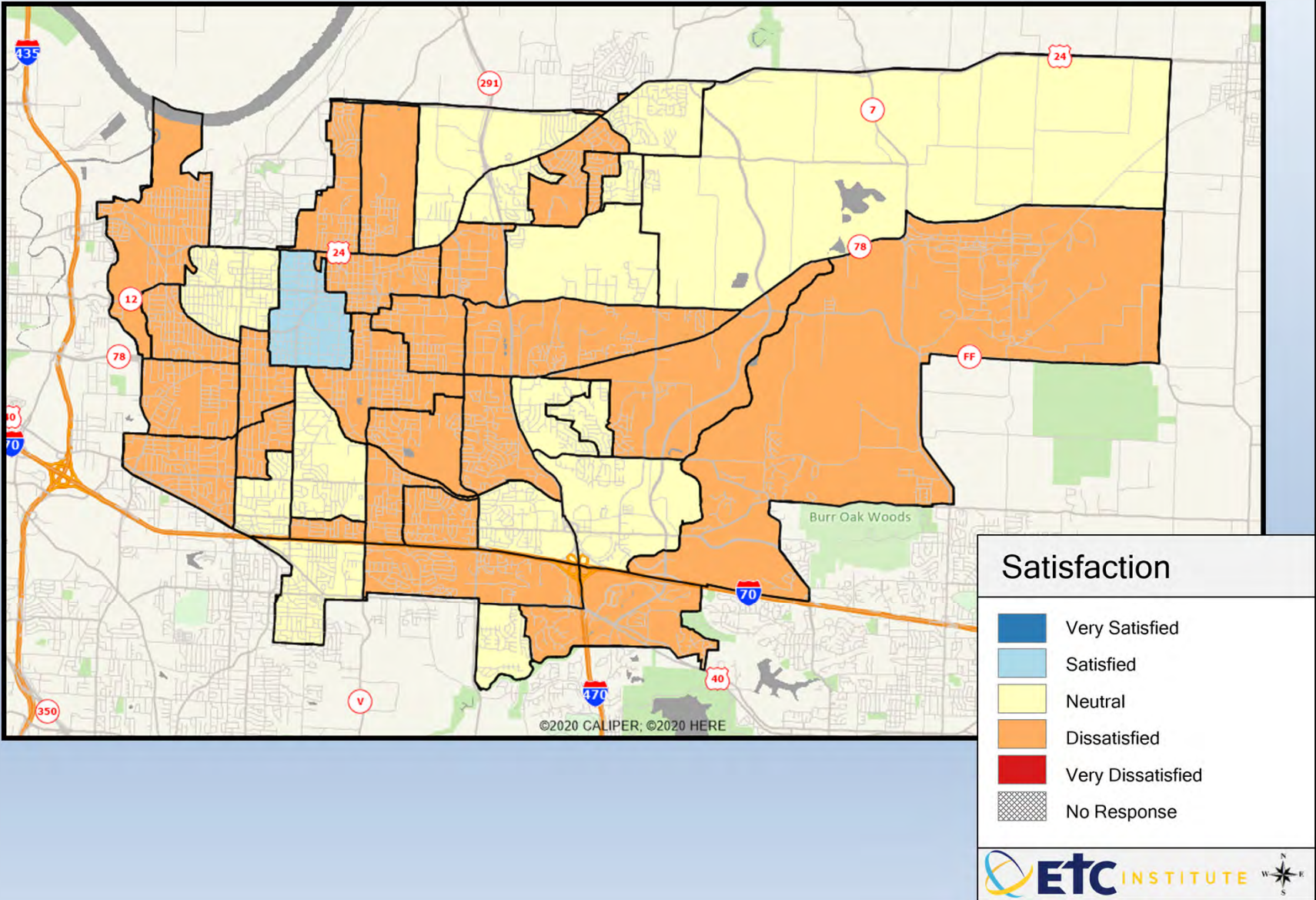
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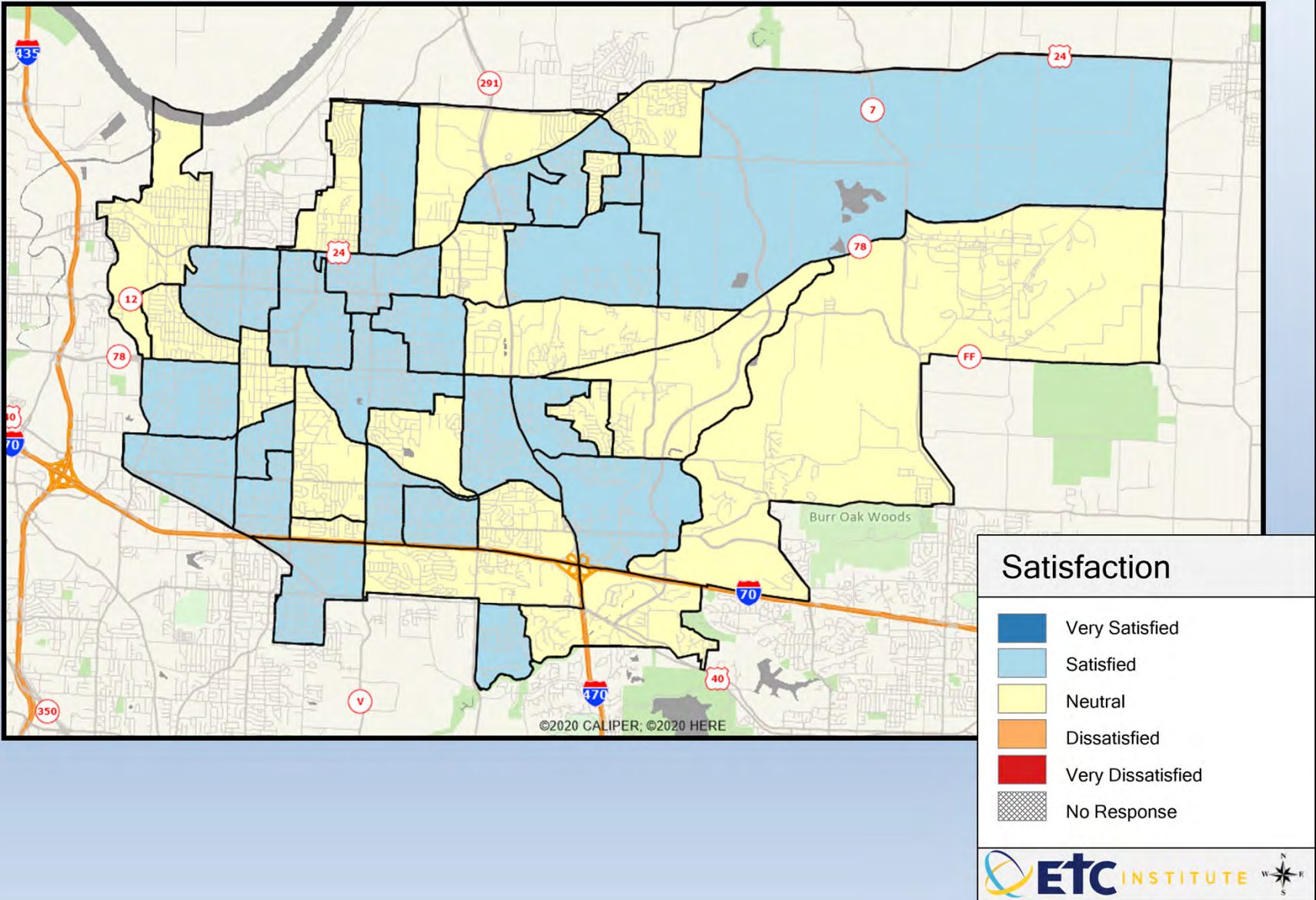
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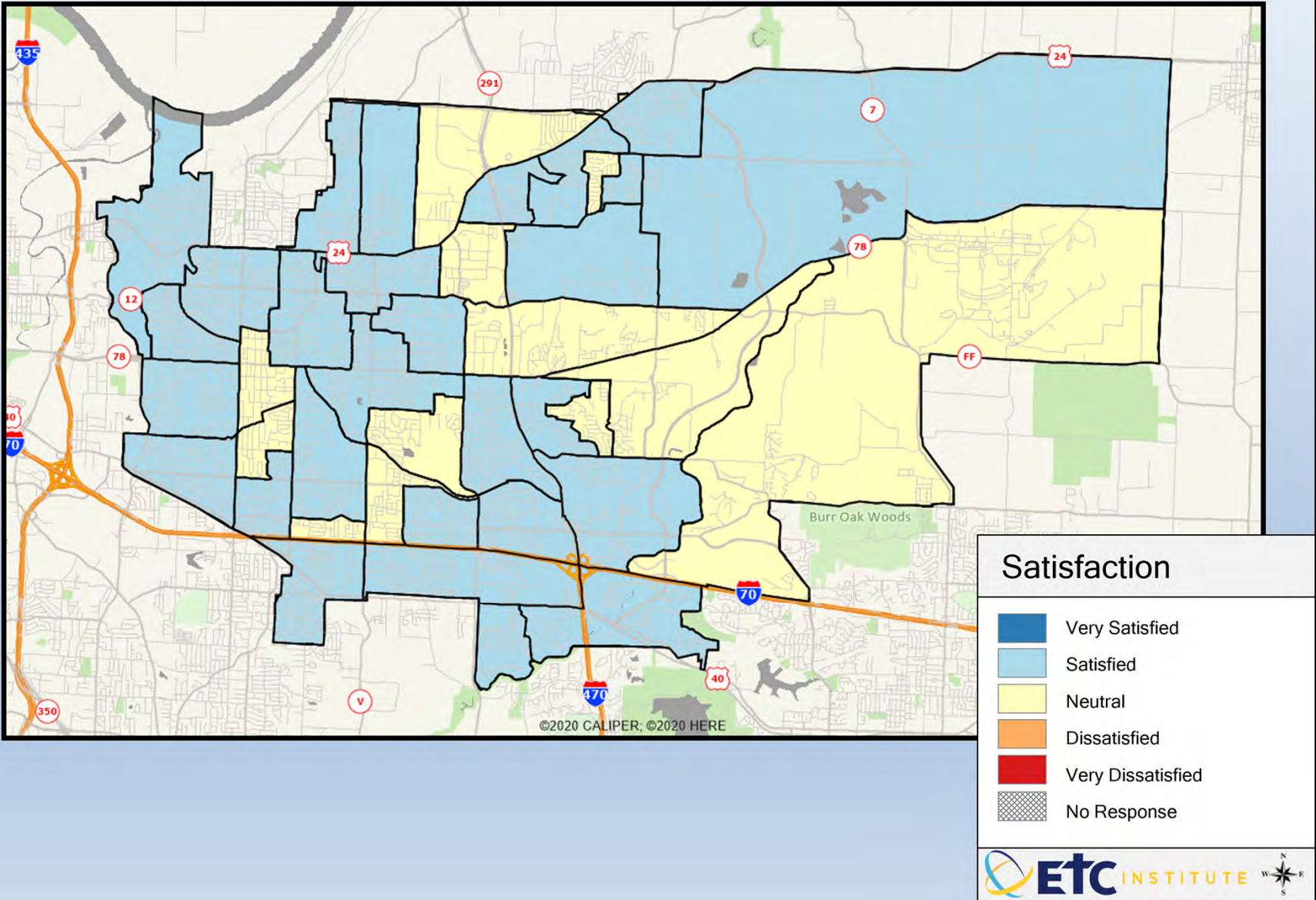
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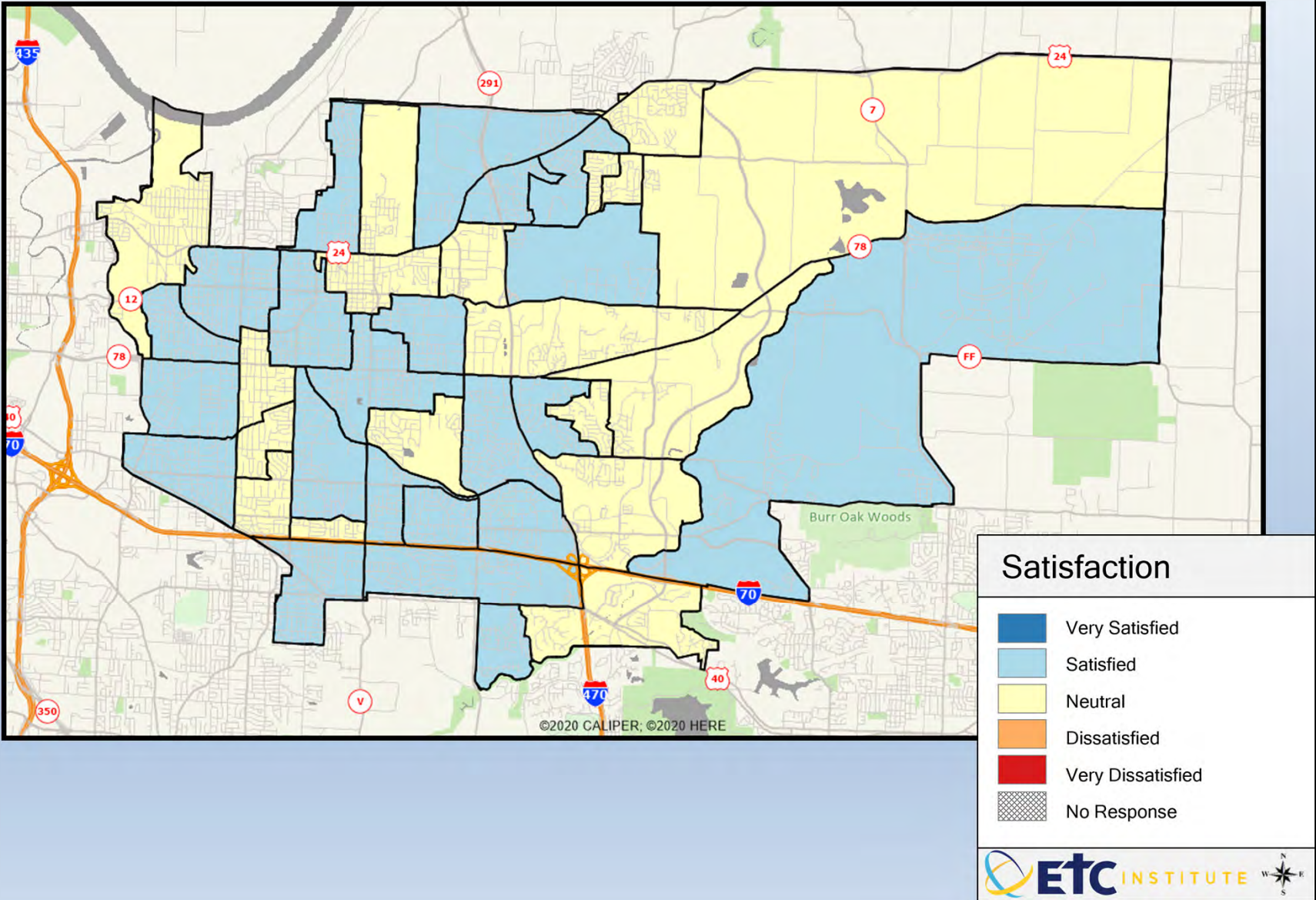
Q15-12. Maintenance and condition of city buildings



Q15-13. Maintenance and preservation of Independence Square



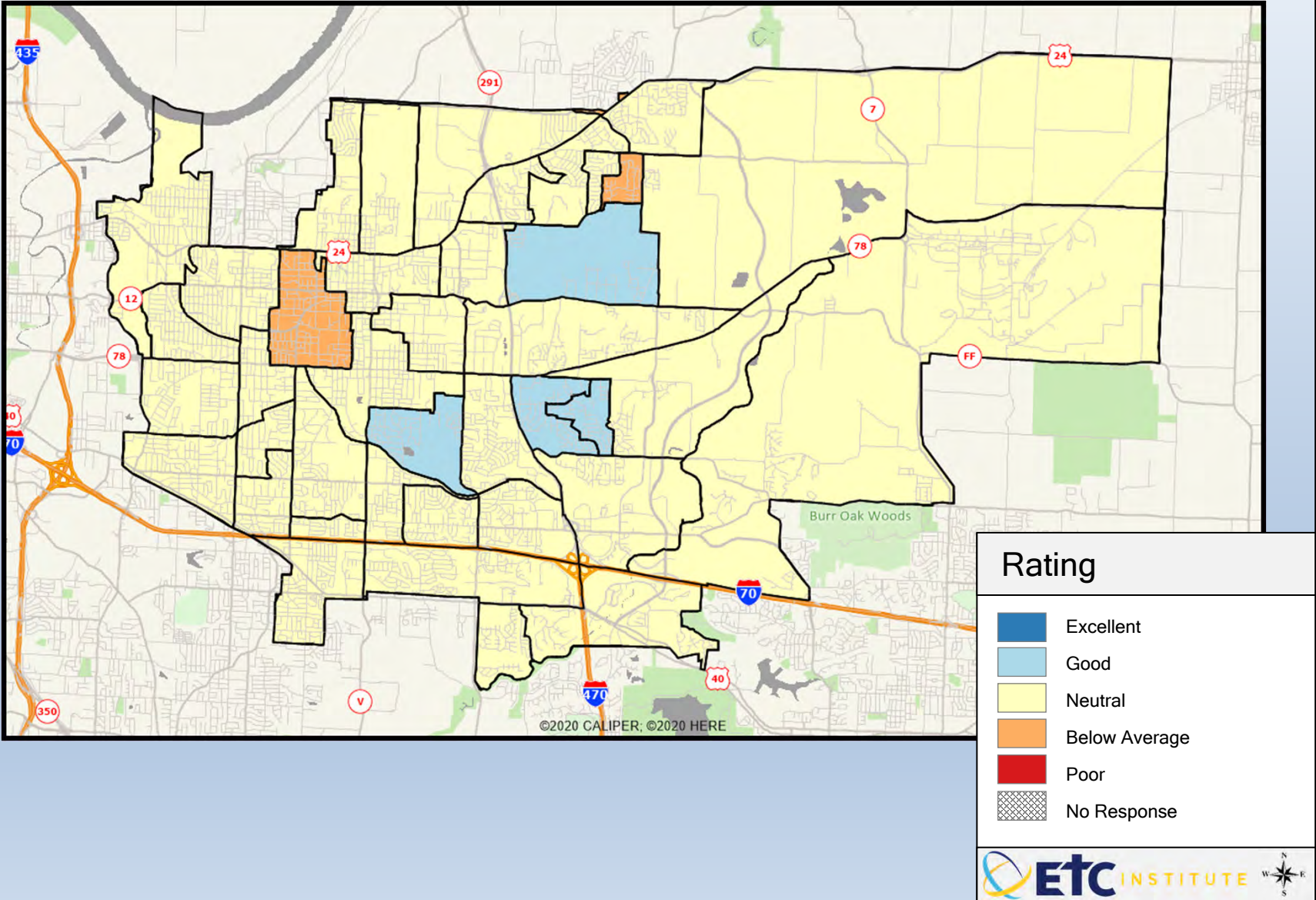
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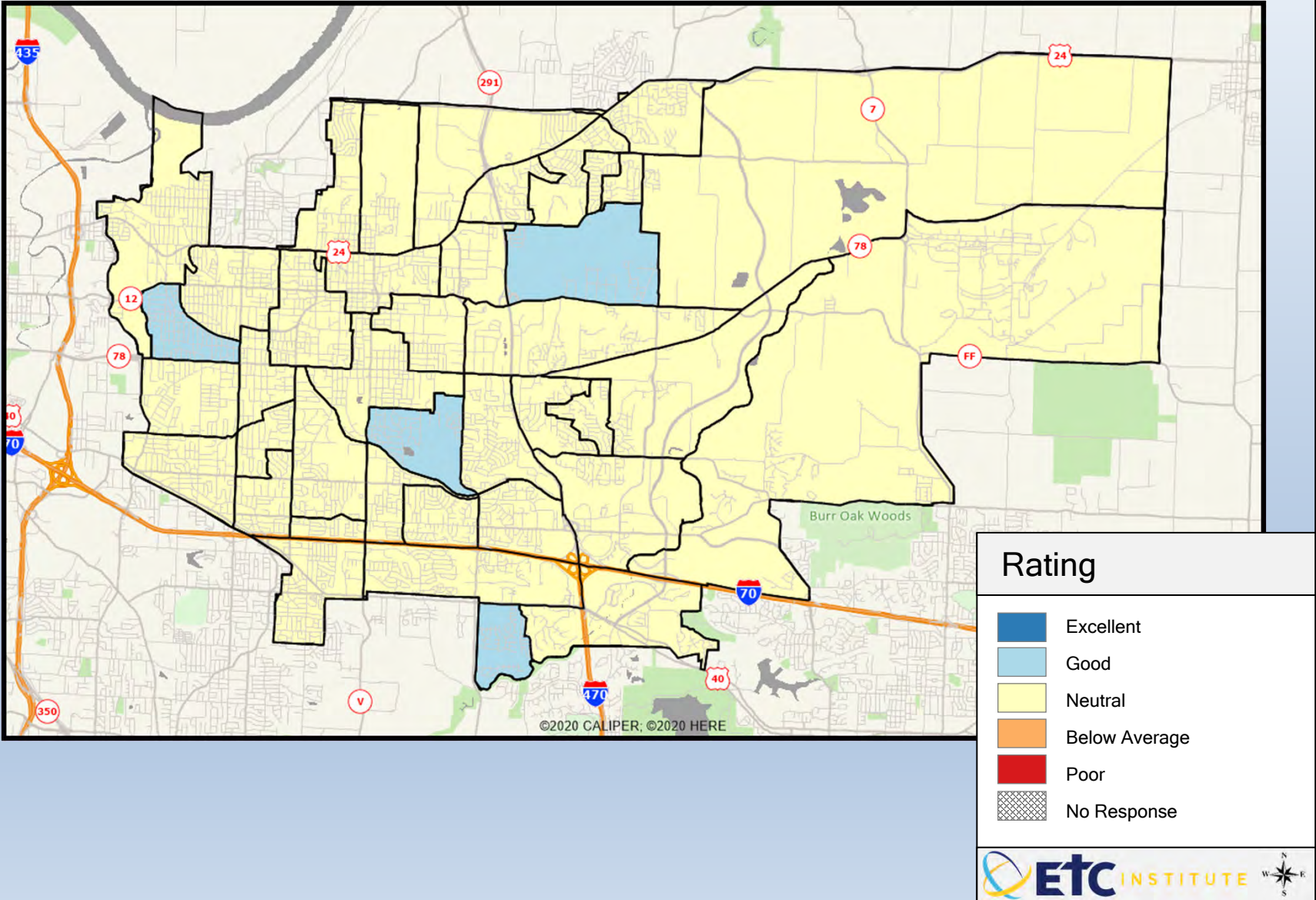
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Q18-2. As a place to raise children



Q18-3. As a place to work



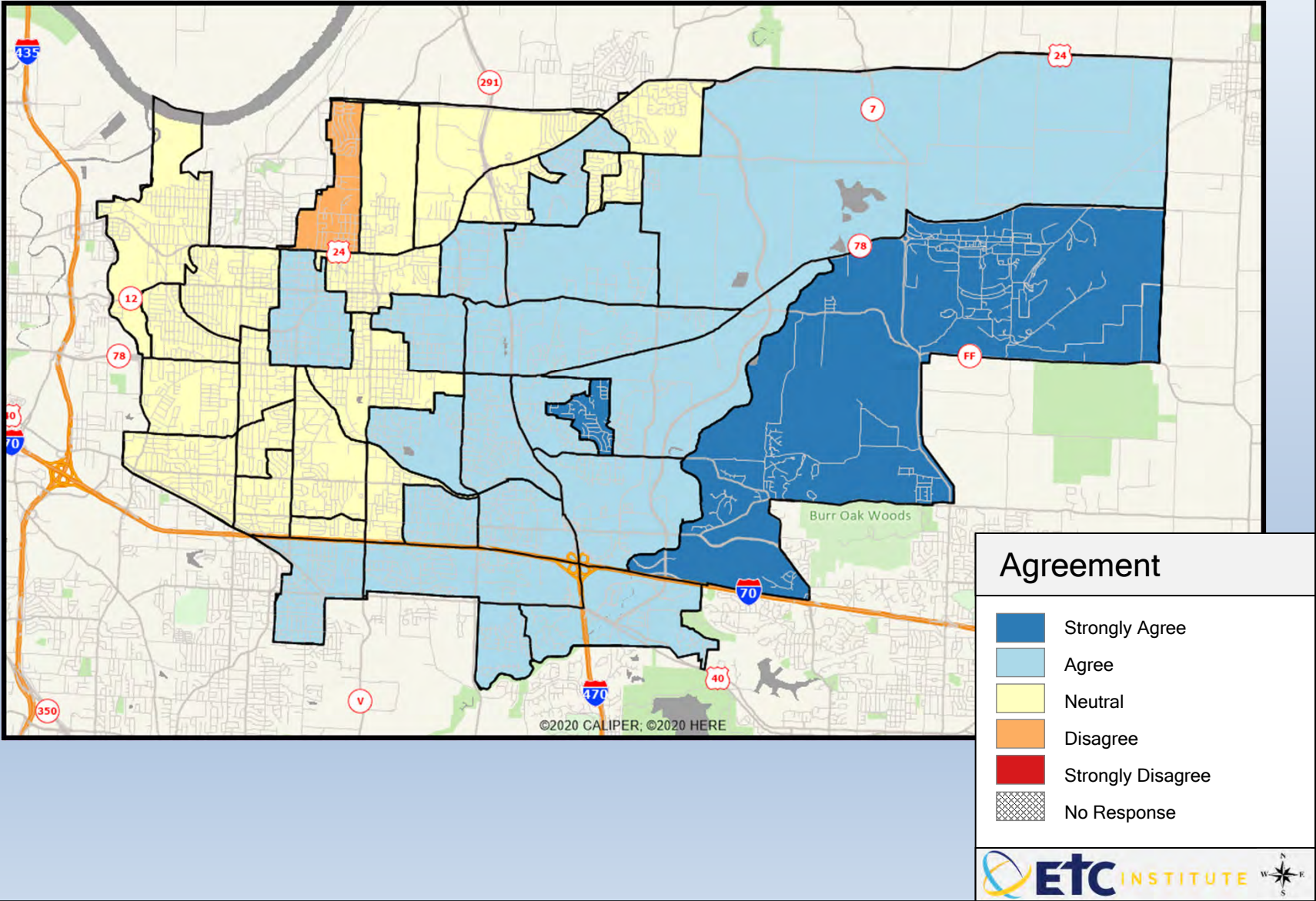
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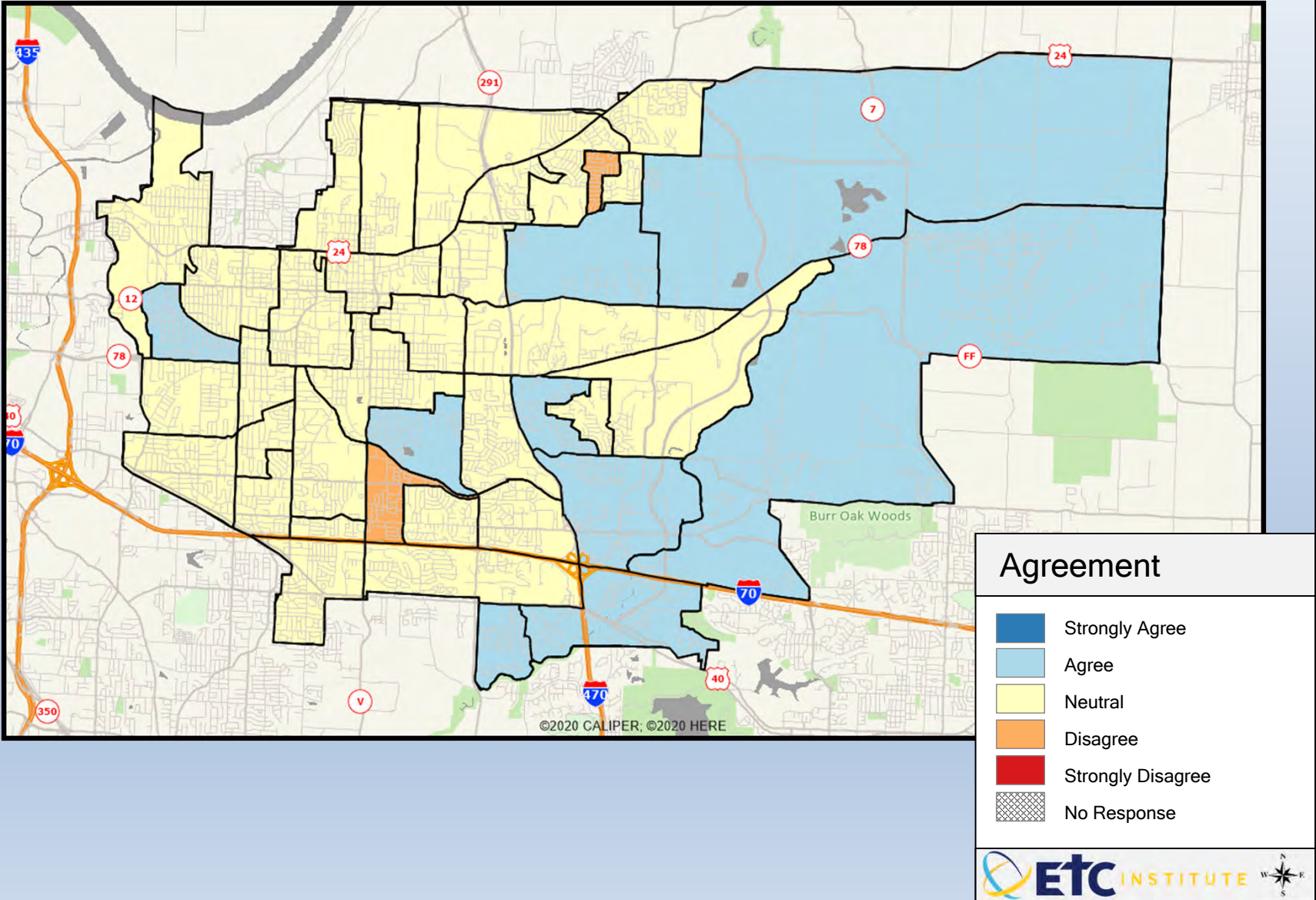
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Q19-2. Housing in my neighborhood is well-maintained



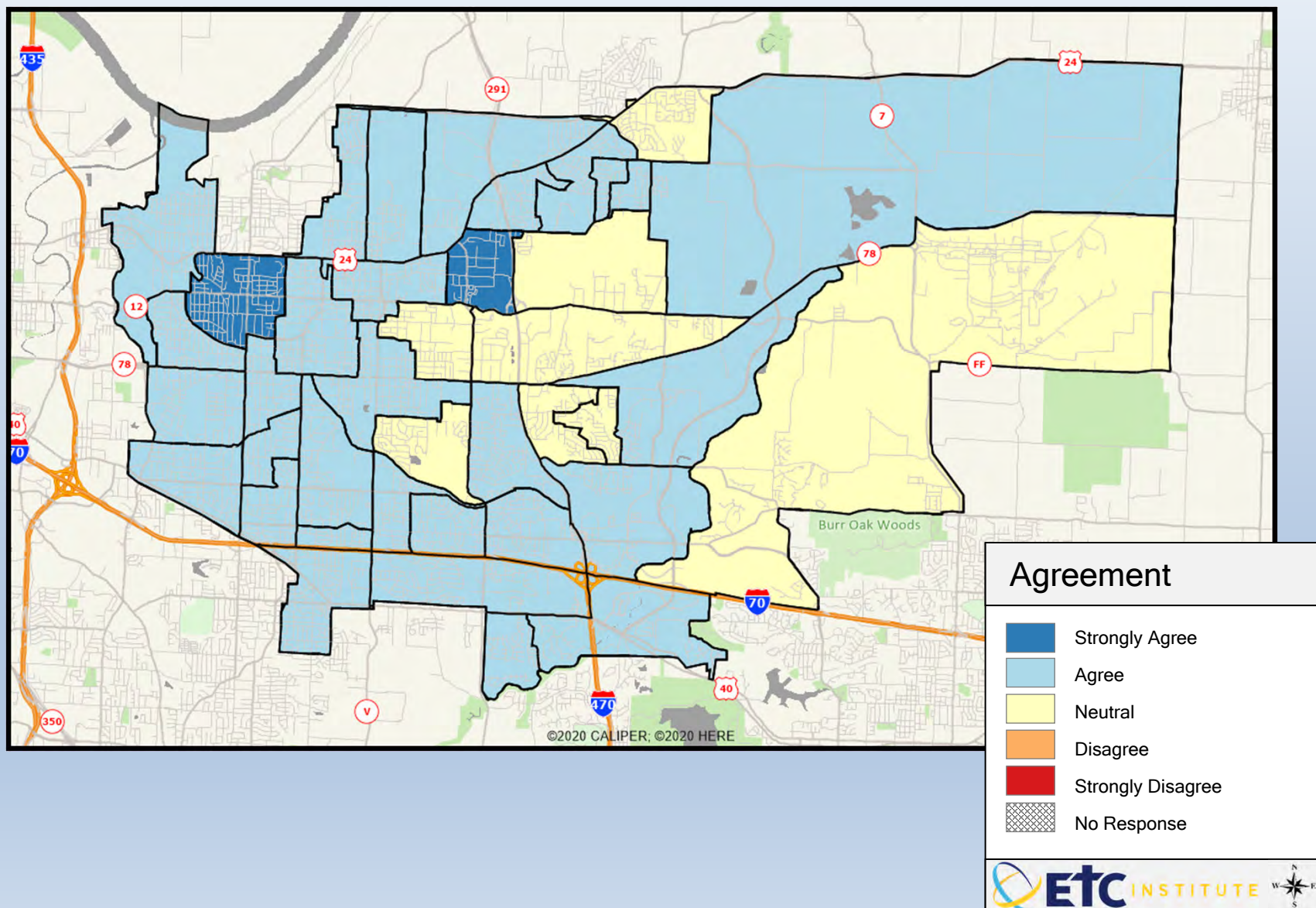
Q19-3. I am optimistic about the future of my neighborhood



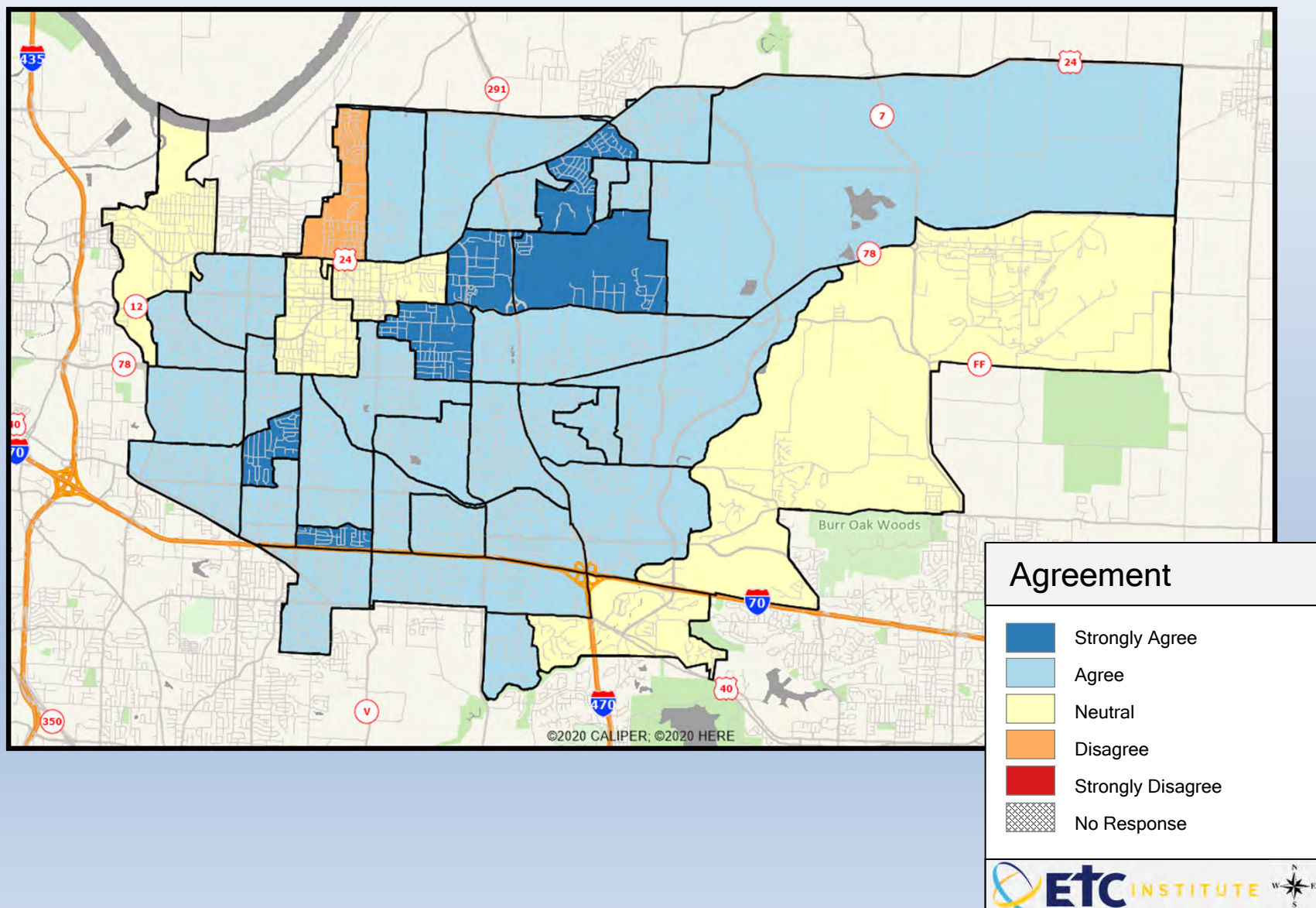
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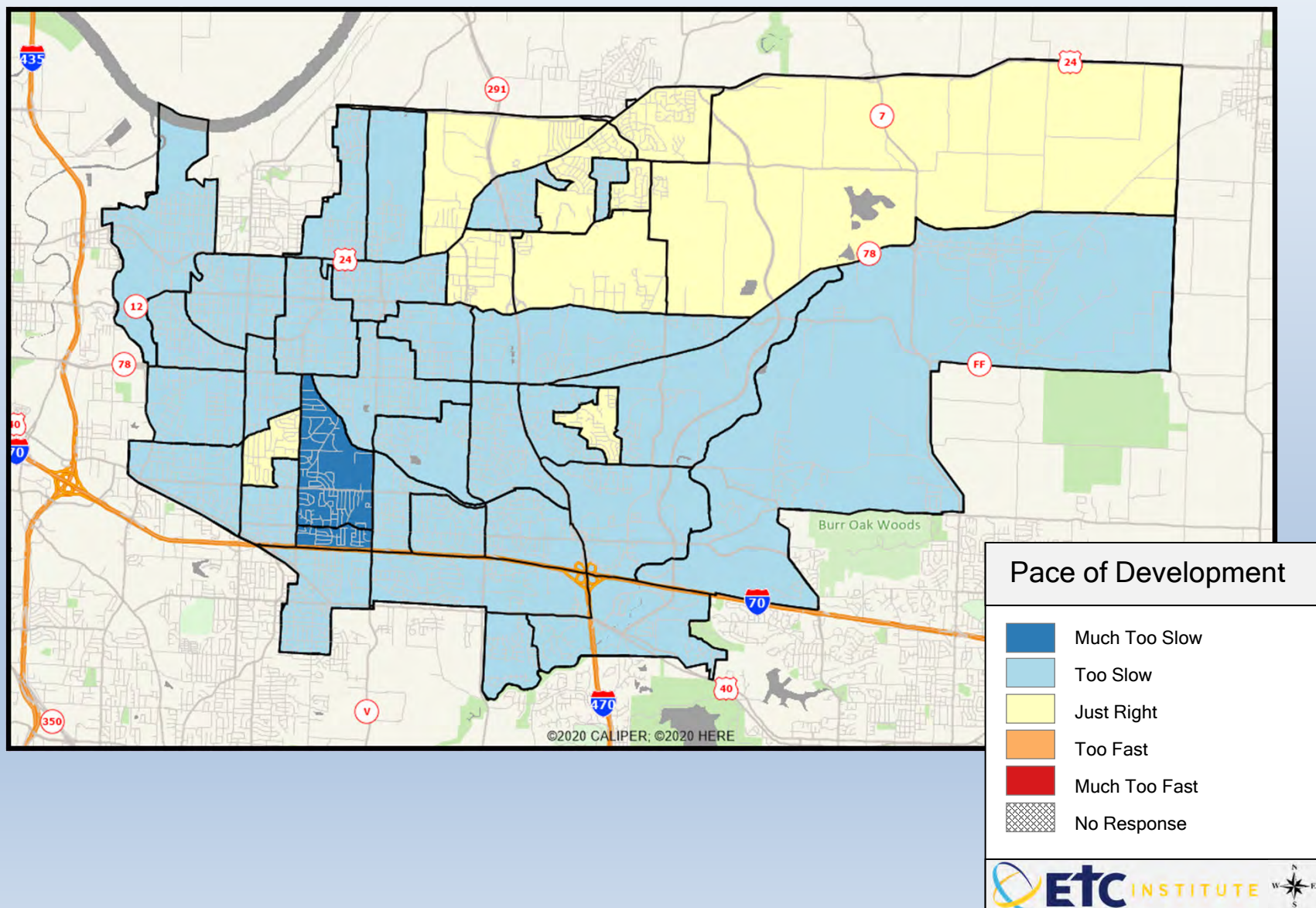
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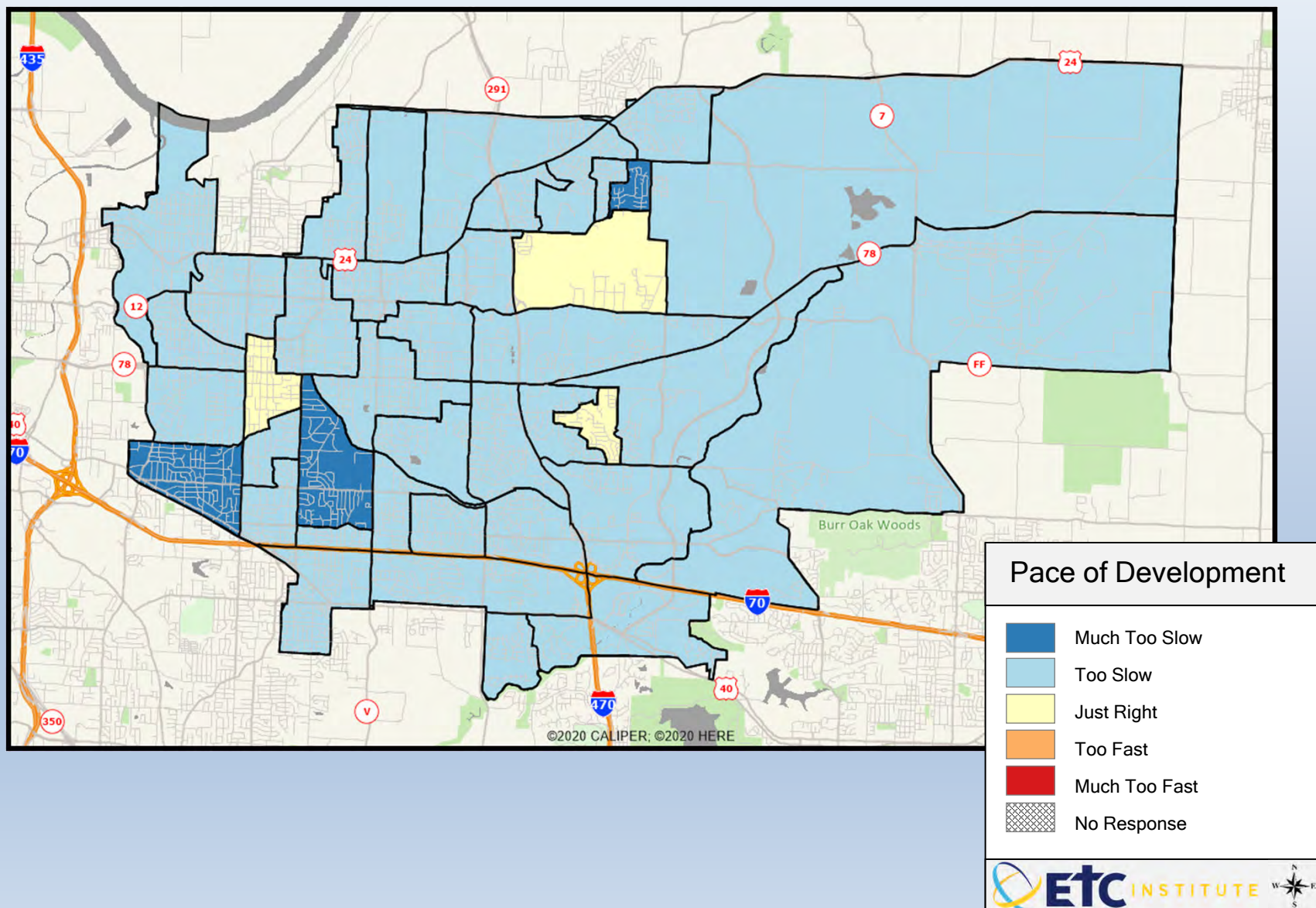
Q19-6. I am satisfied with convenient access to grocery and drug stores



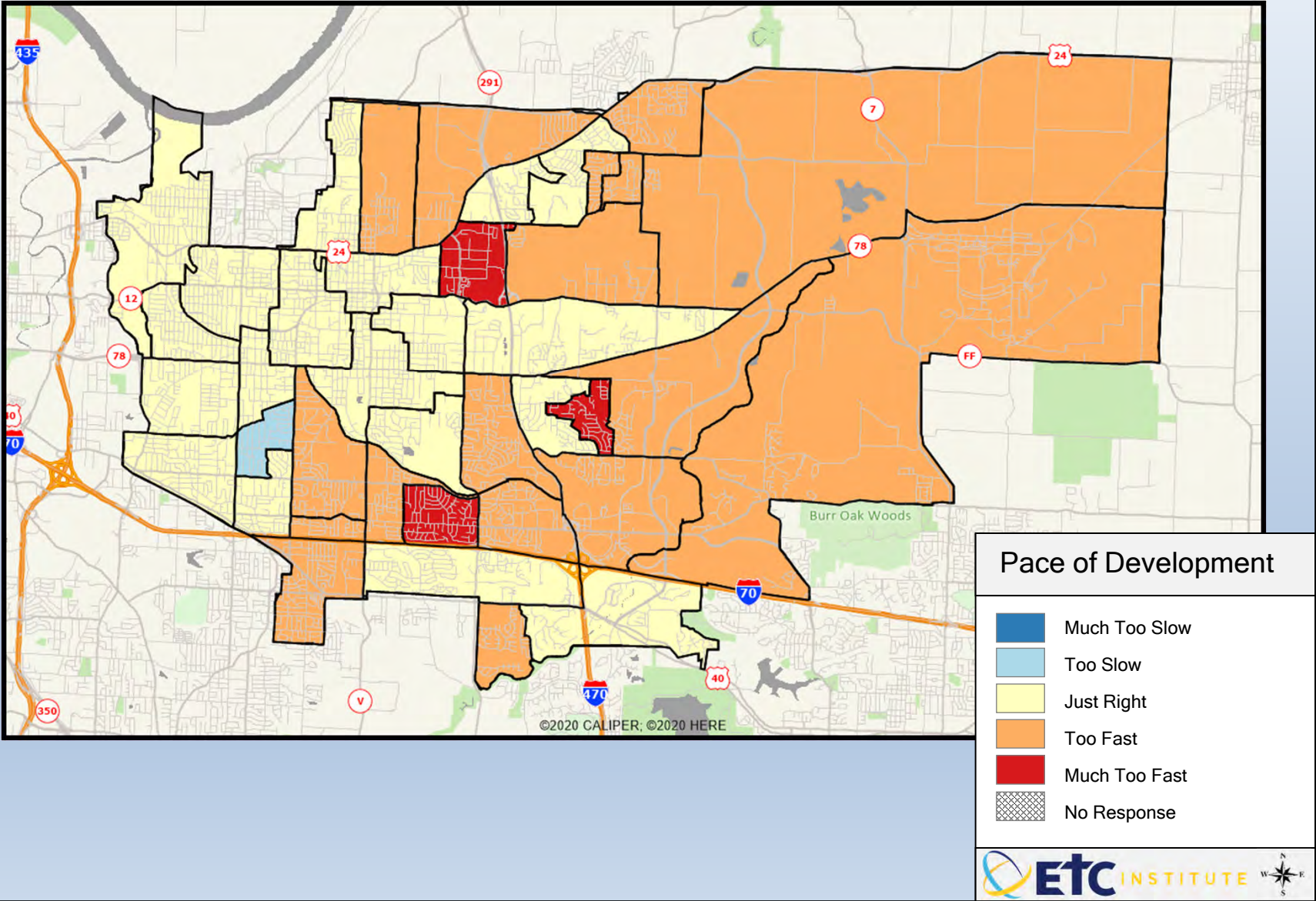
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Q22-2. Pace and quality of redevelopment



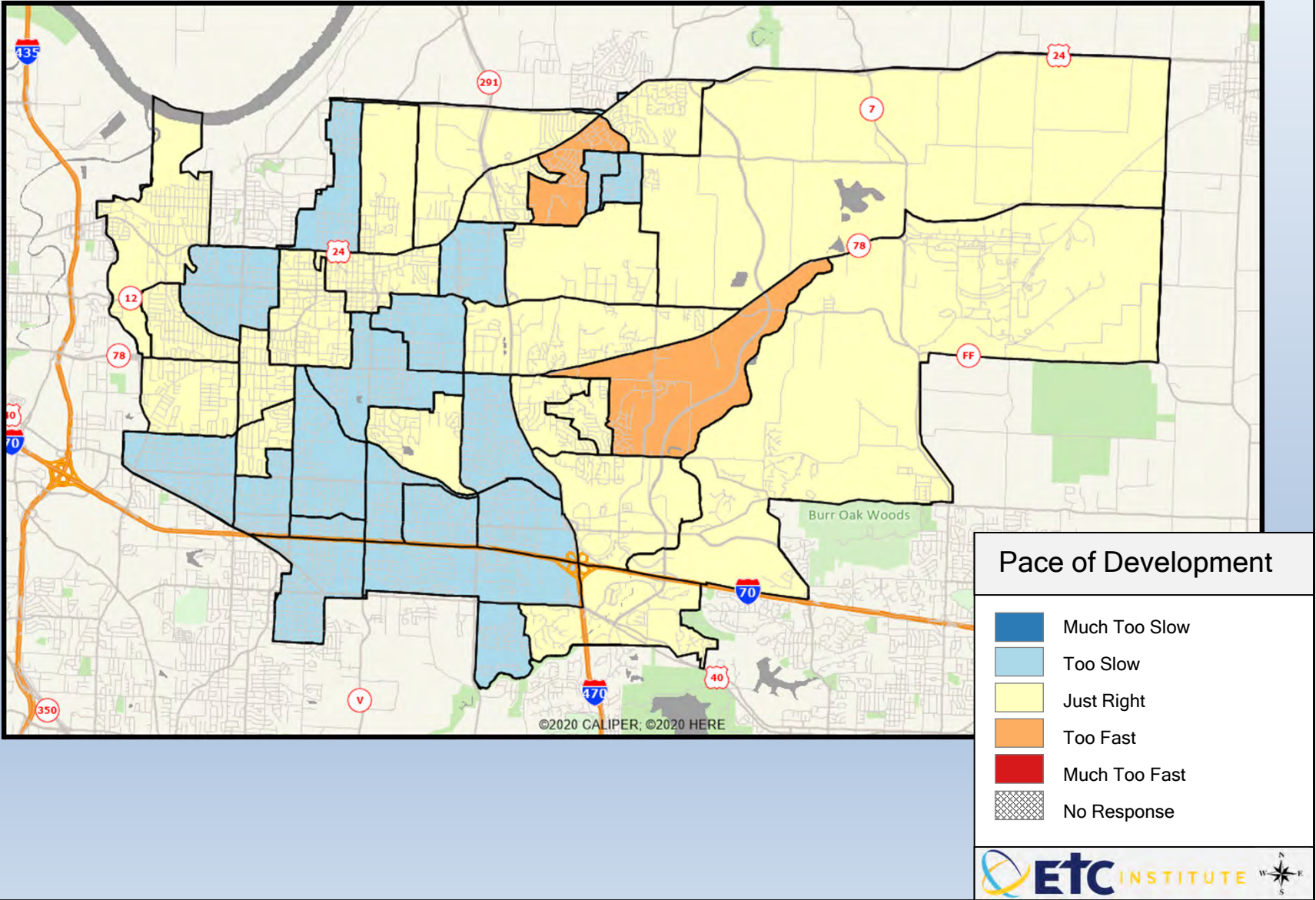
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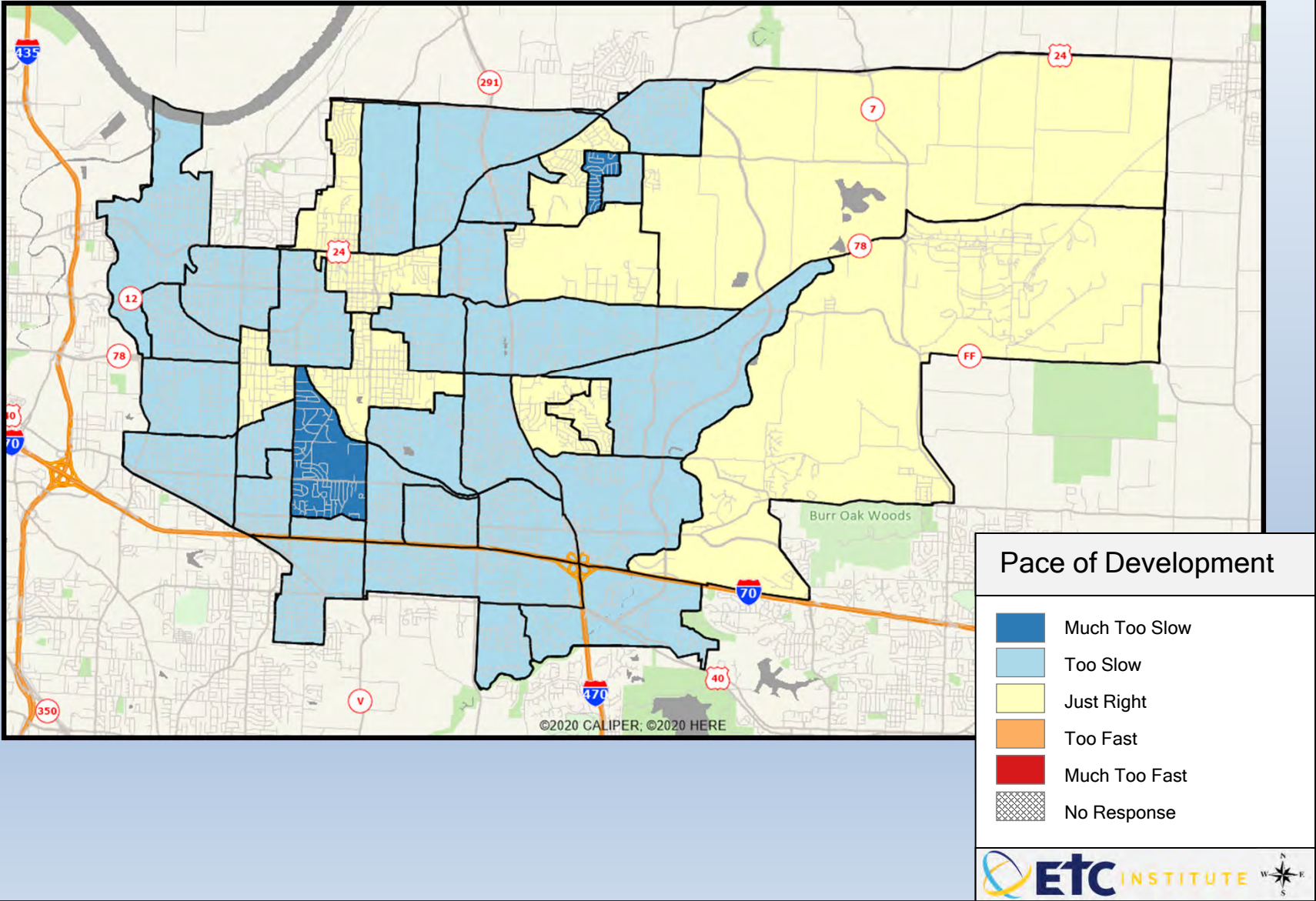
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Q22-5. Industrial development



Q22-6. Retail development





2023 City of Independence Resident Survey Open-Ended Comments

Presented to the City of
Independence, Missouri

March 2024



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Question 41: *"If you have any other comments you would like to make, please provide them below."*..... 15



Q40. If you have any recommendations or suggestions for other projects you would like the city to consider, please provide them below.

- 1. Build more single family homes in the 300-600 K price range and quit building apartments. Sure the apartments are nice when they're new. They eventually all become dumps. 2. Hire more police officers. We should aim for 350 sworn personnel. 3. Find a way to close and bulldoze the motels on Noland (Clarion Pointe, quality Inn, Countryside Suites, America's Best and Days Inn). These motels are hubs of crime. Getting rid of them would completely change Noland for the better! Remember American Inn? It was bulldozed now we have 2 thriving restaurants where it used to sit. The motels are destroying Noland and the entire community. 4. Bulldoze and develop Noland Fashion Square. By develop I don't mean apartments. 5. Lots of vacant properties on the east side, specifically Jackson Drive. Try and occupy those with quality businesses. 6. Develop 40 Hwy west of Sterling to be more attractive to people attending the stadiums. Restaurants, bars, nice hotels and shopping. We are missing out on all the stadium traffic that could visit and bring money to our city. Instead it's dump motels and homeless that contribute nothing. Make it a destination area! 7. Save the Independence Center by any means necessary! 8. Continue to improve and develop Noland Road. Such a historic and iconic road. The Noland Road CID guys are doing great, but the city needs to help!
- 1. Get temporary tags off the street. 2. Crack down on vehicles/trailers/items parked on the street. 3. Make people take care of their homes, keep it clean and looking organized, so that others do not have to see your trash.
- 1. Revamp empty schools/ buildings into affordable living space. Owned by the city.
- 40 Hwy congestion relief between Pizza Ranch and Jiffy Lube
- A Council that listens and works for the average person.
- A grocery store is needed near I70 and Little Blue Pkwy.
- A program/project to support the houses with historical value such as the Hughes/Childers house on main.
- A solution to the homeless and begging at street intersections.
- Accept ways to lower city expenses. Like water meters should be radio read, not have many people walking the streets every month! Cut down the staff we are paying. Lower the usage of electricity by helping residents with attic insulation, energy saving windows, and solar panels.
- Accepting the recently revised city charter is critical to the city's future
- Accountability - open up and give choices
- Address homeless issues at street corners, and on 40 hwy, Noland Rd
- All roads and streets, more police presence
- Although there is an effort to re-invigorate the Independence Square, I hope this emphasis doesn't get lost in politics. I hope those involved listen carefully to the citizens of Independence and their ideas and wishes.
- Atherton Road in Fairview Heights has many potholes.
- Attract more businesses on the square get homeless under control.
- Better communication to citizens
- Better mental health care for the city's first responders. Encourage city employees to use their days off.

- Better parks. Go to Pekin, Illinois and check out their park. It's wonderful. These parks here are a sorry excuse for a park.
- Better places for people to wait for City busses. It is a disgrace that people have to stand in the weather and mud.
- Better senior center
- Better sidewalks, roads, education and opportunities for employment. Focus on its reality and present rather than past glory.
- Better walking access on the square
- Bridge replacement on Kentucky over little blue creek in Fairmount
- Brighter streetlights in NW Independence along with curbs and sidewalks.
- Bring in businesses that will support our city & schools.
- Bring nature back, knock down old buildings. plant trees.
- Build a 2nd power plant and DONT sell our valuable city owned utilities.
- Businesses need to be accountable for maintenance of their property and trash on and from it.
- Change the city charter and accept responsibility of repairing curbs. This should not be the responsibility of residents. It is too hard to get concrete companies to do curbs and it affects the accessibility of our neighborhood.
- Check corruption, counter homelessness and drug use. Monitor skyrocketing cost of taxes and utilities
- Check on vehicle parking in the street in residential areas. There is an old boat parked on our street with Texas license plate.
- Child play facilities for kids under 5.
- City's schools and recreational facilities are awful
- Clean litter from the streets.
- Clean the city up. Make the roads better. Drop the food tax. Cameras on our police officers.
- Clean up 24hiway both east and west very slumish looking .
- CLEAN UP HOMELESSNESS PERSONS AROUND CHRISMAN HIGH SCHOOL & 23RD & LEES SUMMIT RD
- Clean up the homeless camp.
- Clean up the neighborhoods, help the homeless.
- Cleanup of the city streets needs to be more involved, more people to be actively employed in cleaning areas around islands near street lights of numerous cigarette butts & gravel. Streets need to be swept
- COI Utility bills too high. Billing should be invoiced by mail to customers. Dates meters read in order to allow access to meter readers.
- Construct sidewalk on Hy 40 from Serling to Noland. Noise barrier on hwy north side from Chrysler to Noland.
- Creation of an ethnic issues commission. Long-term commitment to DEI issues. Master planning of mixed-use communities (residential, retail, office integrated into neighborhood planning). Long-term commitment to increasing development of industry involved in international trade. Expand trades and vocations of Innovation Center in partnership with MCC.
- Crime
- Curbs

- Curbs and sidewalks
- Deal with homelessness and criminal activity in our city.
- Deal with the homeless and blight blight blight!!
- Desperately need a YMCA or similar for kids and families to better help with health and fitness
- Do not put apartments where the old JC Penney Store. As you never put apartments by retail, they will get broken in and then those retail places will leave nor put apartments by nice parks they will be destroyed. Apartments should not be seen they need to be in residential areas not business areas. Those apartments by Hobby Lobby look horrible. I don't even want to go down there no more. I have no desire to look at apartments when I'm shopping. You destroyed the whole beauty of that place. You could put in a nice retail store like home goods. We need more retail stores and the car washes. Why? people on the next door app make fun of Independence and The ridiculous amount of fast food places. And you need to clean up the empty buildings. And I really don't care about the independence square. I don't go up there. There's nothing for me to buy up there. I prefer the Mall and stores on 39th street. Focus on that. That's where your money's going to come from.
- Do not sell IPL.
- Do something about people using and/or blocking handicap parking. Second would be to do something about all the falling down vacant houses.
- Do something to revamp independence center. Do something about the crime in independence.
- Dog park on the east side of town
- Economic development needs to be significantly stepped up, in order to attract and keep a talented and educated residential base and workforce. It is a crying shame that both Blue Springs and Lee's Summit have left Independence behind for decades, with respect to economic development. That the City's development budget is a mere fraction of those in Blue Springs and Lee's Summit is nothing less than shameful. Additionally, though an important part of the City's history and heritage, the influence that the Community of Christ Church has on development decisions is much greater than it should be. This outsized influence of the Church holds the City back, keeping it from attracting quality development for, perhaps, more than a century.
- Economic development to support residential growth that spurs retail and restaurant growth. Independence is clearly not the first choice for exciting retail and restaurant options.
- Effort in reduction of vacant retail spaces. Improvement in streets, curbs, sidewalks, and bridges. Maintenance of city own land -mow, trash pick up ,etc. More efficient recycling centers available to the public. Great concerns regarding the rising homelessness, panhandling , and loitering. Also, concerns of individuals on bridges over I-70 highway waving flags or signs at traffic which cause distractions to the drivers and can cause traffic accidents .
- Eliminate franchise tax.
- Enforce codes
- Enforce codes regarding number of animals in a home
- Enforce expired license temp tags; Provide more exercise classes; Enforce speed limits & red light violations
- EVERYBODY THAT LIVES IN HIDDEN VALLEY CLUB-A PRIVATE COMMUNITY FOR SENIORS- NEEDS HIDDEN VALLEY RD ALL THE WAY INCLUDING RD MIZE RESURFACED BADLY
- Expansion of the ARCH program and increase number of days/hours animal control is available to respond (more animal control officers)

- Extend sewer service on Truman rd to our house. It is only one house away !
- Figure out why the electric and gas bills are so high.
- Find viable uses for all the vacant sites.
- Fine those who choose to block sidewalks with vehicles, especially on routes to schools children walk to.
- Finish the resurface of streets in Lack city Gardens.
- Fire that coal plant back up and sell the excess power to the grid. Owning our own electric company is our most valuable resource.
- First impressions make a difference.
- Fix Driveway/streets
- Fix residential streets and fix Little Blue Parkway.
- Fix streets potholes curbs are deteriorating too much disgusting trash junk poor rental ownership trashy houses and yards too damn many cars on property that don't run city workers talk on their phones stand around do nothing and take forever to do a half a** job
- FIX THE POTHOLES
- Fix the rental ready program! It is a joke.....no input from real honest to goodness landlords.....adding things to the requirements without notifying each and every landowner about them.....and most of all...make it a LEVEL playing field! Single family houses get inspected once a year and apartments get one apt inspection per building.....would not make it through even the most basic of court cases but the average landlord doesn't have the deep pockets to argue ! Just remember, fees from the city make the rents go up !
- Fix the roads and plow salt and sand them stop forgetting about everyone west of Noland and not in the rich neighborhoods
- Fix the streets on East side behind theater.
- Focus more around 24 & 291 (no sidewalks on Allen Rd). Culverts need replaced at cities expense. Homeless and drugs have taken over.
- Focus on affordable but nice single family dwellings and quit building unstable rental buildings.
- Fix the streets
- Free school lunch for all Independence students
- Fund redevelopment of Truman road west of Noland. Sidewalks- everywhere- no exceptions. Reduce electric rates. Maintain & improve parks that aren't waterfall park.
- Get a contract with AMR. Their response times and reliance on mutual aid are criminal.
- Get a Tanners or The Peanut - open in the Old Mustard Seed location
- Get Google Fiber. Try to lure popular businesses and restaurants to our city before they go to Lee's Summit or Blue Springs. Do something to save Noland Fashion Square and Independence Center.
- Get more large retail stores in Independence Center. Now have to go to Lee's Summit or Kansas to shop.
- Get those "car show" people out of our city. They bring crime, vandalism to our area and leave trash everywhere. Making them leave improves the look of our city and the safety of the residents and businesses.
- Grocery store or market be nice on corner of ERD Mize Rd and Jackson; also a gas station; and Trader Joes
- Has the city looked into modular reactors for power.

- Have health dept check senior housing without. Notice to management for poor conditions. Talk to renters not just management.
- Have it where the city council or government officials can not make money on what they do to "help" the City of Independence. They are only looking at their own pocketbooks and you can tell how the city has suffered because of it.
- Help poor people on fixed incomes clean and fix up their homes.
- Help stray animals. It is a bigger issue here than I have ever seen before.
- Help the homeless
- Hire a street department that will do the work and get rid of the cops posing as construction workers for ripping off the taxpayers with their high priced construction work. What imbecile decided to make the old trails museum their hobby RR site. Trails Museum will never get a new home.
- Historical church restoration on the square.
- Homeless and illegal migrant! I will move away if this is not fixed.
- Homelessness
- Homelessness needs to be addressed followed by codes enforcement in neighborhoods again.
- Housing and hot meals for homeless, especially for extreme weather conditions.
- I am not in favor of selling IPL, find good solutions and keep it.
- I didn't see anything in the questionnaire regarding the homeless problem in Independence. I think that should be dealt with immediately.
- I feel public safety at places like Independence Center and similar areas is a problem. I have also noticed a drastic increase in people speeding, running red lights and stop signs; especially in neighborhoods! I've seen an increase in accidents from people running lights. So I think public safety and street maintenance are my biggest issues.
- I feel that providing arts and theatre is very important to a community. It brings a sense of community. It also teaches so many at ributes and involves all ages young to old. I personally have worked for nearly 30 years in this field with the youth of our city and surrounding community. It is amazing to watch our future leaders grow. I appreciate the opportunity that Parks and Recreation provides for this program. We have dozens of volunteers every time we put on a show. It is amazing to watch that amount of dedication to our youth.
- I live in a house built in 1921. There have never been curbs or sidewalks in my neighborhood. We have open gut ers for street drainage. There are A LOT of people who walk on my street. Most of them are walking to the bus line on 23rd Street. The speed limit is 25 but everyone speeds like crazy. The walkers dodge traffic. During heavy rains, our yards in this neighborhood flood. When police are called on the drug house across the street, they have stopped showing up. The guy across the street is confrontational and they are afraid of him. The other drug dealer who lives on the street behind me, sets off fireworks many times a year and also shoots a gun into the air. The police don't show up on those calls either. So, curbs, sidewalks, enclosed street drainage pipes, bet er water pressure, and a police presence that is willing to enforce the law. And since everyone's taxes jumped up substantially, get the money for these improvements from the county!
- I live in the southwest corner of Independence. There's no parks, no side walks. I have to walk in the streets with cars sailing by me. I'm 67 and I have to run across the street at 49th ter and Norfleet because people are so rude. I don't want to pay a bunch of property tax because there's no money spent in the southwest below 47th street. It's a dead zone in the city. I have to drive all

the way to the Sermon center to do yoga. Every time it rained in 2023 we lost electricity. It's ridiculous. There's so many homeless people by I 70 and blueridge/Sterling area I have to shop in Blue Springs. Once it gets dark I stay in my house.

- I PROPOSE PART TIME EMPLOYMENT FOR CITIZENS TO OPERATE STREET SWEEPING EQUIPMENT. ADDITIONALLY, LEAF PICK UP SERVICE
- I think the blight in Independence is at Noland Road and 40 Highway. It looks really bad. Also the Walmart near Sterling that we share with KCMO is awful in appearance and crime. All Independence children should attend Independence schools.
- I think the city is in pretty good shape but the one thing not mentioned in the survey is the homeless! The homeless are a real problem, and we must do something about it.
- I think the city should clean the streets with all the dirt and debris that goes into the storm drains can't be good. I also think the city should twice a year do residents bulk pick up for people who can bring stuff to the dump this would clean up neighborhood of large garbage around houses and make the community better. I also think there should be a garbage can for yard waste instead of those bags. Those things are a waste because they don't hold enough. You want people to clean up around their place but no help to get rid of the stuff.
- I watched your presentation for a GO bond and am in favor of a community center that will benefit our community and will also provide income through various programs. Something needs to be done with Noland Fashion Square, and across the street where Sam's used to be. I would like to see a grocery store at the Scottsdale Center on 40 Hwy or close by.
- I would like to know about the digital newsletter
- I would like to see a nice recycling center with convenient hours; also a place to recycle batteries. Update the animal shelter, hire more staff and an animal behaviorist. Need transportation for animals to Pet Smart and Animal Hospital.
- I would like to see a second location added to the IPD Closer to the mall.
- I would like to see at least a mini-bus route on streets like Chrysler, Sterling, Lee Summit Road. As well as a more frequent bus schedule. Possibly also a mini bus on Truman rd. And 23rd st., Independence Ave. . We as a city are lacking in public transportation. Yes we have busses on 23rd but not as frequent as maybe needed. I do not know about other streets. While not a bus rider yet, my time is coming. Elderly transport in this city is lacking and next to nonexistent. Non drivers need help.
- I would like to see the police station stay in the center of Independence.
- I'd like to see to see another code enforcement sweep of the northwest area of the city. Drive the side streets and just look from your car. It's appalling the city is ignoring this. It's vital to the preservation/continuance of this area that it's kept up to code. Better access to community trash (like furniture and appliance) disposal. Also fix or replace sidewalks.
- Improve customer service. I tried to build a house, but the city was impossible to work with. Things kept changing.
- Improve sidewalks in Fair Monet. 24 hwy/Noland rd.
- Improve the bus system get more for it add more bus routes and more accessibility for more people to go on the bus for phone and get to their jobs easier.
- Improve the light company. Our city is known for being crooked. Improve accountability for our board members
- Improve the mall, lower rent to get more shops, improve safety there.

- In general the streets look trashy and buildings rundown. Independence is a bit tired and sad.
- Increase bus service throughout the entire city!!
- Increase investigation and prosecution of auto theft and other crimes. Provide mental health for homeless and work to reduce homelessness.
- Independence needs to clean up their appearance. We are not a city new families are looking to move to. Our city leaders need to drive to Lee's Summit and take a look around. We need to be growing a clean city with new outdoor recreation options for our families. We do not have enough outdoor options for families to have healthy fun together outside. The crime that is in our city also runs families and businesses away. We also need to preserve our neighborhoods. We let the cleanliness of neighborhoods go and our city looks dirty. Neighborhoods need to maintain clean and well maintained homes and yards.
- Innovative ways to lift families out of poverty or generational low income. Try something besides traditional education and government assistance. Try some well-known alternative uplifting , healing modalities. A quick web search of these criteria does not give many results. Perhaps it's a great opportunity to develop one.
- Invest in housing on the Square and replace city hall with a new city hall on the Square. Do not abandon downtown Independence
- Keep electrical local with solar/renewable sources. Expand recycling services.
- Keep on renters who have been abated by the city to evict them
- Keep vacant buildings under scrutiny - push owners to maintain their properties.
- Law and order; Clean water; Clean air; Clean sewer; Trash pick up
- Leave the square as it is with continued maintenance. don't "Improve" like the mistakes of the 70s and the foolish spending on the city market.
- Left turn light at Sterling and Sheley. Sidewalk for all of 31st street up to elementary school.
- Little Blue Parkway needs serious attention on all fronts. I realized the contractor was probably the cheapest, but their attention detail is haunting all of us that have to drive it. Hidden Valley Road from RD Mize to 291 needs to be replaced or have it textured so people don't crash.
- Low income workers need better bus service to jobs. The risk of homelessness is high when bus service doesn't get them to jobs either when shifts start or even at all. People claim to be tired of seeing homeless people on the streets yet not much is done to help them maintain employment
- Lower electric rates.
- Lower our electric bill
- Lower taxes for seniors on fixed incomes.
- Lower utility cost (electricity, natural gas, and water)
- Make park improvements. Go to the park in Pekin-IL. The kids love it there.
- Make people work off fines pay minimum wage, clean up the city!
- Make the city more bikeable and walkable. There are few to no sidewalks for kids to walk/bike safely to school. The only "bike path" in the city goes to nowhere. The shared road routes throughout the city are dangerous and never used.
- Making sure the number of rental apartments in each unit is legal. Duplexes should not be turned into a 4 plex
- Many sidewalks are in disrepair. People cover them with junk, trash. Endless people have expired tags or expired temp tags.

- More activities for seniors
- More affordable housing; Better streets
- More bike lanes and safe ways to bike around Independence.
- More bike trails that connect the little blue trace to the independence square and Englewood arts district. A bike/walk study. Grocery store near little blue parkway and rd mize. Redeveloping Van Hook Park as a mountain bike park with a trail systems that can be used for hiking and mountain biking. Building a concrete pump track and flat walking trails. Playground and updating the restrooms. Example of this is places like Bentonville AK with the trail system in there downtown. Also looking into adding trails and George owns park too. Replacing busy and unsafe intersections with roundabouts. Gudgell and RD Mize, RD mize. and hidden valley.
- More complete sidewalks in the Susquehanna/ Bundschu Road neighborhoods.
- More free programs for single parents with kids.
- More homeless shelters/overnight warming shelters, teen community center. Get new leadership and honest police officers.
- More information on how to get these newsletters.
- More jobs for younger adults
- More late night non bar entertainment
- More litter control fine business who don't pick up trash around their property
- More police east independence 170 and little blue parkway area. Fix the creek coming from tapawingo flooding all the homes every year.
- More police officers, fix the roads.
- More police presence in neighborhood; trees over city streets
- More sidewalks on the way to the schools and businesses
- Multi family shouldn't just be rentals, there should be access to owning condos.
- Municipalization of trash services.
- My biggest concern for the area is what will happen when the mall area completely closes down. Even now it is a shell of what it was. Royals leaving will be another disappointment.
- Need a better homeless programs/better drug outreach
- Need a gas station near Truman and 23rd Street or near MCC
- Need curbs and streets fixed.
- Need more development West of Main, North of Truman.
- Need more things to do for 65 plus age group
- Need new sign at 24 hwy and Kentucky ave. You took down the old one. (Welcome sign).
- Need to consider lowering our property taxes.
- Need to have better location for school drop off/pick up.
- Need to lower rent prices on the empty businesses.
- neighborhood clean up program to make our city more beautiful and where we live look nice. So many code violations in Salisbury Hills Sub Division.
- Neighborhood sidewalks in western Independence need repaired; newer street lights; better traffic control on Truman Rd at Van Horn High School.
- New community center
- New splash park
- No city lights on my road.

- No more car wash, we have more than enough now. Deal with the homeless issues.
- No more trash. We need more focus on cleaning up the city.
- Parking on only one side of street!
- Pick up trash along streets; take care of vacant buildings; fix pot holes
- Pink Hill Road needs to be repaved BADLY and there needs to be a grocery store/drug store in the Little Blue Parkway area. Need more retail and restaurants to move into the shopping area on Little Blue Parkway!
- Place qualified personnel in management/chief spots on the police dept. Not making the least qualified at the top.
- Please do a better job with the power outage situation. Need more money added to the budget.
- Please do something about the old Noland Fashion Square and the seedy motels on Noland near I-70.
- Please figure out a way to make people repair and maintain sidewalks! Just sweeping them makes a huge difference. They make us look so bad. Sweep the streets regularly and clear the stuff that builds up along them. Clean things up in general.
- Please get rid of expired temp tags
- Please please fix the streets like pot holes, rough roads. I would like to see more facilities go up for all kids to have something to do to stay off the streets and for something to do. Put a Walmart at the other end of where the Kmart used to be on 24 hwy or put one where the old GEHA used to be.
- Please quit spending money. You have raised property taxes so much people have to sell their homes.
- Please stop approving car washes and coffee shops in our city. How many do we need? Can we please revitalize the 39th street area, and clean it up so people will actually want to come to Independence? Make better deals with the big businesses that you're trying to bring in so Independence can bring in some revenue! Stop giving it all away to Blue Springs!!
- Please stop building everything on the 39th street, Little Blue corridor that only continues to benefit Blue Springs. Lots of your residents live on 24 highway, Truman and 23rd St and are sick of seeing dental offices, car washes and Mexican restaurants as the only line of businesses being opened or repurposed in that area
- Police department is horrible. Needs much improvement.
- Police spend too much time in empty parking lots linking their cars together, chatting, while traffic crime, expired temp tags, and reckless driving goes unchecked.
- Potholes, code enforcement.
- Preserve and promote our rich history!! Work on the rental numbers, if people are part time residents they do not care for nor invest in the future of our City!! Mandate code inspections on each rental prior to a new renter taking occupancy. Charge landlords a fee for inspections and hold them to safety standards to thin the slum lords out!!
- Programs for seniors and disabled residents. Food /social gatherings.
- programs like O'Fallon where recycling is collected by city and processed to reduce utility cost. Expand solar energy. Keep city hall and police HQ at the Square. Leave original portion of Sermon Ctr intact, Keep IPL. Transparency to the citizens. Need more access to internet. Do not demolish anything on the square.

- Promote upkeep and renovation of blighted and vacant buildings for new businesses rather than build more.
- Prosecute criminals
- Put a limit on car washes and coffee retailers in the city. That is all that is being built! At some point, we are going to have a multitude of abandoned car washes!
- Public transportation
- Put in handicap accessible seating in Cable Dahmer Arena.
- Raise cigarette taxes to cover street sweeping the curbs for the butts . Install ash trays or make the area around the square, especially court house grounds non-smoking. It's no fun walking around seeing butts all over the streets and sidewalks. Install more dog waste stations at all the city parks. That's another place you see cigarette butts and broken alcohol bottles. #1 project should be get all the drug addicts & thieves out of this town! Let Police ENFORCE instead of expecting them to be everyone's buddy.
- Re-evaluate the speed limits of certain areas
- Repaint lanes on most streets. Repair potholes, arrest paper out dated license.
- Repave my street not all the ones around me. Repave after utility replacement projects are completed. It is a waste of money to repave a street to have Spire dig holes in front of every house 1 month later. Just stupid waste of money because then have potholes. Keep utilities local and get prices down. Do not do this rate thing like every. Fix potholes. We shouldn't have to keep calling them in. Get in a truck and drive down the street. Any street. All the streets. Codes should randomly recheck problem houses. I should not have to call on my scrapper neighbor every 3 to 4 months because they are trashy.
- Replace streets on west side residential streets. More attention is given to east side.
- Request city voters to be members of a city commission to provide guidance on the future of the city utility and have no previous connection to past city elected office or other board, new blood.
- Response to immigration issues. Currently we have hundreds of unvaccinated unvetted and cared for individuals preparing food in restaurants shopping in stores etc. This national issue cannot be ignored. While we cannot do anything about the state of the country we can do something about the state of our own community health. Persons who have walked 6,000 miles through jungles are exposed to and may have tuberculosis dengue parasitic diseases etc. This is not a prejudicial statement this is a medical fact. Children who are not vaccinated are going to school and the schools are a large cauldron of uncared for persons. Additionally my taxes are paying for students who get 20% less education and they were already poorly educated to start with. I despise living in this community. Systemic failure to police has created a cesspool.
- Reducing the city of the meth heads
- Satellite police stations; more police
- Save IPL
- Secure the Independence Mall. The shootings have made good people abandon the shopping area.
- Sermon Center updated with indoor swimming pool, lazy river, several courts, racquetball, weight lifting and track
- Services for the unhoused population...they walk along Noland Road because there's food and shelter, they need a specific place to stay and services to assist them.

- Sidewalks are in poor condition. Need more walking trails and parks. Less lower price housing, start bringing up the value of the housing- Independence will draw a different clientele.
- Sidewalks are needed from 38th and Blue Ridge to the new bridge, and over the bridge to KC city line
- Small homes for veterans. Better mental health care. Help for addicts to recover.
- Speed hump or stop sign at 19th and Norwood. Sidewalk on South side of 19th Street between Sterling and Scot.
- Speeding on my street.
- Stop and ticket and impound vehicles with outdated temporary tags and now I'm seeing more outdated license plates. I'm tired of seeing so many outdated tags.
- Stop fixing street signs.
- Stop homeless from wondering the neighborhoods stealing and breaking in places and then trashing them...
- Stop the crime by prosecuting/enforcement of laws. End the homeless camps and panhandling.
- Stop with the car washes and coffee shops. More place to eat out.
- Storm sewers especially north of Truman along Lee's Summit Road. Fix the potholes and clean up the police department.
- Storm water issues are becoming very serious for me as neighbors uphill decide to close their ditches leaving the water to rage down the street flooding me.
- Storms water control. Our park is washing away.
- Stray cats are a huge problem. No less than 25 on my block alone. Create and expand a project to trap, fix, and relocate them.
- Street maintenance
- Street repairs....i.e.....STREETS
- Street sweeping. Sidewalks.
- Stronger police presence, better maintenance of parks (especially tennis courts), more patrol at Santa Fe park (tennis courts are scary as there are always a number of homeless or people on drugs loitering), and please patrol the stoplight at 35th and Noland (by Sonic) as I have been in two accidents at that stoplight as people always run the light turning left onto 35th from Noland.
- Take care of the homeless
- Teach the police how to drive without hitting a vehicle. Train them on how to go through intersections with resident safety in mind. They're dangerous. Also, teach them to take responsibility for their actions. Get a third party involved for wrecks.
- The bridge on Kentucky that has been closed for repairs for 4 years now. With all the trains and the bridge being out it makes it hard to access our neighborhood. Fairmount area needs help and everyone just looks the other way. No one cares about us back here. Taking away the sermon center is just wrong. All the theaters that perform there are great cheap entertainment as well as keeping kids busy and having fun. Also our yard is a swamp in rain the city said they were working on a fix for 20 years now. It's worse since the house was built on the corner of our block. They water department just keeps ignoring us.
- The bus system needs to be better running later and earlier on Saturday. Businesses should not be allowed to keep a bus stop off their property like HyVee at 40 Hwy just did as well as Walmart on

40 Hwy. Bus riders now cannot access those places without using Uber or crossing dangerous traffic.

- The city needs to do better with houses that are trashy and need cleaned up. Home values go down.
- The curb and storm drain on my street where my home is needs improvement. The drainage is bad and the curb is basically not a curb. Water stands along the driveways and does not drain well. My street is 33rd street and Willis Ave. It's a cul-de-sac.
- The curbs within the Britany Ridge neighborhood are ALL disintegrating. When snowplows come by they make the issue even worse. We need some attention please.
- The few businesses we have are leaving because of code enforcement. Leave folk alone. If they aren't hurting anything.
- The intersection of Osage and Noland is horrible
- The Northwest area needs restaurants like the Southeast has.
- The police are crooked, needs cleaning up.
- The street on my block slopes downward right into my driveway. Rainwater fills my drive. We need sidewalks and better street landscaping,
- The tourism department should never have been disbanded and folded into parks. The parks department does not know how to run tourism! The city wasted the huge tourism fund it had and now cannot fund anything...hence the closing of the National Frontier Trails Museum. It is a disgrace what has happened.
- The water pipes they are all too old and keep breaking. They need to work on not having so many car washes, Mexican restaurants, city planners need to put a limit on how many repetitive types of business they allow
- There is only one valid trash service and that is Teds. Need more options. If a service is on the city website, it should be a high quality service.
- to fix the rain off water next to my house. It floods my yard and it is run off from the whole neighborhood.
- To try to keep the appearance of the city comparable to other cities, like Lee Summit, Blue Springs.
- Too many empty buildings
- Too many retail, industrial businesses are being built instead of reusing abandoned buildings
- Transparency in all that you do and more police officers
- Trash is one of the biggest problems the city faces along with houseless persons.
- Unlawful acts due to lack of police presence. City code violations not being enforced unless someone calls.
- Use blinking red arrows for turns.
- Water main breaks are a problem and they don't get fully and totally repaired or repaired fast enough leaving yards and streets a disaster
- We want the potholes fixed. And our streets maintained
- We all know Independence has a large houseless population. While it is great that we have locations to feed and warm/cool them, what are we doing to help them move from being houseless to being safe in a home?
- We are building our retirement home off Truman and VanDyke and the process of getting the building permit has been difficult to say the least. Simplification of this process would benefit

everyone. Even with federal and state funding/programs that are available to the city to ensure that everyone has access to high speed internet/cable, there are many areas of the city that do not provide internet/cable. These are rural areas where these programs were developed to cover and yet nothing has been done. We will also be required to pay the same taxes as others in the city while not receiving the services that they are providing. No sewer, no gas, no city water. Please help out the citizens of Independence that live in the more rural areas of the city!

- We need a grocery store that doesn't sell expired food (Apple Market on 24hwy, save-a-lot on Truman) and isn't a dollar general in northwest region. River and 24hwy has that stipmall that is almost totally empty, why not try to get a price chopper/hyvee in that space. It could service independence and Sugar Creek residents. I currently drive 20 min across town to just go to the grocery store once a week, it's out of the way and inconvenient.
- We need a Sprouts grocery store. Do something with the Noland Fashion Square on Highway 40.
- We need more police officers and new fire stations built.
- We need more restaurants, stores and businesses here and jobs. We have too many empty storefronts you are bringing the Ghet o to Independence and no one wants to do business here now. You have turned the Independence Center into the Bannister mall, normal people and families can't go there now. Too many out of town people buying up the homes and turning them into rentals that needs to stop, they need to be local. We have 20 Mexicans living in one home and parking all over the street and grass trashing up the neighborhood not taking care of the homes. Homeless people living all over the city begging on the street corners and leaving trash everywhere. They are going thru our neighborhoods at night and stealing stuff and not enough police presence. The Obama street lights don't have enough lights to monitor anything. Independence. is starting to be a sad place to live and we have lived her 62 years.
- We need sidewalks in the areas west of Noland Rd for our children at the bus stops.
- We need to concentrate more on western Independence and areas that support our school district instead of Blue Springs school district
- We should be working to expand public transportation into downtown. This includes working with the streetcar to expand it back around the square. We also should have public transportation being built out wherever we are building new businesses. This includes the Litle Blue Valley warehouse complex. We should also be marketing the west side of Independence as a great alternative to living in KC for professionals. But we will need to make the neighborhoods appealing meaning restaurants and business these people need to be in the neighborhood. Walkability to business is what I would really like on the west side.
- Where can we put the new royals stadium in Independence!!!!
- Widen 39th St between Chrysler and Blue Ridge. Lots of pedestrians have to walk on the street.
- Work on homeless shelter in the vacant buildings. We have a large grocery store on crystler that could be used that way. Also incentives for using a building that is just setting. No new car washes Mexican restaurants. Get a trader joes.
- Work with private developers to clean up property. Also do something about Independence Mall maybe affordable housing or repurpose it like other communities into something at ractive and fun-work with KCMO on getting mass transit - improve our schools- May need a homeless shelter and work with churches on that
- Would like to get a copy of my light bill from city hall.
- Would love fenced in areas in parks for my dog- off leash.

- Would you consider placing a traffic light at the intersection of S Northern Blvd and 23rd street. It's such a pain to turn there or go straight like so many people do.
- Year round amusement park
- Yes take out all of the concrete barriers that prevent you from going into businesses at intersections. Just totally STUPID!
- You did not ask about homeless issues, trash, and begging in the streets. All of these are issues I hear discussed by everyone. My children encourage me to move out of Independence. I think the issue of poverty directly impacts the issues I have mentioned. How the city looks and makes a negative impression on visitors.

Q41. If you have any other comments you would like to make, please provide them below.

- 1) Selling IPL would be the greatest mistake this City would ever make. It will devastate the General Fund when a private electrical company charged us for street lighting and remove the Municipal electric rate. Then the ratepayers (customers) will fall under the MO PSC control and their TOU mandate will hurt people on fixed incomes. 2) The proposed revamping of the PUAB where Council Members can't use IPL funding for their political pet projects would best benefit the IPL ratepayers. 3) The City needs to make better efforts to educate the citizens. Getting rid of Meg Lewis was a great first step. More meetings should be held in neighborhoods utilizing the neighborhood school building for convenience so people will actually attend. Record those meetings for those that can't make the in-person meetings. 4) Something radical has to be done with our Animal Control. That needs to be put out for bid and let a 501(3)(c) take it over so we can have a better run AC. Include funding for a huge spay/neuter program to reduce unwanted litters. 5) Quit building luxury apartments and build more affordable housing to get the homeless problem resolved. 6) Increase IPD's budget and hire more Police Officers for a stronger police presence.
- 1. Get rid of the McClain's. No one can afford the price they want for Noland road land. 2. Figure out what to do with the homeless. They are causing unsafe neighborhoods. Theft is rampant. 3. Make all home owners clean up their properties. The city is looking old, trashy and dirty.
- A lot of gunshots at night. Worrisome.
- A recreation center with activities for all ages is needed
- Abandoned houses, bad roads, lazy cops; plow snow on residential streets better
- Address the vacant house problem. There's a house that's been vacant and boarded up for the 10 years we've been in our house. It's across from Bryant school. There are many others, some with historical significance.
- Affordable housing. home owner accountability.
- All neighborhoods receive equal repairs and maintenance, and equal benefits from police public services. Everyone pays taxes.
- All taxes generated within Independence city limits should stay there and benefit those citizens. Also, the only time we hear from council members, or even the mayor is re-election time. How about some actual community outreach to your community that is struggling right now? There appear to be no sustainable jobs other than retail and food service in the city, which is why most jobs are lost to the Kansas side of the state line. You have police breaking their back to keep the town to a slow boil but no backup from. City leaders or anyone in power to prosecute or hand out feasible sentences, which allow repeat offenders to continue to troll the streets. This and many other reasons why make Independence look like a not great place to live. I have been here all my life and care very much for my city, but when your hard working, tax paying constituents feel abandoned, that is what happens.
- Although the litter problem has improved, there are many houses that are poorly maintained.
- Amount of homeless and junkies on 40 Hwy and Sterling is horrible.
- An online police website
- Another thing I don't like is all the single family houses that are being bought and turned into rentals. Neighborhoods become transient. You can't trust anyone.
- Appreciate the response to police; and AMR electrical lines need to be buried and every street with sidewalks.
- As always I also hope that those individuals who are duly elected to serve on the Independence City Council listen carefully to their constituents and take their concerns as serious notions.

- AS FAR AS CURBS AND ROADS AND SNOW REMOVAL GO, WE HAVE TO PAY AND HAVE OURS DONE OURSELVES.
- Bad customer service with JACO tax, code enforcement harassment by city , the homeless problem.
- Better neighborhood watch area.
- Bring a Chic-fil-a to Noland Rd. we need another one the one at the Center is always too crowded. Do something about that crook Frank White and Beaty Smith they are stealing our City blind and we are not paying for these rich ball players to have new stadiums we can not even pay for our groceries let alone a stadium for them. People are hurting and you are raising our utilities and taxes thru the roof. Crime and trash everywhere. You guys need to keep the grass mowed on the highways and pick up the trash. No one is taking care of our City just spending all our money.
- Bring back better training of police.
- Bring new business to the West side of Independence. Tired of car washes and coffee places. Bring new business to 23rd Street West of Lee's Summit Road.
- Business should respond to telephone as well as online.
- Cheers.
- City council should not think they are better than people.
- City curbs need a lot of repair - Lee's Summit Rd and 43rd
- City has greatly declined.
- City has no sense of direction.
- Clean up the city. Put in a diverging diamond intersection at Noland Rd and 70.
- clean up the city. Too many run down homes. Too many homeless, too much crime.
- Clean up the town and make it safe again.
- Cleanup of abandoned properties, trash, etc. Caution lights at 24 hwy and Kentucky Ave- bad corner.
- Cleanup streets, curbs sidewalks. Talk to building owners to clean up their properties especially on 23rd st and Truman Rd.
- Codes compliance must remain a priority
- Concerned about both the homeless population and the new truck stop going in at 120 & Noland - will it invite trafficking?
- Council, Mayor and City Manager need to be transparent with the citizens of Independence.
- Crime safety housing business choice all fast food.
- Dayforce is a joke and a complete waste of money. The city needs to get rid of it.
- Delay on getting Google Fiber. We need it , not just Comcast, Infinity and ATT. Too expensive
- Despite its challenges, we love living in Independence. We wish to support our community.
- Do away with property taxes on our vehicles.
- do not buy GEHA
- Do not privatize electric utility
- Do we have Police? They never ever show up.
- Don't mess up the square. Changing it to a pedestrian mall is a huge mistake. What we need are shops, not social space. It will destroy the historic value of the area.
- Don't throw good money after bad in areas like the perpetually failed 40 highway corridor. Don't use my tax money to build a facility for a business that is fully capable of self support.
- Downtown Independence has great potential, but it seems that one family owns too much of it Drop off depot is too expensive now
- Due to the property tax problems, we will be moving in the next two years.

- Eliminate the ridiculous concrete island at 23rd and 291 that impedes left hand turn from 291 S to 23rd St Westbound. Stop swindling money from the city for buddy projects. Fire up the power plant again. Don't cater to the homeless, they don't want help. They want to live on the outside of the confines of societal rules. Why would I have confidence in the EOC that couldn't even initiate the tornado siren when it was needed? This city divested the Health Department right before a pandemic, W.T.H? IPD did not even charge the drunk driver that hit me and my son head on at 80 to 100 mph on 24 hwy, thanks for having my back. We're lucky to even be alive. The streets are battle ground. Bottom line, I'm moving my family out of this town before the next school year. This city simply isn't safe for families.
- Enforce animal control.
- Enforcing business to maintain landscaping and in residential neighborhoods making sure homeowners keep the curb free of leaves and debris so water can run freely to the storm drain. (E 31st Terrace Dr S between Hidden Valley rd & S Cochise Ave, as example)
- Enjoy the Senior center, and the sense of community around the Square.
- Enjoyed living here for 61 years !
- Extremely disappointed in attitude of police or response, not friendly.
- Extremely worried about crime. Also, the homeless people. Not safe.
- Feel free to call me at (816) 215-2323. I will gladly provide additional information and reasonable explanation for my answers.
- Fight for our home/business owners personal property tax. Jackson County is making life difficult. Be our voice and fight for us.
- Fix bridge on 9700 block of Overton.
- Fix the bridge, my water problems, and leave the community theater
- Fix the potholes. Fix the Independence utilities
- Fix the potholes and expedite opening the ramp from 40Hwy to I-70E.
- Fix the traffic lights to allow smooth traffic flow with out stopping at every light
- Focus on quality of living for the residents that pay the taxes. Enforce license plates.
- Free music, dance, sports classes for single parents with kids.
- Fund the police department, prosecute crimes committed in the city. Don't let this place become a dump.
- Get a city manager with integrity.
- Get meters installed for solar projects. Incentive to install solar, rebate from IPL.
- Get the city on local news stations.
- Have been unable to get assistance from City regarding abandoned house next door.
- Have never seen a street sweeper in my neighborhood in over 5 years.
- Have the police dept. crack down on people with expired license plates. It is annoying.
- Highly concerned about the pedestrian traffic throughout the city, 23rd Street in particular is very dangerous.
- Historic Preservation. I want the city to care more about Historic Preservation and putting money into it. We get a lot of tourism draw for the Truman sites but we have more here to keep people visiting. The city currently doesn't funnel any or near enough tourism money towards it to help preserve/improve/maintain. The "groups" associated with each location (Vaile/Bingham Waggoner/Chicago and Alton/Trails) are all the older generation and can't do the projects physically or take years to put on enough fundraisers for one single fix (which by that time more things need attention). Police. The discussion of the police moving I don't like. I admit living in the northwest part of independence was my choice when I bought my home but the amount of sirens I hear at night means the police need to stay closer here than move farther away. I grew up in the

neighborhoods by Blackburn where you are looking to move it to and would rarely hear sirens at any point in the day. Moving them across town I feel is a mistake to pull them this far away from the part that needs it the most. That being said I live on West Waldo and have seen cops drive down my road 3 times in 3 years, I feel safe in my neighborhood but don't feel like it's from a police presence. Also moving the police to building to that area is almost all residential and a few blocks from an elementary school. Have you asked if these neighborhoods if they would want that? In it's current location it isn't directly in a residential area and fits nicely being by the bus stop not directly in a neighborhood. Communication. I would like to see better communication from the city. I currently follow 5 different pages/ groups online to stay informed about what is happening or going on in independence (why do the residents need to work so hard to know what the city is doing or planning). I would like to see the city scenes put back in the utility bills each month, I read them every month. I think having the open discussions and forums are nice to get community involvement on what the city is planning or looking into. Sermon Center I would like to see the building stay, it has history to independence (again embrace it don't tear it down to build new). Add a new building to it and connect them, do updates to it to bring it forward. If the city doesn't care about history then don't advertise that we have history to come see. IPL. WE NEED TO KEEP IT AND THE WATER. One of the most proud things I love to tell people about is how I have the best water and power company. We are never affected by brown outs in the summer, our time without during storms is considerably less than others if we even have any. Evergy recently put in place different rates for usage, what a nightmare to have to worry about what appliances to use based off the time of day. That doesn't work for everyone and puts an added cost/strain on those households to just live in their own home. If City Hall moves the police could use that building and renovate the current to have more space as needed. City Hall. I don't think moving the city hall to the old GEHA building is good. Honestly it's closer to Blue Springs than the majority of your residents. Maybe combine/ build with the utilities at their current location of 23rd and 291. The empty lot at that location is big enough for a building and parking. It looks to be pretty costly to make all these moves, when the tax dollars could be spent to renovate and invest in what we have. City Utilities Building. I don't think moving it farther away is a good idea for your residents. Almost all who come to pay in person are older, why make your citizens drive farther away and through more traffic to pay their bills when you have a building you have renovated within the last decade. Transparency. Did you know that if you put the word "lease" in front of purchase it doesn't have to go to vote for the citizens voice to be heard? I do know that so that and it seems that the city didn't want our opinions on the moves and what to do with millions of our tax payer dollars. If you are transparent with what your actual intentions are then it didn't seem like the city ignores us as citizens and does whatever they want. Why give the impression that you are sneaking around just be upfront and honest. The impression is that you are asking what we want but don't actually care what we say. I hope that you truly read what the citizens write and take that into consideration going forward.

- Homeless encampments are increasingly becoming an issue for businesses and neighborhoods.
- Homeless people loitering and begging for handouts on 40 and Lee's summit road is embarrassing for the city. Why is it allowed? They set up camp every day during the summer. The more homeless you have, the more crime.
- Homeless problem is a major issue that needs to be addressed; also mental health services need to be prioritized.
- Homelessness has gotten much worse especially along 40 highway. Crime is skyrocketing. I believe this is due to lack of willingness to prosecute criminals. They can steal a car and there is literally nothing that happens to them. The police are just as frustrated with their hands being tied. City council needs to vote to fix curbs!

- How about city councilmen communicate by mail or meet with residents. Let us know why our bills are so high. Make Santi Cali Gon safe and promote what you are doing about it- Combat negativity and let's hear from a Chamber of Commerce
- I am not happy with what's happened to my former neighborhood near the three trails school. City code is definitely being enforced. Leaving KCMO to Independence on 40 is very embarrassing for people going to the stadium. Going to Englewood is very sad. Keep going east on 40 to Walmart is dirty. Northeast is dirty and scary. Why does Independence have so much Section 8 residences? Police need to come up with a solution for crime around Independence Center. City Planning needs to do a better job, e.g., another car wash at 40 & Lee's Summit, and squeezing in Dutch Bros & Taco Bell in that same area. People turning north from west 40 onto Lee's Summit Road can be hit from people exiting these two places.
- I do not think residents should be responsible for sidewalks, some are forced to spend thousands due to a single complaint. Sidewalks in general are a mess.
- I hate we have vote a Truman High School. We are senior people.
- I have a Blue Springs address and all kids, grandkids attend/attended BS schools. I feel more connected and involved in Blue Springs than Independence.
- I have had very little contact with fire or police, so I think everything is OK. I feel very safe at home and out on the street. I live in Fairmount, and feel safe in all the parks, except possibly Fairmount Park, and that is only because it is SO isolated. Obviously, nothing can be done about that. There is a sewer drain next to my house, and it seems that the water stands in front of my house. This causes the pavement to break down a bit. I complained once and the city sent someone almost immediately to repair it! But it is kind of a mess again. I hate to complain and am not sure if there is anything I can do. On the other hand, I am 70 years old, and mostly just ant to be left alone!
- I have to write a check to pay my electricity bill, because they are charging 5 or 6 bucks to process a card online. This is a ridiculous amount it costs a few cents in the rest of the world.
- I like living in Independence
- I like to receive news in the mail, rather than digitally
- I live near the Sonic on Jackson. I turned in several times 4 to 6 months ago on the Independence Now site about the street sign at Jackson and 39th Pl. It is turned the wrong way. I don't live on Jackson, I live on 39th Pl. S. I also turned in about all the over growth of weeds on the sidewalks in the area. They never got mowed all summer and couldn't be used. The 3 commercial lots only got mowed once all summer. Thank You
- I rent and recently went to court over debris between shed and garage. The judge wouldn't listen as I tried to explain. I paid \$189 to have it cleaned up. I should not have been held liable as I am renting in the first place. The Independence community neighborhood people and the judges need to do a better job.
- I wish Independence City news was on ATT DIRECTV. I don't have Comcast. I'd prefer to watch it on a regular channel on my TV (streaming) and not from a social media sight or on my iPad or iPhone. I spent some time trying to find out how to register for news letters for the city on the webpage and could not find out how to do it. I found several newsletters, but not how to sign up for them. It would be nice to just get news letters to my email. We used to get the City Scene with our utility bill, but don't get that any longer.
- I worked for the city, the leadership is biased, closed minded, and patriarchal. I have lived here my entire life, it's just gone downhill since 1975.
- I would like my driveway restored after the gas company tore it up. 6 months ago.
- I would like the city to consider having the drop off depot more frequently. It is important to continue to grow the number of and types of outdoor activities, such as Art festivals, Ethnic food

and dance festivals, in and around our city's historic locations, parks, and growing communities as we look for more ways to attract tourist and tourism dollars into our city.

- I would like the Truman high school tennis courts opened to the public, as our tax money built them.
- I would like to see dumpy areas cleaned up. Independence did not use to let this happen and now you see homes that look so trashed in nice neighborhoods and even if the city comes out within a week it's all trashed like a junkyard again. And has been going on for at least 5 years.
- I would like to see the Electric become part of Every I think they can manage it better, also East 24 out to Buckner and a long Blue Ridge Pkwy needs another Grocery store like a Walmart Market, more Variety of restaurants, a definitely more Single family Ranch homes with basements older folks don't want these 2:story homes, many of us want to upgrade to new homes but none are available. Everything is old.
- I'm appalled at how you the city council and the police department treat the homeless!! They are human just like us!! Try helping them not just pushing them out!!
- Improve the homeless work program.
- Inclusiveness is necessary; more police presence/patrol in residential neighborhoods.
- Independence Adopt-a- Street program did not put up my signs as agreed. Cancelled. AMR abuses their emergency lights to beat traffic.
- Independence can be a great place to live, but seeing businesses close is worrisome. The rise in crime at the mall is bothersome as well.
- Independence has an image problem. Too many blighted commercial properties that do not maintain their grass, shrubbery, and trees. Closed businesses in particular. Too many street medians that aren't maintained. Too much trash and litter on city streets. Daily or weekly street sweeping needed in major retail areas. Elimination of single use plastic bags would be a big step. Lack of recycling options.
- Independence is an empty suburb with sub par district. Many are leaving
- Independence is an ok place to live. It's not the greatest in terms of homelessness, and areas not kept up to look nice. The roads need improvement in areas.
- Independence is unsafe and corrupt. Planning on moving away.
- Independence school district needs to be 5 days a week. Do not increase real estate taxes.
- Independence's infrastructure is deteriorating, as well as crime is going up. The city is starting to look dilapidated and tired, except for the higher income areas.
- Individuals who are homeless/houseless have become a problem in our neighborhood. Specifically, the camps at 40 Highway and Lee Summit Rd. It is unfortunate that these individuals decline services that are offered to them. The area has become unhealthy, unsanitary and unsafe. I have witnessed a homeless person laying unresponsive on the street. Several are loitering on or near the sidewalks. Many times, a homeless person swinging a broom approaches vehicles while at the stop light. It is an extremely fearful and uneasy situation for 11 months out of the year. There has been resolution of this problem.
- Inform the public of all elections and clearly stating what's on the ballots.
- It is important to enact laws that's do not allow dogs being chained.
- It seems to me that there is entirely too much focus on the Independence Square and historical sites in comparison to the rest of the city.
- I've lived her for a while now, how might I have heard about ANY communication from the City?
- Lack of permits for building onto homes. This needs addressed. And parking in yards creating a mud hole. Not what you want to see at your neighborhood.

- Lack of property maintenance, abandoned vehicles on private property and city streets. Lowers class and value of neighborhoods - harbors/starts crimes.
- Leaves in roadways and storm drains
- less government
- Lower electric bill and get more restaurants and shopping on 24 east of 291
- More bus routes and longer hours.
- More options for restaurants at the independence square and need more housing any kind
- More police presence on west side Independence
- More police equals less crime. All we want is a safe and attractive place to live and work.
- More police needed
- More retail stores similar to what was lost - JC Penney, Macy's, Barnes and Noble, toy store, etc. Discount furniture store and boutiques would also be nice.
- Move attention to all break in/thefts in vehicles in driveways
- Moved here entirely out of necessity. Will be leaving as soon as possible. Taxes are outrageous. Town is old, bad reputation, don't like it here.
- Mow city property more often. More roadside maintenance.
- My biggest concern is the homeless community. Begging, sleeping on the street, stealing, walking out into traffic, and general safety.
- My marks for police were lower because of issues with calling 911 for shots fired on celebrations of our Chiefs winning & people firing off their guns. I believe people should have the right to bear arms, but not to point where someone could be injured or someone's home being hit from a stray bullet. Also, not to argue when I call about what I have heard.
- My neighborhood protects itself because the police cannot or will not solve a single crime even when we give them pictures, even when we offer them video, and if they did the Jackson county prosecutor wouldn't prosecute anyway so unless there's federal dollars involved for the police they are not going to do anything. We live in fear in persons who live in fear eventually find a way to get out leaving behind property for yet another investor.
- Need a Cains Restaurant in the area. Have to go to Blue Springs no others around.
- Need better police monitoring in our neighborhoods. My kids can't ride their bikes or play in the backyard by themselves. Poor school district.
- Need more police officers & their salaries need to be increased
- Need more sit down restaurants.
- Need more transparency from our council members and city manager
- Need stricter laws against theft. Becoming a MAJOR PROBLEM!!!!
- Need to fix the vagrancy issues. Fix the crime problems. City needs to pursue city ordinances in property upkeep!
- Need to have police monitor traffic speeds 39th St. Between Chrysler and Blue Ridge. Would like to see sidewalks in this same area
- No more car washes, coffee shops, dentist offices, Mexican restaurants
- No more coffee shops, car washes or warehouses
- Northeast Indy is a bunch of hoods and druggies. Never see a cop unless they are giving a traffic ticket.
- Parks and Rec need to mow the grass more often.
- Parks in area not sure of other than. Sermon center. My water is from Raytown, electric independence,
- Patrol borderline between Independence and Raytown race track.

- Pave the roads in cemetery
- Pay more attention to what residents want instead of what just the Mayor or council may want. The residents pay the taxes and need to be heard.
- Paying a utility bill is ridiculous with added fees unless you pay by a personal check or cash. Totally inconvenient
- People are going 60 in a 25 mph zone.
- People drive crazy and it seems the police ignore it.
- Please call me for more idea. s
- Please enforce 25 mph zones on Cogan Dr.
- Please enforce the city codes for commercial property. Please enforce the noise codes for vehicles driving around our city booming amplified “music”. It is a distraction to other drivers and dangerous and has become a big disturbance in my neighborhood and on Noland road.
- Please get homeless/criminals off the streets. Bring back operation Legend.
- Please Keep the Royals at the current Stadium. Moving downtown would be atrocious
- Please keep utilities. It is much cheaper
- Please start collecting unpaid vehicle registration \$ and use those \$ toward projects
- Please stop expanding/annexing beyond the current city limits. There is no need for it.
Please trim weeds from curbs and sidewalks and sweep the streets regularly. Most weeds are growing in sediment along curbs that could be swept away. Please plow sidewalks and enforce residential and commercial plowing. There are so many people walking to work, stores and bus stops. Please make sure all bus stops are appropriate. The bus stop on 40 hwy near Sterling is dangerous and ridiculous.
- Police department needs to be more concerned about crime than speeders!
- Police response time needs to improve. I live on the far east end and wish Blue Springs annex us.
- Privatizing IPL would be the worst decision that could ever be made! Invest in the utility, be on the forefront of technology and position our utility for the future. Be proactive in having a modern, independent, self sufficient utility that will position the citizens well for the future.
- Program for the homeless. That population is growing.
- Read what I wrote above, Then read it again. These issues are serious.
- Really would like to have a Walmart out somewhere on the north side of town on the side of 24 hwy.
- Red light runners need to be ticketed. It is dangerous. The light at 291 and Hidden Valley- the no turn on right. is always disobeyed
- Reinstate the Neighborhood Code Compliance program. Neighborhoods looked so much better when that was enforced. Happy to see the roads at Woodlawn Cemetery re-surfaced. Would like to see the Independence Square open the old Jones Store (sp?) building stocked with misc. items, clothing, household items, craft items, shoes, theatre, etc.
- Remember the area west of Brookside is part of independence.
- Remind residents that the streets are for driving on, not parking your vehicles on and leaving them there for weeks, I pay for these city streets to, I should not be subject to someone else items on the street.
- Repair independence square sidewalks...it shouldn't be up to the business owners, the square needs to upgrade to bring in business
- Resurface 23rd St
- Save IPL
- See above. Homelessness, begging and trash are the most important issues that need to be addressed.

- See too many cars with overdue temporary tags! Would like to see the City keep utilities. City should respond to some of the negative comments it receives from sites like Independence Community Awareness, etc.
- Sharp increase in crime in Brittany Ridge Subdivision and not enough police presence.
- Sidewalks need repaired, curbs at homes need repaired.
- Snow removal in the older neighborhoods
- Spend tax dollars wisely. Too many apartments around center that is a problem.
- Sports complex for kids
- Stop harassing law abiding drivers and enforce the expired tags
- Stop letting the guy who owns the square to make all of the decisions. Make santacaligone family friendly again. Don't make small businesses pay for a license every year make it cheaper. Make chamber of commerce cheaper to be apart of.
- Stop making bad land deals . Stop allowing single purchasers to buy so much on the Square . Add benches on the Square or more benches .Semi enclosed shelter at bus stop areas like those at the MCI airport parking lots . Put back or increase parking near the City Market . Those apartment where the old city market was have ruined the look of the Square and are an eye sore . The Santa CaliGon celebration. Needs new and different guidance than what is now. The chamber of commerce has ruined what once was a great festival. They have driven off venders and have placed too large of a price on the spaces , even charitable ventures are leaving or left .
- Stop putting lives in danger from police chases.
- Stop spending city tax dollars on state roads (23rd, 24hwy, 7hwy, Truman) whether that is mowing and tree trimming or street, curb, and sidewalk maintenance. All of that should be the modots responsibility not the responsibility of the city because modot cant keep up with it. These are major roads in a very busy area, make modot take care of the things they are supposed to be taking care of.
- Stop the panhandlers at the intersections
- Stop wasting tax payer money on studies. What happened to the service where we could set stuff by the road and the city would pick it up.
- Street repair money was voted in several years ago, now no street are being repaired.
- Streets are horrible. Family members have had to replace tires/rim from the highway.
- Sue KCPD for transporting the druggies here.
- Thank you for all the hard work!
- Thank you for this opportunity
- Thank you!
- The 3 cities that connect to the creek blue springs, tapawingo, Independence need to work together to stop the flooding of that creek going to little blue!!! We pay blue springs taxes as we show blue springs address but have independence police and utilities so half of our neighborhood is blue springs. Which makes this very weird.
- The affordable housing in Independence is so woefully inadequate that it is nearly impossible to even get on a waitlist let alone have a prayer of getting housing. I personally know so many people in need and help is NOT there.
- The city did a terrible job repaving our street two years ago and it needs to be redone.
- The City Leadership listen to the residents when they speak against issues at the City Council Meetings. The leadership needs to tell the truth. The latest issue and the reasons for purchasing the GEHA Building were not truthful. In major purchases like the GEHA should have went to the residents for a vote.
- The city needs to do better for the homeless and unemployed. They need jobs and homes.

- The city needs to do something about all the retail businesses and restaurants we are losing. They have started leaving at record rates
- The city operates as if they don't have 100k people living in the city. We should be worrying about the original core of Independence. Noland road west and 23rd street North should be the heart of the city and should be dense housing and businesses.
- The city should advertise the history of our city more. Add more signage to direct the tourist.
- The City should carefully consider where tax payer money goes. In my opinion, money has been wasted on several projects - i.e. farmer's market place.
- The constant speeding on my road is out of control. Just had a hit and run last month and no police could come out due to a shooting. There is a school near by and children that walk to and from that school. Someone will end up injured or worse if the careless driving continues. Also the amount of transients or homeless just randomly walking through yards or destroying personal property has been ridiculous. I have made reports on the city site on the speeding and each have been closed stating traffic officer was out and didn't see a need for their services. Which is a lie because I work from home and see and hear the speeders everyday all day and night
- The fire hydrant was replaced outside my house several years ago. The soil underneath the sidewalk that was repoured has sunk and the sidewalk is uneven.
- The huge transfer terminal is terrible idea. Little blue is too winding, narrow, terrible curbs, traffic between facility and I 70 is bad. 39th street is scary.
- The lack of a strategic plan for tourism and no accountability for bed taxes and how they are spent have put Independence in a negative situation. Bus tours are down, hotel occupancy is lower, and its impacting our economy from fewer visitors who spend money in our community. Considering the financial resources which are available, Independence has dropped the ball when it comes to tourism and as a result the entire community suffers.
- The Major and city officials need to WALK down Noland Road to see the desperate need for improvement
- The mayor doesn't demonstrate leadership that would cause me to support a tax increase. He has not improved our city but has removed programs like arts and branding that bring the community pride and a positive image.
- The online request portal needs to managed better. The request sit for a long time and then get closed without any action being taken or reasoning given.
- The open house regarding the Independence Square was very informative. I'm excited to see the new and improved Independence Square. Grateful for the family activities that the ISA does.
- The police drive like maniacs with their lights on - especially on 39th Street.
- The reputation of Independence in the larger Kansas City metropolitan area is one of poor, redneck, low-class neighborhoods with a regressive attitude regarding business. This is not fair. But turning those perceptions around, while challenging, is essential to the success of future development. The same is valid with the Independence school district. Recent actions of the school board and the lack of transparency of the school administration have given the district an unfavorable reputation. The last entity negatively affecting the perception of the city as an unfavorable place to live is the Independence Police Department. Words often associated with IPD are violent, undisciplined, corrupt, aggressive, and prejudiced. Please understand, as a long-time resident of Independence. while I may have concerns from time to time, I do not agree with these perceptions. But in today's climate of misinformation and disinformation and the proclivity to accept fiction as fact, I believe we cannot ignore such perceptions and must work to present our city in a more favorable light.

- The Rotary park trail is one I walk on regularly and would love the bridge to be fixed. It's been down for a year now. It's my favorite trail to walk because it so close to my house!
- The snowplow plowed our parkway up, all the sod and grass on the sidewalk now. Needs repair. pothole on 38th st.
- The trash pick up as second chance employer is a huge perk and I have noticed a positive impact.
- The trash pickup program is brilliant and should be expanded
- There is no city park within 20 minutes- drive of my house.
- There needs to be more clarity on the blue valley development, we have seen pie in the sky assessments about how many good paying jobs the warehouse development will have and I do not believe the assessments are factual. If this area were to be residential it would increase tax collection, increase home ownership and provide increased opportunity for more stable community's.
- There seems to be little to no focus on quality of life. The priorities of the city seem outdated. Just like when the housing bubble hit, we are going to hit a warehouse bubble and get stuck with millions of empty warehouse square footage.
- There's a TONN of car thefts and people lingering around neighborhoods at night breaking into or stealing cars and some of us aren't able to get an entire camera/alarm setup so police should be patrolling neighborhoods at night and maybe they should even monitor the next door app because that's where I see all the crime
- Third party investigation into corruption of city officials. Encourage citizens to share their own experiences regarding perceived corruption in order to change public opinion of city officials.
- to take more radar on my street Parker ave. we get to many people speeding down the street. The city has done a bad job with the snow removal on the side streets this year and I have lived for 16 years and this was the worst with snow removal.
- Too many homeless, speeding, drugs.
- Upkeep of streets in and around historical areas
- Very disappointed in the city with al the crime and homeless people; very trashy
- We are both in our 80s, fixed income, and we have a very hard time paying our taxes and utilities. They keep going up, but our income is not enough to cover them, so we have to borrow money to pay our bills. You should do more to help us seniors. We've paid our share many times over.
- We are only informed is at the city council meetings. Newspapers have become too expensive.
- We have a speeding issue with neighborhood cars 39th and Blue Ridge. Have seen races through here, people doing donuts at the intersection. Decreased of course when bridge was closed, but expect all that to return when the weather is nicer.
- We have been seeing a big increase in vehicle thefts in our area around 23rd and Sterling.
- We have contacted public works for years about need for curbs and drainage on S Delaware
- We need more people of color teaching and leading in schools and in city government.
- We need to get the city government back to the people and away from the "good ole boys".
- We've called several times about two dogs across the street and they never come out. They said they'd never had any calls at their house. The 13years I've lived here they've had several dogs always running loose people try to walk their dogs and they have to turn and go the other way. They will have a dog for a while and get bored with it and just let it run hoping it would run away. This is happened three different times. Now they have a boy and girl and they're constantly having babies and they start running loose.
- What has the City done with the sales tax revenue approved in the past by voters for use on streets, tourism, police, and parks? Please do not rely so much on solar and wind energy for power generation. It cannot support the power needs of the community. Why was the

communications department eliminated? The city should not outsource its communications. A pack of communications gives citizens the impression that the city is hiding things from residents.

- When contacting city offices the phones should always be answered. If not and message is left, they need to get back with citizens.
- When I tell people where I live , they always say it has gotten bad here with crime.
- WHENEVER WE HAVE CONTACTED THE CITY FOR NEIGHBORHOOD PROBLEMS-RESOLUTION WAS VERY TIMELY
- Why raise electric rates right before winter? It is insane.
- Would like to learn more about the city thru flyers sent in the mail.
- Would like to see crack down on vehicles with expired temp or plate tags. Or even have seen vehicles with no tags.
- Would love to see Coty sponsored cleanup days around the city, maybe one weekend a month we get volunteers to help cleanup an area, trash, debris, overgrowth, graffiti etc.! If you get the logistics setup, we will show up!!
- Would love to see more focus on older, western independence. Instead of constantly expanding east. Stop worrying about expanding multifamily complexes for population, and worry about taking care of the ones already here. If city services, infrastructure, and low crime are top notch, then populations will flock to the city. And that demand would push developers to build more residential without the city having to offer tax breaks to them.
- Would make a recommendation but you won't listen anyway
- Yes absolutely do not put apartments by retail stores. And where's the mayor where is he out? Promoting all of this stuff who is allowing all of these car washes. When the car washes start to go bust. You're going to have more empty buildings. Somebody is not paying attention to independence. You need to go study lee summit, zona rosa, the plaza and liberty. And please do something with expired tags, homeless people, druggies running around and crime, An empty buildings. A lot of people do not like living here anymore. And I'm embarrassed to have my family from North of the river. Come over and visit me There's no entertainment there's nowhere to go hang out They don't wanna come over here because there's nothing to do.
- You need to drive on Noland road and lees summit Rd. You could loose a car in one of those pot holes. And putting a little black top in doesn't fix the problem. You have some spots that are turning into sink holes. Law suit time.

City of Independence

AGENDA ITEM COVER SHEET

BILL NO. 24-028

Agenda Title:

24-028 Council action is requested to issue a purchase order to Project Advocates, LLC in the amount of \$857,096 for Consulting Services for the Justice Center Project for the Police Department and adopting amendments to the FY 2023-24 adopted budget which was approved by Ordinance No. 19453.

Recommendations:

Staff recommends approval of this item.

Background:

This project is to amend the Project Advocates, LLC agreement for Owner's Representative services for the development and administration of various City projects to include the Justice Center project. The Procurement Division issued a Request for Proposals for Owner's Representative Services for Facilities Design & Construction on June 6, 2023, to receive qualified responses for a consulting firm to assist the City in the development of various facility projects around the City. The RFP closed on June 27, 2023. The RFP was published through the Public Purchase e-procurement website, which notified (452) potential respondents; (72) accessed the RFP. Responses were provided by (8) firms, Project Advocates, LLC; Alfred Benesch and Associates; Avison Young Missouri, Inc; Benson Method, LLC; Copaken Brooks; Eskie & Associates, LLC; Marc Taylor Inc and Navigate Building Solutions. The RFP requested respondents to only address qualifications. The respondent with the best qualifications proposal would be approved to provide pricing. After reviewing the criteria of the project experience with similar projects, experience and qualifications of personnel, resources, response to requirements and project approach, it was determined Project Advocates, LLC provided the best qualifications-based proposal. Staff and Project Advocates, LLC then negotiated a price of \$25,000 in October 2023 for preliminary services to guide the City through developing initial cost budgets and timelines for various projects; establish overall activities, durations and master project schedule to define the path; and establish a procurement process for design/engineering, consultants, construction and other City contracts related to the various City projects. Since the exact scope of each City project was not known at the time, staff and Project Advocates, LLC agreed to the preliminary services with intent

to amend the agreement as each project scope was further defined.

With the initial contract, Project Advocates' involvement has included RFQ management for the Spaces Needs Assessment and Concept Planning Services for the Justice Center project, which has further refined the scope of the Justice Center project. This change order amends the contract value to include full Owner's Representative services for the duration of the Justice Center project including: due diligence and initiation; master plan and concept design oversight; design management and procurement; construction oversight and procurement; and activation, occupancy and close out. The new contract total is \$885,514 for all services.

Approval of this item shall authorize change orders up to a total of ten (10) percent of the authorized amount, provided appropriations are available.

Fiscal Impact:

Appropriations from the unassigned balance will result in an impact of \$857,096 from the Public Safety Sales Tax, Fund 016 to the Police CIP Fund 052, account number 0527052-5401, Buildings, Project 522401-C for \$857,096.

Department:	Municipal Services	Contact Person:	Lisa Reynolds
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REVIEWERS:

Department	Action
City Clerk Department	Approved

Council Action:	Council Action:
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ATTACHMENTS:

Description	Type
▣ Project Advocates Owners Representative RFQ Response	Exhibit
▣ Project Advocates 2024 Council Approval PowerPoint Presentation	Exhibit
▣ Owners Representatives Finalists Scoring Summary	Exhibit
▣ Owners Rep Ordinance	Ordinance



**PROJECT
ADVOCATES**



REQUEST FOR PROPOSAL #23055 FOR:
City of Independence, MO
Various Facility Projects
6.27.2023

Your Project.
Our Passion.

Radd@project-advocates.com
www.project-advocates.com

5821 W. 137th Street | Overland Park, KS 66223 | 913.522.0080

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- A. Completed Cover Sheet
- B. Letter of Intent/introduction from Proposer
- C. Notarized Affidavit
- D. Response to the requirements
 - D.1 Firm Experience and Description
 - D.1a List of Clients
 - D.1b References
 - D.2 Ability to Perform
 - D.3 Project Delivery
 - D.4 Personnel
 - D.5 Additional Services

"I am grateful for Project Advocates putting this project together and leading the charge. Time and time again, Project Advocates demonstrates why their work is so valuable to the process. We appreciate their partnership."

*- Tim Carmody
Chief of Police, Council Bluffs Police Department*



COMPLETED COVER SHEET



Procurement Division
111 E Maple, PO Box 1019
Independence, MO 64051-0519

REQUEST FOR PROPOSAL #23055
Owner's Representative Services for Facilities Design & Construction

ATTENTION PROPOSER – COMPLETE AND RETURN WITH SUBMITTAL

Proposing Firm Project Advocates, LLC Phone Number (913) 522-0080
(Please print or type)

Address 5821 W. 137th St. City Overland Park State KS Zip 66223

Name of Authorized Agent Radd C. Way Email Radd@Project-Advocates.com

The only authorized source for Request for Proposal (RFP) forms, addenda, and information regarding this RFP is www.publicpurchase.com. Using RFP forms, addenda, and information not obtained from www.publicpurchase.com creates the risk of not receiving necessary information about the RFP that may eliminate your proposal from consideration.

Submit questions regarding this RFP online at www.publicpurchase.com by deadline in the RFP schedule.

Proposals shall be submitted online via www.publicpurchase.com by the date and time indicated. Paper, fax, or email responses will NOT be accepted and will not be returned to sender. Proposals are sealed in a virtual lockbox that can only be opened after the Request for Proposal (RFP) closing date and time, to maintain confidentiality of the proposal. All proposals are subject to the terms and conditions herein.

Submission of qualifications is not revocable within 120 days after response deadline.



LETTER OF INTENT/INTRODUCTION FROM PROPOSER

June 27, 2023

Selection Team
City of Independence, Missouri
111 E Maple, PO Box 1019
Independence, MO 64051

RE: Response to RFP #23055 for Owner's Representative Services
City of Independence Various Facilities Projects

Selection and Project Team,

Project Advocates exists to ensure our clients achieve their project objectives. Our core business is to provide high-level project management on behalf of the City of Independence. We effectively manage projects by implementing disciplined project management controls designed to identify the critical project objectives, evaluate options, establish accountability, and monitor progress, all through an open and collaborative environment. We are able to be your **trusted advisor** because of our local presence and knowledge, experienced and competent staff, and company's strong values.

We are immediately available and have the full capacity to begin services on your exciting projects. We promise to lead, organize, inform, and motivate the collective team to allow for the efficient implementation of your various facilities projects including City Hall and multiple fire stations to meet City of Independence, your stakeholders, and the community's objectives.

Project Advocates delivers on this promise by providing:

- **Commitment** of Radd Way as your Project Lead, Jennifer Gerlach, and our Principal owners and Advocates to be highly involved for the overall Program Management and community engagement necessary to successfully manage all processes.
- **Local, experienced and competent staff** with Project Management experience on similar projects and excellent communication and relationship building skills.
- **Strong and effective programming analysis, constructibility, efficiencies, building ratios and systems, and critical building elements** initially and throughout all services.
- **Ability to provide complete, independent, and unbiased** in-house planning and preconstruction services through procurements, design management, conceptual and detailed cost estimates, best value options, scheduling, and team communications.
- **Effective use of technology** and decision-making platforms to communicate and manage the overall project collaboratively through the City's Virtual Project Manager program.

We look forward to meeting with the City of Independence Project Team and discussing how **Project Advocates** can deliver the array of services needed to make your City Hall and multiple fire station projects a success.

Sincerely,



Radd C. Way
Principal/Project Advocate
Radd@project-advocates.com
(913) 522-0080



Jennifer Gerlach, PE
Project Advocate
Jennifer@project-advocates.com
(913) 201-8592



NOTARIZED AFFIDAVIT

Owner's Representative Services for Facilities Design & Construction - #23055 AFFIDAVIT

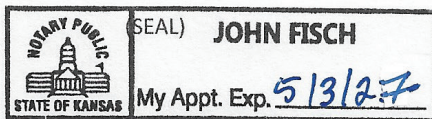
STATE OF Kansas)
) SS.
COUNTY OF Johnson)
Project Advocates, LLC of the City of Overland Park
_____, County of Johnson, State of Kansas,

being duly sworn on her or his oath, deposes and says:

1. That I am the Principal and Owner (Title of Affiant) of Project Advocates, LLC (Name of Proposer) and have been authorized by said proposer to make this affidavit on the proposer's behalf;
2. No Councilmember, City Manager, Director of Finance and Administration, City Procurement Manager, or any City employee is financially interested in what the proposer is offering to sell to the City pursuant to this RFP, nor is the proposer a City employee or board member whose proposal creates a conflict of interest. A conflict of interest would arise if any person named in this section is in a position to affect either the decision to solicit proposals or the selection of the successful proposer;
3. Proposer has not participated in collusion or committed any act in restraint of trade, directly or indirectly, which bears upon anyone's response or lack of response to this RFP; and
4. Proposer is responsible for submitting with his or her proposal a record of any discussion with a Councilmember, City Manager, Director of Finance and Administration, City Procurement Manager, or any other City employee regarding this RFP; and
5. The authorized signer of this document certifies that the organization and each of its principals are not suspended or debarred by the City of Independence, State of Missouri or Federal government.

Project Advocates, LLC (Name of Proposer)
By: [Signature] (Signature of Affiant)
Principal and Owner (Title of Affiant)

Subscribed and sworn to before me this 20 day of June, 2023



My commission expires: 5/13/27

[Signature]
NOTARY PUBLIC in and for the County of Johnson
State of Kansas



FIRM EXPERIENCE AND DESCRIPTION

COMPANY OWNERSHIP

Project Advocates is a small business enterprise. The company was founded in 2010, opened a Kansas City area operation in Overland Park, KS in 2016, North Texas in 2017 and Phoenix, AZ in 2021. The company's Principals have more than 180 years experience in the commercial construction industry and over 17 years in the metro-Kansas City area.

COMPANY PROFILE SERVICES

Project Advocates offers project management expertise to the City of Independence as required to meet your project needs.

WHO WE ARE

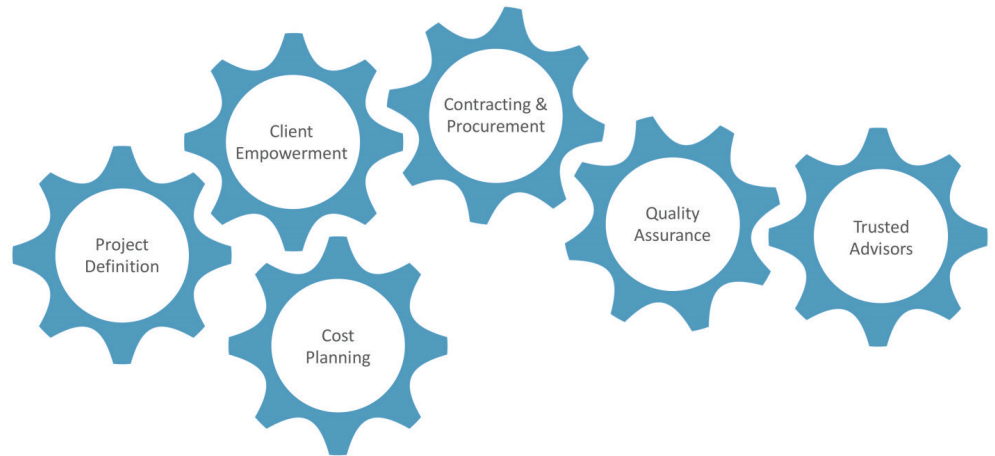
We are inspired, determined, and highly-motivated estimators, engineers, managers, and construction professionals that have united with purpose; to provide Concept-to-Completion Program, Design and Construction Project Management Services that save more than they cost. We are trusted advisors committed to achieving the City of Independence project objectives.

WHAT WE DO

Our passion and experience bring ideas to life. We work to help your Project Team define and communicate project objectives using detailed cost and programming analysis. We help assemble and lead teams to achieve your validated project objectives by providing realistic information in formats that are easy to understand. Conceptual/detailed cost planning with a procurement strategy in sync with the project objectives brings cost and schedule certainty to every project.

VISION ———> COMMUNICATIONS ———> EXECUTION ———> LEGACY

Project Advocates partners with organizations that understand the power of the collaboration. Through the intelligent use of technology and working in a trust-filled environment, waste is driven from the design and build processes enhancing value. **Our approach advances the objectives of the City of Independence.**



Rob Putthoff

Radd Way

Jennifer Gerlach



John Taylor

"With a few minor changes that improved the facilities constructability and serviceability, Project Advocates was able to contract the work to a reputable builder 25% less than the previous estimates making the project possible."

- Bob Schlott
Warren Distribution



LIST OF CLIENTS

Since 2010, **Project Advocates** has provided Owner's Representation and construction advisory services for a wide variety of public, municipal buildings, fire stations, police departments, community centers, facilities project types, sizes, and clients throughout the Midwest. The following is a listing, broken down by Public and Private, as requested. Please note that more than 70% of our projects utilized a CM @ Risk delivery method and the amount of repeat clients, we establish strong and long term relationships by performing beyond everyone's expectations.

Project Name & Description ** Project with prior company	Public or Private	Services/ Constr. Date	\$ Value	Architect/ Contractor	Project Advocates Staff	Client Representative
City of Shawnee Fire Station 73 and Fire Station 71 Additions and Renovations	Public Serves 66,000 pop.	2021 - 2024	\$26.2 mil	GLMV Turner Construction	Radd Way Jennifer Gerlach John Taylor Rick Kmiecek	City Engineer Loren Snyder City Manager Doug Gerber
POAH Hawthorne Village Residential Renovations and Community Building Independence, MO	Private	2021 - 2023	\$28 mil	Rosemann Assoc. Roanoke	Radd Way Rob Putthoff	Josh Barrett Scott Dumont
Clay County: - NW 48 th St. Annex. 32,000 sf 2-story Administrative Facility - No. Brighton Annex, 60,000 sf Admin Building - Parks Office, Nature Center, Astrology Independence, MO	Public Serves 220,000 pop.	2020 - 2022 Precon Only	\$12 mil \$18 mil \$6 mil	WSKF/McClure TBD WSKF Bibb Architects TBD	Radd Way John Taylor Rob Putthoff Rick Kmiecek	Gene Owen (Retired) John Davis
Council Bluffs New Police Headquarters. 55,000 sf 2-story facility & vehicle building	Public Serves 62,400 pop.	2017 - 2020	\$20 mil	Hoefer Wysocki Architects Sampson	Radd Way John Taylor Phil Miller Jackson Taylor	Police Chief Tim Carmody
Smith County, TX Courthouse 263,000 sf 8-story Fully Finished with 12 Courtrooms & Public Services	Public Serves 233,000 pop.	2019 - 2026	\$140 mil	Fitzpatrick Architects TBD	Phil Miller John Taylor Radd Way	Judge Nathaniel Moran
City of Olathe Downtown Library** New 47,700 SF Library with Community Gathering Spaces	Public Serves 145,000 pop.	2019 - 2022	\$25 mil	DLR/Gould Evans McCownGordon	Jennifer Gerlach	Susan Sherman
City of Anna, TX Community/ Recreation Center, & Public Library 32,500 sf	Public Serves 27,376 pop.	2023 - 2025	\$22 mil	BRW/720 Design TBD	Phil Miller Alma Zamora	Interim City Manager Ryan Henderson
Merriam Community Center** New 66,000 SF Community and Indoor/Outdoor Aquatics Center	Public Serves 12,000 pop.	2017 - 2020	\$30 mil	Clark Enerson McCarthy Building Co.	Jennifer Gerlach	Mary Hauck
Pottawatomie County Arts, Culture, & Entertainment	Public Serves 93,667 pop.	2022 - 2024	\$27 mil	PA TBD	John Taylor Matt Herzog Rick Kmiecek	Dana Kehm
City of Shawnee: -Town 1929 Chapel Replication -Visitors Center Replacement -Police Expansion	Public Serves 66,000 pop.	2021 - 2023 Precon Only	Various	Various TBD	Radd Way Jackson Taylor John Taylor Jennifer Gerlach	Charlie Putler Tonya Lecuru Police Chief Jim Baker
City of Shawnee Community and Aquatics Center. 67,700 sf Recreation, Fieldhouse, Fitness, Educational, and Public Facility	Public Serves 66,000 pop.	2018 - 2019 Precon Only	\$38 mil	Perkins + Will/ Clark Enersen JE Dunn	Radd Way John Taylor Ray Whitmore Rick Kmiecek	Loren Snyder
Johnson County: ** - Historical Museum - Criminalistics Laboratory - Mental Health & Maint. Bldg - NE Offices - Justice Annex	Public Serves 602,400 pop.	2015 Prep 2013 2015 2013 2013	\$3 mil \$22.7 mil \$1.1 mil \$4.2 mil \$5.4 mil	All Weitz Co. el Dorado PGAV JoCo 360 Architects el Dorado	Radd Way	Joe Waters Chad Foster



LIST OF CLIENTS (Continued)

Project Name & Description ** Project with prior company	Public or Private	Services/ Constr. Date	\$ Value	Architect/ Contractor	Project Advocates Staff	Client Representative
Westside Community Schools: - Bond I Master plan, phase I - Bond II, 15-year master plan & scope implementation - Reno./Adds to 6 Schools - Community Pool Facility - Transitional School - Oakdale Elementary - Middle School - Sunset Hills Elementary - Swanson Elementary - HS Shop Expansion Prairie Lane Elementary	Public Serves 6,000 Students	2015 - 2020	\$79.9 mil \$150 mil \$14.3 mil \$16.2 mil \$13 mil \$13 mil \$12 mil	DLR Group, Var. DLR Group, Var. Various DLR Group, Lund Ross DLR Group, Lueder BVH, Key TACK, Lund Ross APMA, Vrana	John Taylor Rob Zimmerman Ray Whitmore Matt Herzog Jackson Taylor	Mike Lucas
College of St. Mary: - Mercy Hall renovation - Fitness & Wellness Center - Lozier Ph I & II Showers - Softball renovation, East Parking Lot expansion - Lied Arena AC Cadaver Lab	Private Serves 1,000 Students	2013 - 2017	\$5.3 mil \$18 mil \$1 mil \$1.2 mil \$500,000 \$2 mil	Leo A Daly, Weitz PA PA RDH Leo A. Daly	John Taylor Matt Herzog Jackson Taylor Ray Whitmore Jackson Taylor	Sister Maryanne Stevens
Creighton University: - CL Werner Center - School of Dentistry - HVAC Renovation Program - Hieder Hall Renovation - Retreat Cntr Improvements - Jesuit Housing feasibility - Library/Media - Public Safety relocation - Creighton Hall FA - Medical Education - Law School - Old Gym renovation - Brandies renovation - Animal Science Center	Private Serves 8,700 Students	2021 - 2023 2017 - 2018 2015 - 2017 2015 - 2017 2017 2017 2017 2016 - 2017	\$90 mil \$85 mil \$15 mil \$25 mil \$1 mil \$10 mil \$12 mil \$5 mil \$750,000 \$8 mil \$4 mil \$3 mil \$3 mil \$1.6 mil	Various RDG Alvine Creighton Creighton Creighton Leo A Daly Creighton Alvine Creighton Alvine Creighton Sinclair Creighton Creighton	John Taylor Rob Zimmerman Matt Herzog Rick Kmicek Ray Whitmore Bonnie De Smet-Bacon Jackson Taylor	Derek Scott
UMKC:** - Miller Nichols Learning Center - Student Success Center - Durwood Soccer Stadium - Dental School Renovations - Locker Room Renovations	Public. Serves 16,000 Students	2013 2013 2009 2008 2013	\$15.4 mil \$6.6 mil \$7.4 mil \$1 mil \$6 mil	All Weitz PGAV Gould Evans DLR Group Gould Evans PGAV	Radd Way	Robert Simmons



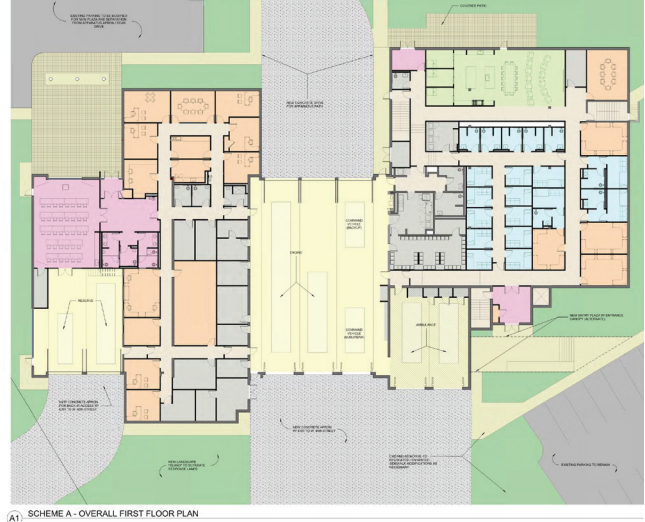
LIST OF CLIENTS (Continued)

Project Spotlights:

City of Shawnee Fire Station 71 Addition and Renovations. Shawnee, KS

CM @ Risk Delivery Approach

\$19.2 million 39,000 sf addition and complete renovations to this facility located at 65th & Quivira in Shawnee, KS. Early involvement with construction team selection, budget/schedule reviews, and then full Owner's representation services from the start of Schematic Design. The delivery method is CM at Risk with a projected completion in the summer of 2024.



A1) SCHEME A - OVERALL FIRST FLOOR PLAN

City of Shawnee Fire Station 73 Addition and Renovations. Shawnee, KS

CM @ Risk Delivery Approach

\$7.3 million 15,000 sf addition and complete renovations to this facility located at 68th & Hedge Lane Terrace. In conjunction with FS71, the same project team are providing full services with a late 2022 start of construction and Spring 2024 completion.



F1) PERSPECTIVE 01

References:

Loren Snyder
City Engineer
City of Shawnee
lsnyder@cityofshawnee.org
(913) 742-6229

Architect:

GLMV/FGMA

Construction Manager at Risk:

Turner Construction Company

Other Executive Committee Members:

Doug Gerber, City Manager
Caitlin Gard, Assistant City Manager
Brian Dailey, Facilities Manager
Chief Rick Potter, Fire Chief
Deputy Chief David Wolff, Battalion Chief
Doug Whitacre, Public Works Director
Kevin Manning, Deputy Public Works
Mel Bunting, Director Information Technology



LIST OF CLIENTS (Continued)

Council Bluffs Police Headquarters. Council Bluffs, IA

Design-Bid-Build Delivery Approach

55,000 sf 2-story walk-out facility with a separate vehicle building. Programming includes office, community center, criminalistics laboratory, weapon & ammunitions storage, crime property inventories, and interrogation/interview/detection rooms.

Projects advocates provided full Owners Representation and Trusted Advisory services from project concept through final completion.



References:

Client:

Tim Carmody
Chief of Police
Council Bluffs Police Department
tjcarmody@councilbluffs-ia.gov
(712) 328-4940

Captains:

Terry LeMaster - Services
Scott Milner - Administration
Todd Weddum - Criminal Investigations
Greg Schultz - Uniform Division

City Staff:

Wendy Schultz - Chief of Staff
Kim Riebe - Purchasing
Mark Howard - CIO
Rick Reichenberg - Facilities

Architect:

Hoefler Wysocki

General Contractor:

Sampson Construction

Clay County No. Brighton Annex. Kansas City, MO

Design-Bid-Build Delivery Approach

60,000 sf 3-story facility to house County administrative services, community events, educational opportunities, and a future courtroom. The project started construction only 7 months after the site was selected and the team released but eventually stopped due to political priorities.



References:

Client:

Gene Owen
County Commissioner (Retired)
Clay County
gowen@kc.rr.com
(816) 365-7815

Architect:

WSKF Architects

General Contractor:

StructSure Projects

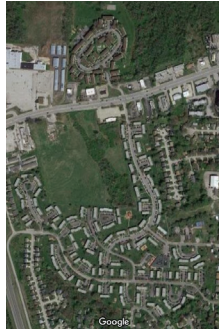


LIST OF CLIENTS (Continued)

Hawthorne Place Apartment Renovations Independence, MO

CM @ Risk Delivery Approach

129 building, 725 apartment unit rolling renovation of occupied residential units over an 18-month construction timeline. Residents pack-up and move out of one building commencing a flurry of construction activities over a 9 – 12 day period to complete interior and exterior selective remodeling. The scope also includes a Community building addition & renovation, site amenities, and extensive site civil upgrades. Although not a commercial or municipal type project, the planning, logistics, relocations, communications, quality, safety, and plan implementation are phenomenal. Construction is projected to complete late summer 2023 with a ribbon cutting in October.



AERIAL SITE PLAN



References:

Client:

Scott Dumont
Project Manager
Preservation of Affordable Housing
WayPoint KLA
scottdumont@waypointkla.com
(617) 270-4324

Architect:

Rosmann Associates

Construction Manager at Risk:

Roanoke Construction Company

"They have assisted the team in budgeting, value engineering, design management, and procurement. They strike a nice balance in providing owner representative services by advocating for the success of all in a very straightforward and direct manner. They specifically look for common ground in resolving issues and are timely in their responses allowing us to work toward agreed upon schedule milestones

*– Scott Thompson
President, Lund Ross Construction*



D.b

REFERENCES

Caitlin Gard
Deputy City Manager
City of Shawnee, Kansas
11110 Johnson Drive
Shawnee, KS 66203
(913) 742-6230
cgard@cityofshawnee.org

Loren Snyder
City Engineer
City of Shawnee, Kansas
11110 Johnson Drive
Shawnee, KS 66203
(913) 742-6229
lsnyder@cityofshawnee.org

Susan Sherman
Deputy City Manager
City of Olathe, Kansas
100 E Santa Fe Street
Olathe, KS 66061
(913) 971-8702
[SSherman@olatheks.org](mailto:ssherman@olatheks.org)

Tim Carmody
Chief of Police
Council Bluffs Police Department
227 South 6th St.
Council Bluffs, IA 51501
(712) 328-4940
tjcarmody@councilbluffs-ia.gov

Reinhard Mabry
President & CEO
alphapointe
7501 Prospect
Kansas City, MO 64132
(816) 237-2031
rmabry@alphapointe.org

Rick Potter
Fire Chief
Shawnee Fire Department
6501 Quivira Rd
Shawnee, KS 66227
(913) 742-6100
rpotter@cityofshawnee.org

Scott Dumont
Project Executive
Waypoint KLA
42 Raymond St.
Manchester, MA 01944
(617) 270-4324
scottdumont@waypointkla.com



ABILITY TO PERFORM

Project Advocates has a unique system for today's industry. As your Trusted Advisor, we maintain a very open, collaborative, and transparent approach to services and relationships throughout the process.

The City of Independence has undertaken an aggressive program to improve the life safety, City management, and the overall community for its citizens. **Project Advocates** proposes to continue the successful assessment, prioritizing, and planning for these projects by providing our diverse and all-encompassing services. The City of Independence has effectively detailed the scope of services in Section 2 of the RFP.

In addition to providing standardized technical and management expertise on each development phase of your city facility projects, we will:

- Continue to be a **Trusted Advisor** to Independence
- Provide **Program Management** continuity from the start through building Occupancy, Operations & Maintenance
- Ensure Independence achieves the overall **program objectives**
- Provide **stewardship of the funding** approved by the community
- **Optimize value** of the program to improve safety, security, functionality, and infrastructure within and around the new facilities
- Strong and effective **programming analysis, constructibility, efficiencies, building ratios and systems, and critical building elements** initially and throughout all services.
- **Engage all stakeholders** involved
- **Exceed expectations**

Our staff is available and ready to begin Advisor work immediately. All of our proposed staff members (see section D.4) are committed to completing all services within the anticipated time frame determined. Services include:

Functional Programming

- Project Charter to define and establish
 - Overall Project goals
 - Team collaboration goals
 - Team member roles & responsibilities
- System functional programming and standards
 - Security
 - Building Management and Controls Systems
 - Maintenance
- General design standards
 - Communications systems and approaches
 - Schedule milestones
 - Budget targets

Communications

Our real-time transparent approach will keep all team members informed of as many detailed or high level summarized communications wanted or needed through the City's Vendor Self Service portal and other City designated platforms. Communications are then vetted and publisized to the general public and all stakeholders to insure effective updating, documentation, and input as warranted. This is delivered by:

- Establishing a **project team** site with login, passwords, and security clearances as needed. Additional team members are added as they come on-board
- This site will include:
 - Overall project timeline
 - Project Notebook
 - Project Updates section
 - Project Calendar
 - Quick Links
 - Project Documents

Project Advocates' transparent approach to effective web based communications provides 24/7/365 access for all appropriate team members and stakeholders. Information can then be tied to other



D.2

ABILITY TO PERFORM (Continued)

websites with only the information agreed to share externally. Our approach insures effective collaboration and documentation.

Programming

- Sustainability/Recycling/Energy Efficiencies
- Building Envelope/Daylighting
- Furniture, Fixtures, and Equipment
- Energy modeling and optimization
- Traffic studies
- Estimated Conceptual cost and cash flow projections
- Project packaging and logistics with overall program schedule management
- Build Team procurement. Processes to select the best Build team for the services required

Planning and Design Management

Project Advocates has the experience and expertise to offer sophisticated, state of the art planning and design management services. The value of providing accurate programming, cost and constructability input during design is often times the best investment that can be made during the design and decision making process. **Project Advocates** provides this value without the unintended consequences of incongruent objectives. As a result, Contractors and other Trade Contractors can be hired using competitive criteria after the project is sufficiently defined.

- Design management (design criteria, schematic, design development, and construction documents)
- Detailed cost estimating - Our experienced staff provides detailed estimating services incorporating local market pricing. This provides the City of Independence with a truly independent, third party estimate that can be used as a baseline for the contract negotiations process
- Detailed Project scheduling
- Design decision-making platform - We plan to use a decision making platform to guide the teams through the process: Choosing by Advantages. This platform provides the tools and transparency to deliver sound decisions
- Community engagement - We will ensure that stakeholders are informed and engaged in the design process and use an appropriate level of communication with the Community
- Constructability reviews
- Site logistics planning
- Coordination with involved parties
- Procurement strategies - We will advise the City of Independence and Stakeholders on the advantages of each procurement method for every individual scope involved in the project

Other services included in **Project Advocates** approach include:

- Construction Administration
- Project Monitoring
- Design and Cost Control
- Owner Occupancy and Move-in Coordination
- Operations & Maintenance Training
- As-builts and Warranty Documentation

We look forward to discussing our services and the best value fee approach with the City in greater detail.



D.3

PROJECT DELIVERY

“WaypointKLA has provided Project Management services for the Preservation of Affordable Housing (POAH) on a variety of renovation and ground-up low income housing projects across the country. We partnered with Project Advocates to be our local Kansas City area On-Site Project Manager and our eyes and ears throughout the presonstruction and construction processes in Independence, MO. Their insight, experience, and proven processes helped insure the project was a success in scope, schedule, quality, and budget. We have and will continue to work with them on other projects in the Midwest.”

– Scott Dumont – Senior Project Manager, WaypointKLA

“We have had the good fortune to build a relationship with Project Advocates over the past several years and they have become our ‘go to’ on any facility questions or improvements that we are planning.

With Project Advocates by our side, they have brought cost certainty and practical solutions to every project. Having someone in the room representing the club’s interest has really helped us make sure we get the most bang for the buck for our supporters and the kids we serve. Their extensive construction background helped us ask the right quesitons, and in several cases save us money.

I strongly recommend Project Advocates enthusiastically and without reservation.”

– Tom Kunkel – Chief Operations Officer, Boys & Girls Club of the Midlands

“Thank you again for putting this together and leading the charge. Time and again you and Project Advocates demonstrate why your work is so valuable to the process. We appreciate your partnership.”

– Tim Carmody – Chief of Police, Council Bluffs Police Department

“As a direct result of Project Advocates efforts and the information provided, we were able to save substantial project costs that have well exceeded our expectations. They possess exemplary people skills, very collaborative, and work very well independently.”

– Lorne Hurov, Vice President, Corporate Real Estate & Facilities, TD Ameritrade

“Their team provided leadership, management, and monitored all aspects on this extraordinary large and complex project. We could not be more pleased with the working relationship established as a result of their collaborative team efforts.”

– Ken Cook, President, East Campus Realty

“I wish I had Project Advocates 20 years ago when I first started! They have been great to work with and could not have done the Grand Lodge without them.”

– Jolene Roberts, President & CEO, Hillcrest Health Services

“Project Advocate’s experience was vital in helping us to achieve the project on budget, in time, and to the quality level we were looking for. We have recommended their team and will continue to do so.”

– Mike Hornacek, Executive Director, Together, Inc.

“Project Advocates brings a common sense approach to all solutions and improve the decision-making allowing for the project to move much smoother than would be possible without their involvement.”

– Charles Vrana, Vrana Construction



D.3

PROJECT DELIVERY (Continued)

“They have assisted the team in budgeting, value engineering, design management, and procurement. They strike a nice balance in providing owner representative services by advocating for the success of all in a very straightforward and direct manner. They specifically look for common ground in resolving issues and are timely in their responses allowing us to work toward agreed upon schedule milestones

I consider our relationship with Project Advocates to be strong because it is based on mutual respect and trust. We know that we will be treated fairly while being held accountable to the highest standards.”

– Scott Thompson, President, Lund Ross Construction

“Their thorough understanding of all areas of construction, ability to set and manage multiple budgets, along with managing complex schedules made them an invaluable asset to our group. They are team oriented with excellent communication and organizational skills, and has the ability to work with people at all levels. They had a great rapport with our Architects and Engineers, operation staff, contractors, and end-users.”

– Ken Hansen, Facilities Management, UNMC

“The project stayed close to our original timeline and budget. I am not overstating it when I say we simply could not have done it without Project Advocates.”

– Roberta Wilhelm, Executive Director, Girls Inc



D.3

PROJECT DELIVERY (Continued)

Documented Savings:

Prairie Village Corinth Quarter:

- Managed \$200,000 of Owner & Tenant driven changes
- Generated \$40,000 of value driven changes
- Negotiated or rejected \$115,000 of contractor requested changes
- Final negotiations with the architect and contractor netted \$75,000 of savings.

City of Shawnee FS71 & FS73:

- Managed approved budget \$1 mil overage gap down to \$0 budget gap
- Significant soft cost and FF&E management
- At FS71, meet continued occupancy throughout construction
- Disciplined design and cost control to meet an approved budget set 1-1/2 years ago.

Council Bluffs New Police Headquarters:

- Architect contract scope and negotiations – saved \$450,000
- Target design & engineering alternatives – saved \$675,000
- Contractor competitive bid process – \$2.5 million under project budget target
- Construction started where projected almost 2 years ago
- Completion schedule 2 months sooner than targeted

St. Andrews Community & Education Center:

- Phase II project schedule reduced from 18 months to 11 months, 40% reduction
- 26% cost reduction from original GMP
- Problem-solving expertise to maintain program & quality

Central High School Library & Arts Addition:

- Subcontractor solicitation & bid analysis saved 3.5% of construction costs
- Value Analysis cost options saved \$850,000
- Met aggressive schedule parameters

Hillcrest Health Services:

- Design firm award process placed emphasis on objectives and values vs fee only selection
- Preconstruction services and design team management resulted in setting a GMP 10% less than schematic estimate
- Claim settlement with no legal cost – \$1 million saved
- Change orders less than 1% vs industry standard of 4% – \$1 million saved
- Net savings of 12-15% of final construction costs

Together, Inc.:

- Scope modifications saved 15% of construction cost without change of project program
- Final costs 27% below contractor's initial GMP
- Project opened 1 month ahead of targeted schedule

Creighton University – Ahmanson Law School:

- Provided a holistic approach to simplify a very complicated and difficult project – saving approximately \$350,000 in professional and management fees that would have otherwise been required
- Minimized student and faculty disruption while also accommodating Creighton's annual budget constraints
- Used creative procurement strategies to combat a “sellers” market in the contracting community that resulted in saving over \$100,000 against conventional methods
- Completed work six weeks faster than proposed by the trade contractors using collaborative management and LEAN processes
- Reduced cost by over \$200,000 by evaluating design, facility and contractor concerns prior to award
- Traditional Design/GC approach: saved 8-10%
- Value Engineering savings to date: \$200,000
- Production savings to date: \$300,000
- Savings over cost of services: \$850,000



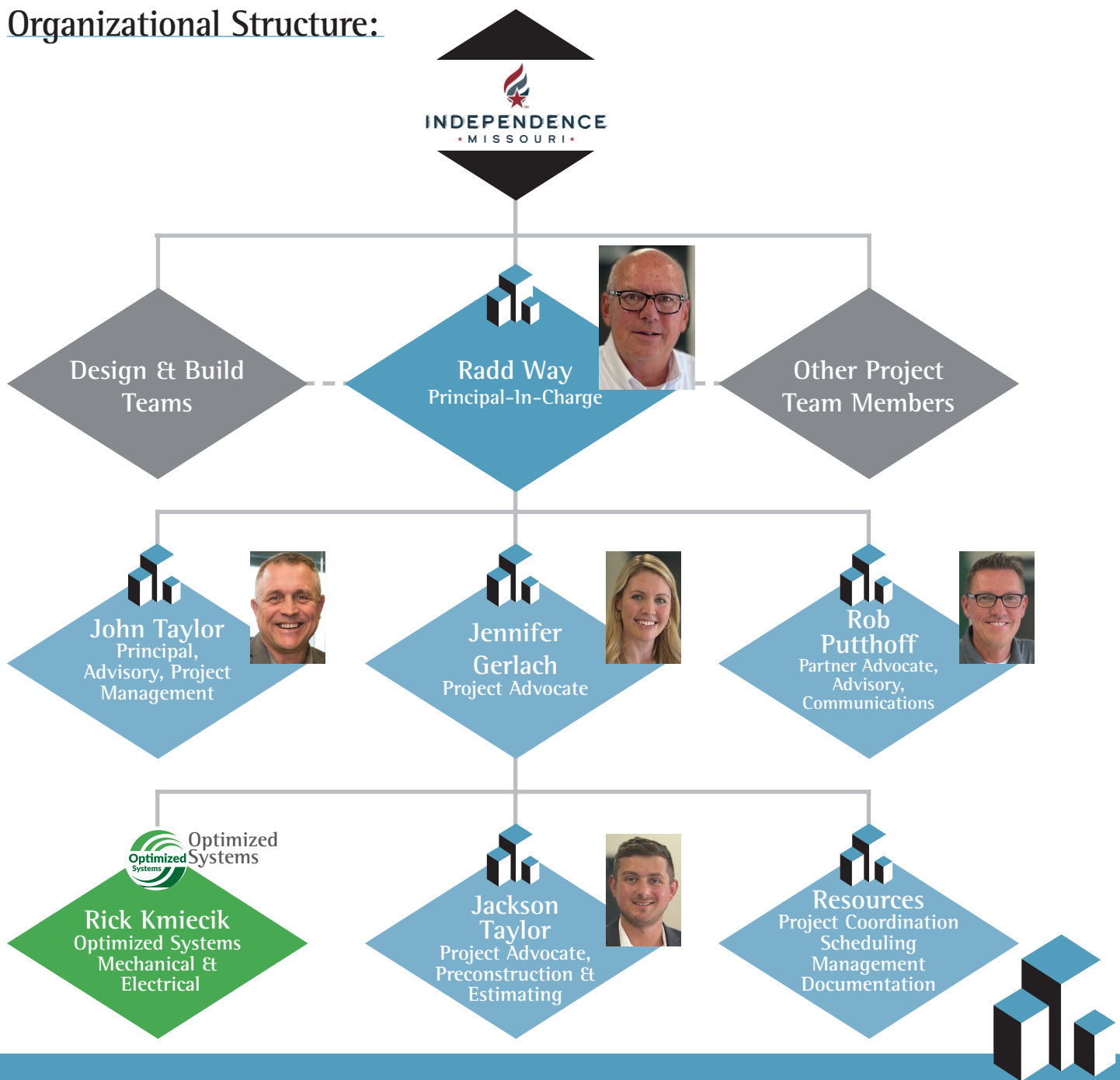
PERSONNEL

Please see the following:

Organizational Structure & Resumes:

- **Radd Way: Principal-in-Charge, PROJECT LEAD**
- Jennifer Gerlach: Project Advocate
- John Taylor: Founder, Principal, Advisory
- Rob Putthoff: Partner Advocate
- Jackson Taylor: Project Advocate, Preconstruction & Estimating
- Rick Kniecik: **Optimized Systems**, Mechanical & Electrical Specialists

Organizational Structure:



Radd C. Way

EMAIL AND TELEPHONE NUMBER:

radd@project-advocates.com (913) 522-0080

PROJECT ASSIGNMENT:

Principal-In-Charge, PROJECT LEAD

YEARS' EXPERIENCE:

With the firm – 7 yrs With other firms – 33 yrs

EDUCATION:

B.S. Construction Management, University of Nebraska - Lincoln (1982)

B.S. Civil Engineering, University of Nebraska - Lincoln (1983)

ACTIVE REGISTRATION:

OSHA 30-hour (2016), EIT (1983), First Aid & CPR

OTHER EXPERIENCE AND QUALIFICATIONS RELEVANT TO THE PROPOSED PROJECT:

17-year Johnson County Resident and Office Tenant

Extensive metro-Kansas City area construction experience.

Extensive public, community, fire stations, and City facilities: Prairie Life Fitness Centers, Council Bluffs New Police Headquarters, Johnson County Criminalistics Laboratory, Johnson County Justice Annex, Douglas County Corrections Center Expansion, Omaha Public Safety Training Facility, Dept. of Homeland Security/BCIS/BCIE Regional Office, K-State Olathe Innovation Campus, John Knox Village, Johnson County Mental Health, , Hyatt Place Hotel & Lenexa Conference Center, Offut Child Development Center, Boys & Girls Clubs, UMKC Miller Nichols Learning Center, Hilton Garden Inns, City of Shawnee FS71 & FS73.



Jennifer Gerlach, PE

EMAIL AND TELEPHONE NUMBER:

jennifer@project-advocates.com (913) 201-8592

PROJECT ASSIGNMENT:

Project management including pre-construction, budget management, scheduling, cost control, procurement, and value options.

YEARS' EXPERIENCE:

With the firm - 1 year With other firms - 13 years

EDUCATION:

MBA, University of Texas at Dallas

B.S. Architectural Engineering, Kansas State University

LICENSURE:

Licensed Professional Engineer, Mechanical - Kansas, Missouri, Texas

OTHER EXPERIENCE AND QUALIFICATIONS RELEVANT TO THE PROPOSED PROJECT:

Multi faceted A/E/C licensed professional engineer with a background in design and construction management across multiple market types including community, library, education, aquatic, hospitality, residential, nonprofit, senior living, healthcare, industrial and office. Similar project experience includes the Olathe Downtown Library, Merriam Community Center, Shawnee Fire Station 71 & 73 Renovations, Shawnee Visitor's Center, alphapointe renovations, Gaylord Rockies Resort and Aquatic Center, Omaha Public Schools Buena Vista High School, City of Lee's Summit Market Plaza



John C. Taylor

EMAIL AND TELEPHONE NUMBER:

john@project-advocates.com (402) 312-9882

PROJECT ASSIGNMENT:

Principal, Advisory. Project management systems and resources including scheduling, cost control, estimating, and value options.

YEARS' EXPERIENCE:

With the firm – 13 yrs With other firms – 25 yrs

EDUCATION:

B.S. Construction Engineering, University of Nebraska – Omaha (1986)

ACTIVE REGISTRATION:

LEED Accreditation (2005), OSHA 10-hour (2009), First Aid & CPR

OTHER EXPERIENCE AND QUALIFICATIONS RELEVANT TO THE PROPOSED PROJECT:

Extensive Project Management and Client Relationship experience across multiple community-based projects. Founded Project Advocates in 2010 with prior construction and construction management experience for 25 years. Effective in Design-Build, CM@Risk, Design-Bid-Build, and P3 delivery approaches.

Owner's Representative services provided for various clients including TD Ameritrade, Kaneko, Westside Community School District, Hillcrest Health Systems, Children's Hospital, Creighton University, University of Nebraska – Omaha, Tenaska, and Mutual of Omaha to name a few.



Rob Puthoff

EMAIL AND TELEPHONE NUMBER:

Rob.Putthoff@project-advocates.com (816) 405-0626

PROJECT ASSIGNMENT:

Advisory, communications

YEARS' EXPERIENCE:

With the firm – 2 years With other firms – 13 years

EDUCATION:

B.S. Business Management, B.S. Marketing, Park University

ACTIVE REGISTRATION:

LEED Accreditation (2005), EIT (1994), OSHA 30-hour (2009), USACE Quality Control Certified (2009), First Aid & CPR

OTHER EXPERIENCE AND QUALIFICATIONS RELEVANT TO THE PROPOSED PROJECT:

Variety of Project management experience in diverse construction projects, including but not limited to: access control systems, high purity processing systems for animal health and pharmaceutical applications, new construction and tenant in place multi-family housing, and food and beverage processing.

Various recent clients include Clay County, Preservation of Affordable Housing (POAH) Hawthorne Place & Deerfield Village, First Washington Realty Prairie Village Shops, Corinth Square, Brookside Shops, and Corinth Quarter.



ADDITIONAL SERVICES



FIRM PROFILE

Optimized Systems is a privately owned specialty engineering and energy management firm. Our primary mission is to help building owners and operators achieve the optimum balance of occupant safety and comfort, building performance, and energy efficiency in new and existing buildings of all types, sizes and complexity. We often work with design and construction teams to deliver professional, third-party commissioning services, as well as energy optimization, energy management, and Master Systems Integrator (MSI) services. We also troubleshoot and resolve operational and functional performance problems plaguing HVAC and building automation systems.

OPERATING PHILOSOPHY

Optimized Systems' primary operating belief is simple: reputation and relationship before revenue. All decisions, actions and recommendations provided by Optimized Systems are grounded on this principle. Optimized Systems also believes in complete transparency and operates accordingly.

VENDOR NEUTRALITY

Optimized Systems is totally independent and does not sell or represent any products or equipment. Our team includes licensed professional engineers, certified energy managers, HVAC specialists, experienced facility managers, and highly credentialed controls professionals with extensive experience in all major brands of building automation systems. Thus, we can support building operators without bias regardless of who their vendors are or what type or brand of equipment they may have. As former facilities managers, we bring a unique understanding day-to-day operations and owner challenges, because we've lived that life.

OPEN-SOURCE SOLUTIONS

Optimized Systems believes in and promotes open-source and open-platform technologies to ensure clients have access to the most flexible, expandable and scalable solutions at the lowest possible cost. By utilizing and promoting open-source and/or open-platform technologies, our clients maintain their operational autonomy and the ability to work with vendors of their choice while preserving their ability to competitively price new systems, system upgrades and system support agreements.

Optimized Systems has helped dozens of clients in healthcare, medical research, higher education, K-12, performing arts, municipalities, non-profits and other industries, save millions of dollars in energy and operating costs. Client references and project experience is available upon request.

Optimized Systems' profile metrics:

- Federal Tax ID: 47-1650267
- Year formed: 2014
- Classification: Small Business
- No. of employees: 17
- Rick Kmiecik, PE license no.: 147224



ADDITIONAL SERVICES (Continued)

OPTIMIZED SYSTEMS



Rick Kmiecik, PE

President | Senior Project Engineer

BIOGRAPHY

Rick is an accomplished mechanical and energy engineer with more than 25 years of experience in strategizing, planning, designing and managing mechanical systems for maximum performance and energy efficiency, in buildings of all types, sizes and complexity. As a small business owner and a former owner representative for a nationally recognized healthcare and medical research university, Rick has a proven track record as an effective leader and a creative problem solver, and is known for his smart, effective and sustainable energy projects that generate real cost savings.

SELECTED RELEVANT PROJECT EXPERIENCE

Creighton University

Commissioning and Optimization, Multiple Renovation and New Construction Projects, Including New School of Dentistry

- Owner project requirements
- Management, direction, and oversight for multiple projects
- Mechanical systems design and shop drawings review
- Shop drawing review
- Consulting, value engineering & troubleshooting
- Develop standards for controls and Sequence of Operations
- Energy consulting, metering, and management

Omaha Public Schools

Commissioning & Optimization, Multiple Renovation and New Construction Projects

- Owner project requirements
- Management, direction, and oversight for multiple projects
- Mechanical systems design and shop drawings review
- Consulting, value engineering & troubleshooting
- Develop standards for controls and Sequence of Operations

University of Nebraska Medical Center & Nebraska Medicine

Commissioning & Optimization, Multiple Renovation and Retrofit Projects

- Owner project requirements
- Management, direction, and oversight for multiple projects
- Mechanical systems design and shop drawings review
- Consulting, value engineering & troubleshooting
- Develop standards for controls and Sequence of Operations
- Energy consulting, metering, and management
- Operational technology integration
- Lighting systems controls integration



EDUCATION

BS Architectural Engineering, 1996
University of Kansas

REGISTRATIONS

Licensed Professional Engineer
Colorado, Iowa, Nebraska, Texas

Certified Building Commission Professional (CBCP), 2011

Certified Energy Manager (CEM), 2019

Certified Green Building Engineer (GBE), 2019

Certified Measurement and Verification Professional (CMVP), 2020

Certified Master Programmer

AREAS OF EXPERTISE

- Mechanical Systems Planning & Design
- Commissioning & Retro-Commissioning
- Energy Studies & Optimization
- Energy Measurement & Verification
- Interval Data Capture and Analysis
- Facility Operations and Management
- Facility & Systems Assessments
- Building Automation Systems
- Controls Programming & Operations
- Project Management



optimized-systems.com



Action Item

Council action is requested to issue a change order to Project Advocates, LLC in the amount of \$857,096 for Consulting Services for the Justice Center Project for the Municipal Services Department

Includes full Owner's Representative services for the duration of the Justice Center project including:

- Due diligence and initiation
- Master plan and concept design oversight
- Design management and procurement
- Construction oversight and procurement
- Activation, occupancy and close out



PROJECT ADVOCATES

Your Project. Our Passion.

- Procurement Division issued a Request for Proposals for Owner's Representative Services for Facilities Design & Construction on June 6, 2023. RFP closed June 27, 2023
- Review the criteria:
 - Project experience with similar projects
 - Experience and qualifications of personnel
 - Resources
 - Response to requirements
 - Project approach
- Project Advocates, LLC provided the best qualifications-based proposal.
- Initial Contract \$25,000 for:
 - Guiding the City through developing initial cost budgets and timelines for multiple various projects
 - Establishing overall activities, durations and master project schedule to define the path
 - Establishing a procurement process for design/engineering, consultants, construction and other City contracts related to the various City projects



PROJECT ADVOCATES

Your Project. Our Passion.

WHO WE ARE

We are inspired, determined, and highly-motivated estimators, engineers, managers, and construction professionals that have united with purpose; to provide Concept-to-Completion Program, Design and Construction Project Management Services that save more than they cost. We are trusted advisors committed to achieving the City of Independence project objectives.

WHAT WE DO

Our passion and experience bring ideas to life. We work to help your Project Team define and communicate project objectives using detailed cost and programming analysis. We help assemble and lead teams to achieve your validated project objectives by providing realistic information in formats that are easy to understand. Conceptual/detailed cost planning with a procurement strategy in sync with the project objectives brings cost and schedule certainty to every project.

VISION ———> COMMUNICATIONS ———> EXECUTION ———> LEGACY

Project Advocates partners with organizations that understand the power of the collaboration. Through the intelligent use of technology and working in a trust-filled environment, waste is driven from the design and build processes enhancing value. Our approach advances the objectives of the City of Independence.





PROJECT ADVOCATES

Your Project. Our Passion.

**Education**

B.S. Civil Engineering, University of Nebraska-Lincoln
B.S. Construction Management, University of Nebraska-Lincoln

Experience

35 Years: Senior Leadership, Operations, Project Management, Business Development, Preconstruction and Estimating

Project Profiles

Recreation, Industrial, Federal, Multi-Family Housing, Education, Entertainment, Retail, Hospitality, Office and Mixed Use

Radd C. Way

Principal-in-Charge

**Education**

B.S. Architectural Engineering, Kansas State University;
M.B.A. University of Texas at Dallas; Mechanical P.E., Kansas, Missouri, Texas

Experience

15 Years, Project Management, Mechanical Design, MEP Preconstruction

Project Profiles

Commercial Real Estate, Redevelopment, Healthcare, Senior Living, Multifamily, Education, Hospitality, Community Centers, Libraries, Public Safety, Industrial, Public Infrastructure, Wastewater

Jennifer Gerlach, PE

Partner Advocate

RFP #23055 - Owner’s Representative Services for Facilities Design & Construction
Closed June 27, 2023 at 5:00 p.m.

			Alfred Benesch & Company					Navigate Building Solutions					* Project Advocates *				
	Proposal Scores	Maximum Weight	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
1	Firm Experience	35	30	30	30	34	15	35	35	35	33	30	35	33	35	35	33
2	Ability to perform	25	10	15	15	24	10	18	24	25	23	15	20	25	25	25	23
3	Project Delivery	25	15	15	20	24	10	25	23	25	23	22	25	24	25	25	25
4	Personnel	15	15	10	10	15	5	15	13	13	15	15	15	15	15	15	15
	Total	100	70	70	75	97	40	93	95	98	94	82	95	97	100	100	96
	Average Score		70					92					98				

* Project Advocates recommended for award.

BILL NO. _____

ORDINANCE NO. _____

AN ORDINANCE ADOPTING AMENDMENTS TO THE FISCAL YEAR 2023-2024
BUDGET, WHICH WAS APPROVED BY ORDINANCE NO. 19453.

WHEREAS, the adopted Operating and Capital budgets for the 2023-24 fiscal year were approved by the City Council by Ordinance No. 19453; and,

WHEREAS, since that time some circumstances have arisen that necessitate changes to the appropriations established in the adopted budget; and,

WHEREAS, these changes are listed in detail in terms of background, purpose, and funding source in the attached agenda item cover sheet;

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF
INDEPENDENCE, MISSOURI, AS FOLLOWS:

SECTION 1. Increased appropriations in the amount of \$942,805.60 including 10% contingency from Public Safety Sales Tax Unassigned Fund Balance (No. 016) for costs related to consulting services for the Justice Center Project (Project 522401-C) to the Police Capital Improvement Fund (No. 052).

PASSED THIS _____ DAY OF _____, 2023, BY THE CITY COUNCIL OF
THE CITY OF INDEPENDENCE, MISSOURI.

ATTEST:

City Clerk

APPROVED - FORM AND LEGALITY:

City Counselor

REVIEWED BY:

City Manager

Presiding Officer of the City Council
of the City of Independence, Missouri

I hereby certify that there is a balance, otherwise unencumbered, to the credit of the appropriation to which the foregoing expenditure is to be charged, and a cash balance, otherwise unencumbered, in the treasury, to the credit of the fund from which payment is to be made, sufficient to meet the obligation hereby incurred.

Source is: As Indicated Above

Director of Finance and Administration
City of Independence, Missouri

City of Independence

AGENDA ITEM COVER SHEET

BILL NO. 24-029

Agenda Title:

24-029 1R Council action is requested to issue a purchase order to Hoefer Welker, LLC, in the amount of \$3,660,540, authorizing future minor change orders and/or time extensions not to exceed \$366,054 for Design and Consulting Services for the Justice Center Project for the Police Department.

Recommendations:

Council approval for purchase order.

Background:

This project is to hire a consultant to provide Design Services for the Justice Center project. The Procurement Division issued a Request for Qualifications for the Space Needs Assessment and Concept Planning Services for the Justice Center on November 9, 2023, to receive qualified responses for a consulting firm to update the current master plan and spaces needs assessment and to provide concept and site planning services for the Justice Center project. The RFQ closed on December 1, 2023. The RFQ was published through the Public Purchase e-procurement website, which notified (1,830) potential respondents; (81) accessed the RFQ. Responses were provided by (6) firms: Archimages, Inc., Finkle + Williams Architecture, GLMV Architecture, Hoefer Welker, HOK and PGAV. The RFQ requested respondents to only address qualifications. The respondent with the best qualifications proposal would be approved to provide pricing. After reviewing the criteria of the project understanding, project approach, relevant experience, staff experience and qualifications, availability of resources, communications and public relations, and references, the three most qualified firms were requested for in-person interviews to further discuss their qualifications with the selection committee. After interviewing the teams, it was determined Hoefer Welker, LLC provided the best qualifications-based proposal.

Staff along with Project Advocates, LLC, and Hoefer Welker, LLC then negotiated terms for the AIA B133-2019 Standard Form of Agreement Between Owner and Architect, and a price of \$3,660,540 for the space needs assessment and concept and site planning, and full project design and construction administration services. During

negotiations it was determined the best value option for the City and project schedule would be to include full project design services at this time, as well as to utilize a design and construction industry standard agreement, the American Institute of Architects B133-2019. Hoefer Welker’s contract reflects a complete and all-in consultant agreement including: the initial space needs assessment and master plan; any renovations to the Independence Utility Center Building that will be required for the Police Department to occupy; complete design services for all new Justice Complex buildings, site and parking; applicable subconsultants for Mechanical, Electrical Plumbing, Fire Protection, Structural, Civil, Low Voltage, and others for a complete set of permittable Construction Documents; LEED Certification, and other scopes as listed in the contract Exhibit B. The cost is within the amount budgeted for this project.

Approval of this item authorizes change orders up to ten (10) percent of the authorized amount, providing appropriations are available.

Fiscal Impact:

Appropriations from the unassigned balance will result in an impact of \$4,026,594 from the Use Tax, Fund 018 to the Police CIP Fund 052, account number 0527052-5401, Buildings, Project 522401-C.

Department:	Municipal Services	Contact Person:	Lisa Reynolds
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REVIEWERS:

Department	Action
City Clerk Department	Approved

Council Action:	Council Action:
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ATTACHMENTS:

Description	Type
▣ Budget Ordinance for Design	Ordinance
▣ Hoefer Welker 2024 Justice Center RFQ Response	Exhibit
▣ Justice Center Design Services Evaluation RFQ Scoring	Exhibit

BILL NO. _____

ORDINANCE NO. _____

AN ORDINANCE ADOPTING AMENDMENTS TO THE FISCAL YEAR 2023-2024 BUDGET, WHICH WAS APPROVED BY ORDINANCE NO. 19453.

WHEREAS, the adopted Operating and Capital budgets for the 2023-24 fiscal year were approved by the City Council by Ordinance No. 19453; and,

WHEREAS, since that time some circumstances have arisen that necessitate changes to the appropriations established in the adopted budget; and,

WHEREAS, these changes are listed in detail in terms of background, purpose, and funding source in the attached agenda item cover sheet;

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF INDEPENDENCE, MISSOURI, AS FOLLOWS:

SECTION 1. Increased appropriations in the amount of \$4,026,594 including 10% contingency from Use Tax Unassigned Fund Balance (No. 018) for costs related to consulting services for the Justice Center Project (Project 522401-C) to the Police Capital Improvement Fund (No. 052).

PASSED THIS _____ DAY OF _____, 2024, BY THE CITY COUNCIL OF THE CITY OF INDEPENDENCE, MISSOURI.

ATTEST:

City Clerk

APPROVED - FORM AND LEGALITY:

City Counselor

REVIEWED BY:

City Manager

Presiding Officer of the City Council
of the City of Independence, Missouri

I hereby certify that there is a balance, otherwise unencumbered, to the credit of the appropriation to which the foregoing expenditure is to be charged, and a cash balance, otherwise unencumbered, in the treasury, to the credit of the fund from which payment is to be made, sufficient to meet the obligation hereby incurred.

Source is: As Indicated Above

Director of Finance and Administration
City of Independence, Missouri



Procurement Division
111 E Maple, PO Box 1019
Independence, MO 64051-0519

REQUEST FOR QUALIFICATIONS #23102
Space Needs Assessment and Concept Planning Services for Justice Center

ATTENTION RESPONDENT – COMPLETE AND RETURN WITH RESPONSE

Responding Firm Hoefer Welker Phone Number 913-307-3700
(Please print or type)

Address 4622 Pennsylvania Ave Suite 1400 City Kansas City State MO Zip 64112

Name of Authorized Agent Ken Henton Email ken.henton@hoeferwelker.com

The only authorized source for Request for Qualifications (RFQ) forms, addenda, and information regarding this RFQ is www.publicpurchase.com. Using RFQ forms, addenda, and information not obtained from www.publicpurchase.com creates the risk of not receiving necessary information about the RFP that may eliminate your proposal from consideration.

Submit questions regarding this RFQ online at www.publicpurchase.com by deadline in the RFQ schedule.

Proposals shall be submitted online via www.publicpurchase.com by the date and time indicated. Paper, fax, or email responses will NOT be accepted and will not be returned to sender. Proposals are sealed in a virtual lockbox that can only be opened after the Request for Qualifications (RFQ) closing date and time, to maintain confidentiality of the proposal. All proposals are subject to the terms and conditions herein.

Submission of a proposal shall be deemed a firm offer and is not revocable within 120 days after response deadline.

December 1, 2023

City of Independence
Procurement Division
111 E. Maple, PO Box 1019
Independence, MO 64051-0519

RE: Request for Qualifications #23102 | Space Needs Assessment and Concept Planning Services for Justice Center

Dear Respected Selection Committee Members,

The City of Independence is embarking on an exciting journey -a space needs assessment and concept planning for a new justice center. **Hoefer Welker has extensive experience with this project, having completed two assessments for the City in the last 12 years.** From these assessments, we master planned the entire City-owned site, located at 23rd Street and ERD Mize Road, and successfully designed and built the **Independence Communications Center.**

Since then, our company has experienced tremendous growth. **Last year, two of our new police/justice centers received national design awards from Officer Magazine,** exemplifying our commitment to delivering highly functional design solutions. The North Little Rock Justice Center was awarded project of the year and even featured on the magazine cover. Additionally, we are proud to have been ranked **#19 Top Justice Facility Firms by Building Design + Construction 2023 Giants Report.** We are excited to bring our knowledge and lessons learned to collaborate with you to get this project off the ground.

Throughout our qualifications, we have outlined experiences and processes that have proven results. Additionally, we wanted to highlight several other advantages our team offers to the City of Independence:

- **CONSENSUS BUILDING/TOURS – We have designed over 50 public safety facilities in Kansas City, which gives us the opportunity to tour similar projects with you.** Our suggested tours include the Leawood Justice Center, the Lawrence Police Headquarters, and the Lee's Summit Justice Center. These tours will help us kick-start our communication process and provide valuable insights into your needs, budget, design, operations, safety, and durability requirements. Through these shared experiences, we can better understand and meet your expectations.
- **FUNDING ASSISTANCE/BOND ELECTION -** We have teamed with Steven Wolf, funding and community engagement specialist, to help your vision move forward for this important project. Over the past 40 years he has successfully helped clients **pass more than 100 bond measures.** We recently teamed with Steven to help two communities pass bonds for their public safety projects: Council Bluffs, Iowa and Grain Valley, Missouri. Through extensive research and community engagement, these communities passed bonds on the first attempt with little or no opposition. This was Council Bluff's first bond election to pass on the first try in more than 30 years!
- **PROVEN TRACK RECORD & BUDGET MANAGEMENT -** As one of the most experienced civic design firms in the region, our in-depth knowledge benefits our clients. Because of our knowledge in the programming and design of civic projects, our cost control strategy is proactive, and we are diligent in our early cost analysis to identify cost savings wherever possible. **Additionally, 95% of our civic projects have bid at or below budget.**

While our proposal may only cover certain aspects of our expertise, we look forward to speaking with you further about our qualifications. Should you have any questions in the meantime, please don't hesitate to contact me at ken.henton@hoeferwelker.com or 816.536.2731

Sincerely,

Hoefer Welker



Ken Henton, AIA, NCARB, LEED AP
Partner

1. PROJECT UNDERSTANDING

The Independence Police Headquarters, built in 1937, is currently facing multiple age and safety issues. Extensive water damage and asbestos have affected all floors, making repairs impractical. Additionally, significant growth in the last five decades has resulted in space limitations. The department has even claimed they have resorted to using air vent spaces as storage areas for crucial documents and evidence, a practice that compromises safety and conflicts with modern recommendations for evidence storage in policing. Despite efforts to remodel specific areas of the facility, it is evident that these measures only provide temporary solutions to a much larger problem.

The current annual expenditure on maintenance of the facility for the Independence Police headquarters amounts to nearly \$1.8 million. By constructing a new building, several key aspects would be enhanced,

including **recruitment efforts, parking facilities, and the potential addition of a dedicated training facility**. This comprehensive upgrade would significantly contribute to the overall efficiency and effectiveness of the police department.

A space needs assessment and concept planning is the first step in preparing for the future. **Hoefer Welker has extensive knowledge of your building and previously collaborated with the City to create a police and court master plan**. While the plan is almost eight years old, our analysis considered a 25-year growth window for the police force in relation to projected population growth. We acknowledge that certain elements in our master plan are outdated and require updating. Our intention is to build upon our knowledge and provide you with a comprehensive solution. This gives our team a head start.

THERE COMES A POINT IN A BUILDINGS' LIFE WHERE OCCUPANTS SAY, "THIS IS JUST NOT WORKING ANYMORE."

The below photos were taken during our tour of your existing building in 2018. These photos were instrumental in creating the master plan and conducting the space needs assessment. Additionally, we have included some examples of our past projects for you to envision the potential of a new facility.



YOUR FACILITY



LAWRENCE POLICE HQ



YOUR FACILITY



NORTH LITTLE ROCK JUSTICE CENTER



YOUR FACILITY



NORTH LITTLE ROCK JUSTICE CENTER



YOUR FACILITY



NORTHGLENN JUSTICE CENTER



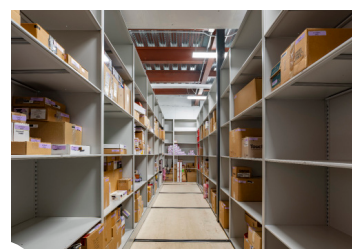
YOUR FACILITY



LAWRENCE POLICE HQ

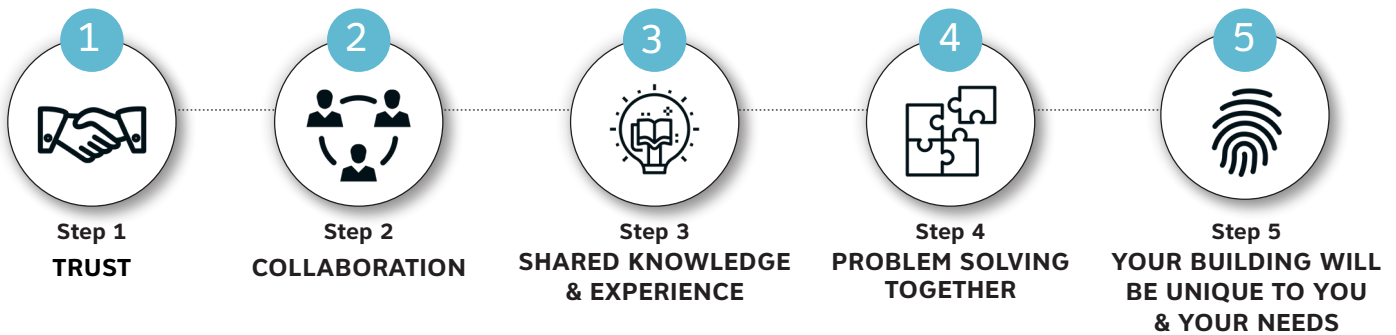


YOUR FACILITY



LAWRENCE POLICE HQ

2. PROJECT APPROACH



IDENTIFY DECISION MAKERS

At the start of design services, the project team will identify key decision makers responsible for global and day-to-day issues. It is imperative to identify the individuals responsible for making project decisions in a timely manner to maintain the project schedule.

FACILITY TOURS

Our goal is to customize your space to meet specific needs and help manage expectations. To jump-start this process, we will take you on tours of facilities comparable to your new facility. These tours also allow us to discuss materials, finishes, maintenance and durability, while ultimately, defining project expectations.

SPACE NEEDS ASSESSMENT/PROGRAM VERIFICATION

Determining space needs is one of the most critical parts of project development. A well-developed needs assessment sets the path for a project's success. Our abundance of recent experience will allow us to reflect upon decisions made, answer questions and offer a second opinion if necessary.

PROGRAM DEVELOPMENT

After we have obtained a thorough understanding of all the goals identified in the preceding steps, we will develop the project program (a written document that identifies the space requirements for your new building). This document will identify room sizes, current and future staff counts.

ECO-CHARRETTE

Hoefler Welker will conduct an eco-charrette at the beginning of the project - a process unique to our firm.

This single day "think-tank" allows us to dive into some of the items that represent a large part of your overall budget: sustainability, MEP systems and building materials.

Hoefler Welker designs every facility with cost-effective, sustainable solutions in mind. For example, prior to design, we will perform a cost-payback-analysis of 4-5 mechanical systems and solar that are most appropriate for your building.

SITE & BUILDING ASSESSMENT

Our team will conduct a comprehensive assessment of your site(s) & current facilities. This is critical to a project's success and maximizing a design's effectiveness. We will walk your current facility as a team to discuss any obstacles and identify opportunities. We will also engage county engineers to help us understand public utility information so we can evaluate utility extensions (if appropriate). This step is critical in determining the best option for your future facilities.

COST ESTIMATE

We will combine the knowledge we obtain together through tours, discussions, and working sessions, to develop a range-cost estimate. We will use our track record with projects of similar size and scope to help determine the cost of your facility.

CHARRETTE / CONCEPT DESIGN

Our team will conduct a highly-interactive planning and design charrette. This preferably on-site, interactive, design workshop involves the client, stakeholders, design team, engineers and members of the community, and generally takes place over a two to three-day period at the client's offices. The goal of a charrette is to brainstorm, exchange ideas, understand the client's vision and project requirements, prepare options and, ultimately, create a conceptual design layout and a preliminary design direction.



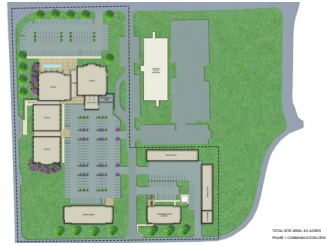
3. RELEVANT EXPERIENCE



INDEPENDENCE NEEDS ASSESSMENT & COMMUNICATIONS CENTER INDEPENDENCE, MISSOURI

Hoefler Welker conducted a comprehensive assessment of the City of Independence's police facility, taking into account both current and future space requirements based on a 25-year projection of population growth. Our evaluation encompassed the existing facility, considering its potential for expansion, longevity, energy efficiency, and maintenance needs. In addition, we evaluated a city-owned site as a potential location for the new police station and courthouse. To assist in decision-making, we developed cost comparisons to establish a suitable budget for both options. After careful analysis, we recommended a phased relocation of the police and court facilities to a new site. This approach, with an estimated cost of approximately \$20 million for Phase 1, would provide the department with the necessary infrastructure to accommodate more than a century of growth, while allowing for future expansion as needed.

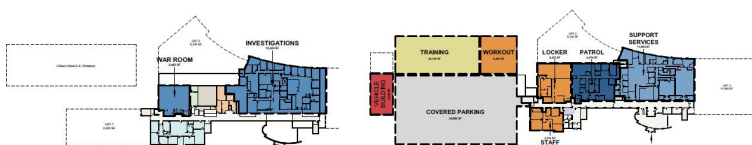
It was also determined that a new communications center would be built for the city - this project was completed by Hoefler Welker in 2019.



W. JACK SANDERS JUSTICE CENTER PROGRAMMING STUDY OVERLAND PARK, KANSAS

Hoefler Welker conducted a building planning and expansion study in collaboration with specialty consultants Vargas Associates and the National Center for State Courts (NCSC). The primary focus of the study was a space needs assessment for the police and courts with a comprehensive planning study for the renovation and expansion of the W. Jack Sanders Justice Center.

The study set out to achieve multiple goals, which were identified at the start of the process. These goals included creating safe and efficient workspaces, planning for long-term growth, improving parking for the public and staff, enhancing the facilities' image, accommodating both genders appropriately, making informed decisions, increasing security and safety measures, optimizing available funds, and devising a practical strategy for project implementation.





NORTH LITTLE ROCK JUSTICE CENTER NORTH LITTLE ROCK, ARKANSAS | 85,000 SQ. FT.

The North Little Rock Police Department is comprised of more than 218 employees housed in five campuses and four substations spread across the city. The Patrol Division, which is the largest division within the department is divided into four patrol areas with a substation in each area.

North Little Rock has not built a new police facility in more than 50 years and as the city continued to grow, the outdated facilities became more apparent and did not support current policing trends and needs. In the summer of 2017, residents of North Little Rock approved a one-cent sales tax to support the need of a new justice center.

The new site, located at 2900 Poplar Street, includes office space, courtrooms, court public lobby, conference rooms, holding cells, police public lobby, a large community room, sleeping/quiet rooms, administration, interview spaces, the investigations division, patrol division, special operations, support services, training, property and evidence, and weapons screening among several other amenities. The new facility was designed to accommodate future growth and last for the next 50 years.



NORTHGLENN JUSTICE CENTER NORTHGLENN, COLORADO | 48,000 SQ. FT.

After competing in a design competition, Hoefel Welker was selected by the city of Northglenn to design the new justice center. Our team launched our collaborative process by taking key stakeholders on tours of our recently completed facilities that were similar to their desired police/courts facility.


The Northglenn Justice Center reflects the best trends in modern justice design. Not only will the justice center serve its community for the next 100+ years, but the facility offers a variety of publicly accessible areas, advanced security systems and open contemporary collaboration spaces. The efficient layout is a significant improvement from their previous facility.

After our site analysis, we realized that soil conditions were not ideal and significant grading would need to be done to meet the two-story building our client desired as well as the separation of public and private parking.

Following an internal “think tank” we were able to save money by reducing the overall grading which allowed the building sit more naturally into the site. The building addresses the public, by facing the entry road and is fully visible from I-25



ADDITIONAL PROJECTS

 = Space Needs Assessment Completed



Leawood Justice Center
Leawood, Kan.



Council Bluffs Police Headquarters
Council Bluffs, Iowa



Lawrence Police Headquarters
Lawrence, Kan.



Gladstone Police & City Hall
Gladstone, Mo.



KCPD South Patrol Campus
Kansas City, Mo.



KCK South Patrol Station
Kansas City, Kan.



Grain Valley Police Headquarters
Grain Valley, Mo.



KCPD Metro Patrol Station
Kansas City, Mo.



Missouri River Courthouse
Great Falls, Mont.



St. Peters Justice Center
St. Peters, Mo.



Branson Police Headquarters Renovation
Branson, Mo.



Olathe Public Safety Campus
Olathe, Kan.



Shawnee Justice Center
Shawnee, Kan.



Midlothian Police & Courts
Midlothian, Texas



Platte City Police & City Hall
Platte City, Mo.

4. STAFF

HOEFER WELKER | ARCHITECTURE, INTERIOR DESIGN & M.E.P. ENGINEERING

KEN HENTON

Principal-In-Charge/
Design Lead

NICK LAWLER

Project Manager

CHRIS KRUMREI

Project Designer

KATHERINE WALDROP

Project Architect

AMY WILLIAMS

Director of Interiors

JON LEE

MEP Project Manager

BHC

CIVIL ENGINEER

BOB D. CAMPBELL

STRUCTURAL ENGINEER

LANDWORKS STUDIO

LANDSCAPE ARCHITECT

FIDES MUNUSQUE FIDELE. INC

COMMUNITY ENGAGEMENT SPECIALIST

MIKE MAKRIS

Project Engineer

JEFFREY L. WRIGHT

Structural Engineer

BRIAN STRUM

Landscape Architect

STEVEN WOLF

Community Engagement/
Bond Specialist



Hoefer Welker has worked with Steven to successfully pass two bonds which resulted in two new police stations!



KEN HENTON AIA, NCARB, LEED AP

Ken Henton brings more than 30 years of proven experience managing the design of civic facilities throughout the U.S. As a committed and thorough public safety planning specialist, he leads all of Hoefer Welker's public safety and municipal projects. Throughout every stage of the project, his primary objective is to ensure that the firm's core philosophies and values for delivering state-of-the-art, innovative projects to clients in a timely and cost-effective manner is implemented. Ken manages projects using a hands-on approach and will be integral and engaged throughout the project.

ROLE IN PROJECT

Principal-In-Charge/
Design Lead

EDUCATION

Bachelor of Science -
Architectural Engineering,
Kansas State University

REGISTRATIONS/AFFILIATIONS

AIA

NCARB Certified

LEED Accredited Professional

RELEVANT EXPERIENCE

**Independence Police Master Plan/
Needs Assessment**
Independence, Mo.

North Little Rock Justice Center
North Little Rock, Ark.
85,000 sq. ft.

Northglenn Justice Center
Northglenn, Colo.
48,000 sq. ft.

Leawood Justice Center
Leawood, Kan.
106,500 sq. ft.

Shawnee Justice Center
Shawnee, Kan.
80,000 sq. ft.

Basehor City Hall
Basehor, Kan.
9,000 sq. ft.

**Independence
Communications Center**
Independence, Mo.
6,000 sq. ft.

Olathe Public Safety Facility
Olathe, Kan.
130,600 sq. ft.

Lawrence Police Headquarters
Lawrence, Kan.
55,000 sq. ft.

Council Bluffs Police Headquarters
Council Bluffs, Iowa
52,000 sq. ft.



NICK LAWLER AIA, NCARB, LEED AP, BC+C

Nick brings extensive experience and has managed and supervised multiple judicial, commercial, and institutional projects for both private and government clients. He has worked closely with contractors to bring designs that reflect the client's vision and mission from charrette to completed construction. He enjoys the challenge of configuring a building on a unique site and then delivering a facility that supports its operation and enhances employees' overall performance with functionality and flexibility.

ROLE IN PROJECT

Project Manager

EDUCATION

Bachelor of Architecture,
University of Kansas

REGISTRATIONS/AFFILIATIONS

AIA

NCARB Certified

LEED Accredited Professional

RELEVANT EXPERIENCE

North Little Rock Justice Center

North Little Rock, Ark.
85,000 sq. ft.

Northglenn Justice Center

Northglenn, Colo.
48,000 sq. ft.

Basehor City Hall

Basehor, Kan.
9,215 sq. ft.

Olathe Public Safety Facility

Olathe, Kan.
130,600 sq. ft.

Missouri River Courthouse

Great Falls, Mont.
61,000 sq. ft.

Lawrence Police Headquarters

Lawrence, Kan.
55,000 sq. ft.

Grain Valley Police Headquarters

Grain Valley, Mo.
20,000 sq. ft.

Council Bluffs Police Headquarters

Council Bluffs, Iowa
52,000 sq. ft.

Gladstone Police & City Hall Renovation & Expansion

Gladstone, Mo.
19,000 sq. ft. addition
8,000 sq. ft. renovation



KATHERINE WALDROP AIA, NCARB

An experienced architect and leader, Katherine's technical focus includes building science, space planning, project management, and design continuity. She continuously strives to improve quality for the owner while respecting the budget. She is an advocate of intelligent design and is dedicated to delivering an exceptional facility that meets the owner's goals. From early concept through design and construction, Katherine remains focused on maximizing value and performance. She leverages her proficiency with 3D visualization tools to convey complex design concepts to stakeholders, which translates into early consensus building and informed decision-making.

ROLE IN PROJECT

Project Architect

EDUCATION

Bachelor of Architecture,
Kansas State University

REGISTRATIONS/AFFILIATIONS

AIA

NCARB Certified

RELEVANT EXPERIENCE

Independence Police Master Plan/ Needs Assessment

Independence, Mo.

Independence Communications Center

Independence, Mo.
6,000 sq. ft.

Lawrence Police Headquarters

Lawrence, Kan.
55,000 sq. ft.

Basehor City Hall

Basehor, Kan.
9,000 sq. ft.

Council Bluffs Police Headquarters

Council Bluffs, Iowa
52,000 sq. ft.

Midlothian City Hall

Midlothian, Texas
55,000 sq. ft.

Gladstone Police & City Hall Renovation & Expansion

Gladstone, Mo.
19,000 sq. ft. addition
8,000 sq. ft. renovation



CHRIS KRUMREI AIA, NCARB

Chris Krumrei's comprehensive project experience includes roles within all areas of planning, design, and construction documentation. He is talented in creating virtual 3D representations of the design, which aids in early conceptual analysis and design development options. Chris also understands the importance of adapting the project design to the client's needs, both functionally and aesthetically.

RELEVANT EXPERIENCE

ROLE IN PROJECT

Project Designer

EDUCATION

Bachelor of
Architecture, Kansas
State University

Independence Police Master Plan/Needs Assessment

Independence, Mo.

North Little Rock Justice Center

North Little Rock, Ark.
85,000 sq. ft.

Northglenn Justice Center

Northglenn, Colo.
48,000 sq. ft.

Leawood Justice Center

Leawood, Kan.
106,500 sq. ft.

Independence Communications Center

Independence, Mo.
6,000 sq. ft.

Belton Courts & Police

Belton, Mo.
35,600 sq. ft.



AMY WILLIAMS NCIDQ, LEED AP BD+C

Amy, an accomplished interior design professional with over 30 years of experience, has a wealth of expertise in civic architecture, education, and hospitality markets. Her profound understanding of sustainable design projects empowers her to deliver innovative, sustainable, and visually appealing solutions that prioritize community well-being and create captivating civic spaces.

RELEVANT EXPERIENCE

ROLE IN PROJECT

Director of Interiors

EDUCATION

Bachelor of Science
- Interior Design,
Kansas State
University

North Little Rock Justice Center

North Little Rock, Ark.
85,000 sq. ft.

Lawrence Police Headquarters

Lawrence, Kan.
55,000 sq. ft.

Basehor City Hall

Basehor, Kan.
9,000 sq. ft.

Grain Valley Police Headquarters

Grain Valley, Mo.
20,000 sq. ft.

Gladstone Police & City Hall Renovation & Expansion

Gladstone, Mo.
19,000 sq. ft. addition
8,000 sq. ft. renovation



JON LEE PE, DBIA, KCAHE

Jon's background in electrical systems and integrated lighting design fuels his passion for creating spaces that respond to program and personnel needs. Jon has worked on various projects in various market sectors as a lead electrical engineer, project manager, and lighting and controls commissioning agent.

RELEVANT EXPERIENCE

ROLE IN PROJECT

MEP Project Manager

EDUCATION

Bachelor of Science
- Architectural
Engineering, Kansas
State University

Basehor City Hall

Basehor, Kan.
9,000 sq. ft.

Branson Fire Station No. 4

Branson, Mo.
11,000 sq. ft.

Empower Office Remodel Aspiria Campus

Overland Park, Kan.
33,000 sq. ft.

Branson White House Theater Renovation (Police, Fire Admin and EOC)

Branson, Mo.
40,000 sq. ft.

Multi-Tenant Office Remodel Aspiria Campus

Overland Park, Kan.
150,000 sq. ft.

5. AVAILABILITY

The team presented to the City of Independence, Missouri for this project are available to begin work with your team immediately and will be committed to the project from start to finish. We can leverage the expertise and staff resources of our entire 160+ employee organization to ensure the highest quality for this project.

6. COMMUNICATIONS/PR

COMMUNITY ENGAGEMENT SPECIALIST & FUNDING YOUR PROJECT

We understand a large part of this project is getting it funded. Over the past 27 years, Hoefer Welker has led city, county and federal projects to obtain partial or complete funding. Some of these projects are nearly identical to your project. As a part of our process, **we have developed an 8-12 week program, utilized to build community awareness.** This process takes advantage of the tools developed during the preliminary stage of the project, including photos of your existing facility, to inform the public why the need exists.

We will work with you to determine the most appropriate venues, but our process typically stems around community interaction and Town Hall meetings to inform the public so they feel part of the project's success.

We have teamed with **Steven Wolf, funding and community engagement specialist**, to help your vision move forward for this important project. Over the past 40 years he has successfully helped clients pass more than 100 bond measures.

CASE STUDIES



COUNCIL BLUFFS POLICE HQ

Community Engagement & Bond Passage

Hoefer Welker conducted a needs assessment/master plan of the old police headquarters and determined that the police department had outgrown its facilities. To secure funding for a new facility, Hoefer Welker enlisted the expertise of Steven Wolf. Steven proposed forming a community study group of influential stakeholders to accurately represent the community's needs and advocate for a new police headquarters.

The team successfully engaged the community and achieved bond passage, marking the City's first successful bond election in over 30 years!



GRAIN VALLEY POLICE HQ

Community Engagement & Bond Passage

Hoefer Welker, in collaboration with Steven Wolf, created a community study group to analyze the need for a new police facility. The group spent nearly 3 months touring police stations, including the current Grain Valley station, and analyzed various design and construction features to form its recommendations. The study group reached unanimous agreement on 9 recommendations that address the need, the timing, the design, and the acceptable cost for the new police station. **In April 2022, the Citizens of Grain Valley voted to pass a no levy increased bond measure for the construction of a new police facility!**

7. REFERENCES



CASEY COOPER, MAJOR

City of Lawrence, Kansas
785.830.7402
cooper@lkpd.org
Project: Lawrence Police Headquarters



MARY BETH BOWMAN, DIR. OF COMMERCE

City of North Little Rock, Arkansas
501.975.8881
mbowman@nlr.ar.gov
Project: North Little Rock Justice Center



TRAVIS FORBES, CHIEF OF POLICE

City of Lee's Summit, Missouri
816.969.1080
travis.forbes@cityofls.net
Project: Lee's Summit Police
& Courts Renovation



KEN MURPHY, CITY ADMINISTRATOR

The City of Grain Valley
816.847.6291
kmurphy@cityofgrainvalley.org
Project: Grain Valley Police Headquarters

8. CONTRACT MODIFICATIONS

Hoefer Welker is requesting the below modifications to the standard contract:

- Opening line – Hoefer Welker is a Limited Liability Company, accordingly, we would request that be shown in lieu of the reference to "Corporation".
- Article 4 – we request the ability to invoice monthly on a percent complete basis instead of the hourly process defined.
- Article 10 – insurance
 - The language in the 5th line indicates that the Hoefer Welker insurance is required to cover its consultants. This is not possible, however, we will require each consultant to carry their own applicable insurance.
 - The language in the "Loss" definition indicates that "penalty, fine" are included, however, these items are specifically excluded from the Hoefer Welker insurance coverage. These items can be generally covered by "damages", but should not be identified specifically.
 - The language in the "Indemnification and Hold Harmless" section is both redundant and conflicts with the language in Article 9. The language in Article 9 is agreeable, so we'd request that the related language in Article 10 be deleted.

AFFIDAVIT

STATE OF Missouri)
)
COUNTY OF Jackson) SS.

Ken Henton of the City of Kansas City
 , County of Jackson , State of Missouri ,

being duly sworn on her or his oath, deposes and says:

1. That I am the Partner (Title of Affiant) of
Hoefer Welker (Name of Respondent) and
have been authorized by said respondent to make this affidavit on the respondent's behalf;
2. No Councilmember, City Manager, Director of Finance and Administration, City Procurement Manager, or any City employee is financially interested in what the respondent is offering to the City pursuant to this RFQ, nor is the respondent a City employee or board member whose response creates a conflict of interest. A conflict of interest would arise if any person named in this section is in a position to affect either the decision to solicit proposals or the selection of the successful respondent;
3. Respondent has not participated in collusion or committed any act in restraint of trade, directly or indirectly, which bears upon anyone's response or lack of response to this RFQ; and
4. Respondent is responsible for submitting with his or her response a record of any discussion with a Councilmember, City Manager, Director of Finance and Administration, City Procurement Manager, or any other City employee regarding this RFQ; and
5. The authorized signer of this document certifies that the organization and each of its principals are not suspended or debarred by the City of Independence, State of Missouri or Federal government.

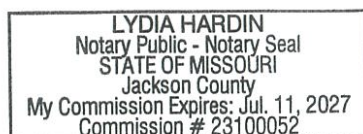
By: Ken Henton (Name of Respondent)
[Signature] (Signature of Affiant)
Partner (Title of Affiant)

Subscribed and sworn to before me this 1st day of December, 20 23.

(SEAL)

NOTARY PUBLIC in and for the County of Jackson
State of Missouri

My commission expires:





CERTIFICATE OF LIABILITY INSURANCE

2/12/2024

DATE (MM/DD/YYYY)

2/7/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Lockton Companies 444 W. 47th Street, Suite 900 Kansas City MO 64112-1906 (816) 960-9000 kcasu@lockton.com	CONTACT NAME:		
	PHONE (A/C, No, Ext):	FAX (A/C, No):	
INSURED 1443907 HOEFER WELKER, LLC 4622 PENNSYLVANIA AVENUE, SUITE 1400 KANSAS CITY MO 64112	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A: The Charter Oak Fire Insurance Company		25615
	INSURER B: The Travelers Indemnity Company		25658
	INSURER C: Travelers Property Casualty Company of America		25674
	INSURER D: Allianz Underwriters Insurance Company		36420
	INSURER E:		
INSURER F:			

COVERAGES **CERTIFICATE NUMBER:** 16141369 **REVISION NUMBER:** XXXXXXXX

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:	N	N	680-9W317349	2/12/2023	2/12/2024	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COM/PROP AGG \$ 4,000,000 \$
B	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	N	N	BA-4R137037	2/12/2023	2/12/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX \$ XXXXXXXX
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000	N	N	CUP-7C902052	2/12/2023	2/12/2024	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$ XXXXXXXX
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N	N	09W389369	2/12/2023	2/12/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	PROFESSIONAL LIABILITY	N	N	USF007677	2/12/2023	2/12/2024	\$5,000,000 PER CLAIM AND ANNUAL AGGREGATE

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

RE: EVIDENCE OF COVERAGE

CERTIFICATE HOLDER

CANCELLATION

16141369
EVIDENCE OF COVERAGE

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Joseph M. Amello

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RFQ #23102 - Space Needs Assessment and Concept Planning Services for Justice Center

Finalists Scoring

Closed December 1, 2023 at 5:00 p.m.

			Hoefer Welker						Finkle + Williams						HOK					
Proposal Scores		Maximum Weight	A	B	C	D	E	F	A	B	C	D	E	F	A	B	C	D	E	F
1.	Project Understanding	10	10	10	10	10	10	6	8	9	10	8	10	10	7	6	9	9	8	7
2.	Project Approach	10	10	9	10	9	10	7	8	10	10	8	10	10	8	7	8	9	9	6
3.	Relevant Experience	10	10	10	10	10	10	9	9	8	9	9	9	10	10	7	10	8	10	7
4.	Staff	10	8	9	10	10	10	7	10	9	9	9	10	10	8	7	10	8	9	6
5.	Availability	10	10	9	9	8	10	8	8	9	9	9	9	10	8	7	9	7	9	7
6.	Communications/Public Relations	10	9	10	10	8	10	9	10	9	10	7	9	9	8	6	9	7	8	6
7.	References	10	10	9	8	7	10	8	7	7	10	7	9	10	10	7	9	8	10	7
8.	Requested modifications to standard contract	10	8	8	9	7	8		10	9	9	8	10		8	6	6	7	10	
	Total	80	75	74	76	69	78	54	70	70	76	65	76	69	67	53	70	63	73	46
	Average Score		71						71						62					

 Indicates first place vote
Hoefer Welker recommended for award based on most first place votes among evaluation team.

City of Independence

AGENDA ITEM COVER SHEET

Agenda Title:

Recommended 2024-2029 Capital Improvement Program (CIP)

Recommendations:

None. This is provided for the City Council's information and to receive any input prior to finalizing the CIP.

Executive Summary:

The Capital Improvements Program (CIP) is a major financial, public infrastructure and equipment planning tool for municipalities. The CIP is a long-range plan that identifies capital projects and equipment, provides a planning schedule, and identifies options to fund the projects and equipment. The development of a CIP provides information regarding planned public improvements and equipment with anticipated funding. The CIP provides a link between the various master plans, the City's comprehensive plan, and the annual budget.

The CIP sets forth proposed projects for constructing, maintaining, upgrading and replacing the City's physical infrastructure and equipment necessary for continued operations and providing City services during the next six fiscal years beginning in July 2024 through June 2030.

Projects listed in the CIP report are not necessarily listed in priority order and are not to be construed as a promise to any person or group that it will be completed within a specific time frame. A CIP is not a static document, but rather, a fluid document that can be changed as the infrastructure requirements evolve, development occurs, and funding opportunities become available.

Previous Activity:

March 12, 2024 Planning Commission recommended approval of the Proposed CIP (see attachment)

Department: City Manager's Office **Contact Person:** Zachary Walker

REVIEWERS:**Department**

City Managers Office
City Clerk Department
City Managers Office
City Clerk Department

Action

Approved
Approved
Approved
Approved

Council Action:

Council Action:

ATTACHMENTS:**Description**

▯ Planning Commission Letter to City Manager

Type

Backup Material



INDEPENDENCE

★ COMMUNITY DEVELOPMENT ★

March 13, 2024

Zachary C. Walker
City Manager
City of Independence,
Missouri 111 E Maple Ave
Independence, MO 64050

Mr. Walker,

The 2024-2030 Capital Improvements Program (CIP) is a six-year plan for prioritizing, constructing, maintaining, upgrading and replacing the City's infrastructure and equipment. The CIP provides a link between the various master plans, the City's comprehensive plan, and the annual budget. Additionally, it further implements the vision, goals and strategies of the Independence For All Strategic Plan and Imagine Independence 2040 Comprehensive Plan.

A presentation on the CIP took place at the Planning Commission meeting on Tuesday, March 12, 2024. The Planning Commission formally submits to you this six-year Capital Improvements Program with our recommendation of approval.

The CIP sets forth proposed projects for constructing, maintaining, upgrading and replacing the City's physical infrastructure and equipment necessary for continued operations and providing City services during the next six fiscal years beginning in July 2024 through June 2030. The CIP contains 148 identified projects with a total projected cost over \$522 million.

On behalf of the Planning Commission, I would like to thank the staff of all city departments for the collection and compilation of the information in the 2024-2030 Capital Improvements Program.

Respectfully submitted,

Cindy McClain, Chair
City of Independence Planning Commission

City of Independence

AGENDA ITEM COVER SHEET

Agenda Title:

Financial and Fiscal Position Update

Recommendations:

None. This is provided for the City Council's information.

Executive Summary:

Staff will present a financial update and outline the City's current fiscal position.

Previous Activity:

On February 12th, 2024, City staff presented an update to the City Council on the City's financial position for the current fiscal year (FY 2023-24) as well as an early forecast for Fiscal Year 2024-25. Staff advised that a follow-up presentation would be given at a future study session to provide additional information about the major issues that threatening the City's financial stability. This presentation will review those issues to help further inform the City Council in advance of receiving the FY 2024-25 Submitted Budget in May.

Department: City Manager's Office **Contact Person:** Zachary Walker

REVIEWERS:

Department

City Managers Office
City Clerk Department
City Managers Office
City Clerk Department

Action

Approved
Approved
Approved
Approved

Council Action:

Council Action:

City of Independence

AGENDA ITEM COVER SHEET

Agenda Title:

Boards/Commissions Report

Department:**Contact Person:**

REVIEWERS:**Department**

City Clerk Department

Action

Approved

Council Action:**Council Action:**

ATTACHMENTS:**Description**

- Memo for reappointment to Boards/Commissions

Type

Ordinance



MEMORANDUM

DATE: April 8, 2024

TO: Mayor and Members of the City Council

FROM: Susanne Holland, City Clerk

SUBJECT: Boards and Commissions Report

Jackson County Board of Equalization

- A recommendation has been made to reappoint Ronald Bruch to the Jackson County Board of Equalization.
- Staff requests direction to add a resolution to the next regular meeting, reappointing this individual to the above board.

Heritage Commission

- A recommendation has been made to reappoint Robert Prunte to the Heritage Commission
- Staff requests direction to add a resolution to the next regular meeting, reappointing this individual to the above board.

Land Trust of Jackson County

- A recommendation has been made to reappoint Brent Schondelmeyer to the Land Trust of Jackson County.
- Staff requests direction to add a resolution to the next regular meeting, reappointing this individual to the above board.