

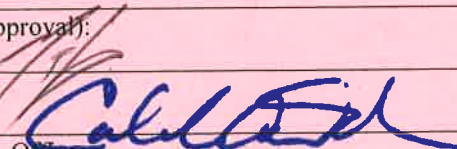
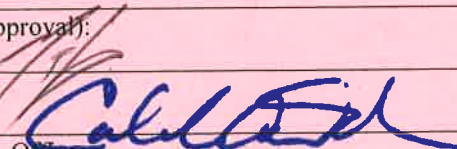
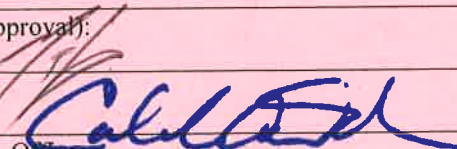
# REQUEST FOR LEGISLATIVE ACTION

Completed by County Counselor's Office:

Res/~~Ord~~ No.: 20094

Sponsor(s): Theresa Galvin

Date: February 25, 2019

SUBJECT	Action Requested <input checked="" type="checkbox"/> Resolution <input type="checkbox"/> Ordinance  Project/Title: <u>A Resolution authorizing the County Executive to execute an agreement with the Mid-America Regional Council (MARC) to support of the Jackson County Charter Review Commission.</u>															
BUDGET INFORMATION <i>To be completed By Requesting Department and Finance</i>	<table border="1" style="width: 100%;"> <tr> <td>Amount authorized by this legislation this fiscal year:</td> <td style="text-align: right;">\$ 180,000</td> </tr> <tr> <td>Amount previously authorized this fiscal year:</td> <td></td> </tr> <tr> <td>Total amount authorized after this legislative action:</td> <td style="text-align: right;">\$180,000</td> </tr> <tr> <td>Amount budgeted for this item * (including transfers):</td> <td></td> </tr> <tr> <td>Source of funding (name of fund) and account code number:</td> <td></td> </tr> <tr> <td><b>FROM ACCT:</b></td> <td style="text-align: right;"><u>AMOUNT</u></td> </tr> <tr> <td>001-5101-56790 General Fund – Non-Departmental – Other Contractual Services</td> <td style="text-align: right;">\$ 180,000</td> </tr> </table> <p>* If account includes additional funds for other expenses, total budgeted in the account is: \$</p> <p>OTHER FINANCIAL INFORMATION:</p> <input type="checkbox"/> No budget impact (no fiscal note required) <input type="checkbox"/> Term and Supply Contract (funds approved in the annual budget); estimated value and use of contract: Department: _____ Estimated Use: \$ _____ Prior Year Budget (if applicable): _____ Prior Year Actual Amount Spent (if applicable): _____		Amount authorized by this legislation this fiscal year:	\$ 180,000	Amount previously authorized this fiscal year:		Total amount authorized after this legislative action:	\$180,000	Amount budgeted for this item * (including transfers):		Source of funding (name of fund) and account code number:		<b>FROM ACCT:</b>	<u>AMOUNT</u>	001-5101-56790 General Fund – Non-Departmental – Other Contractual Services	\$ 180,000
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<b>FROM ACCT:</b>	<u>AMOUNT</u>															
001-5101-56790 General Fund – Non-Departmental – Other Contractual Services	\$ 180,000															
PRIOR LEGISLATION	Prior ordinances and (date): _____ Prior resolutions and (date): _____															
CONTACT INFORMATION	RLA drafted by (name, title, & phone): Miriam N. Hennosy, Assistant to the County Executive, 816-881-3329															
REQUEST SUMMARY	Pursuant to Article XV, Section 3 of the Constitutional Home Rule Charter of Jackson County, the County Executive shall provide for a charter review commission to review the charter from time to time, but no less often than every ten years. In 2010 a Charter Review Task Force was appointed and through a process made recommendations to the Jackson County Legislature. On August 3, 2010 the Proposed Charter revisions were approved by the voter The automatic review and appointment of a Jackson County Charter Review Commission is to occur in the year 2020. Therefore, we request that the County Executive be authorized to execute an agreement with the Mid-America Regional Council (MARC) to support the work of the 2020 Jackson County Charter Review Commission to be appointed by the Jackson County Executive. MARC proposes to complete the work as outlined in the attached proposal for a maximum not-to-exceed price of \$180,000.															
CLEARANCE	<input type="checkbox"/> Tax Clearance Completed (Purchasing & Department) <input type="checkbox"/> Business License Verified (Purchasing & Department) <input type="checkbox"/> Chapter 6 Compliance - Affirmative Action/Prevailing Wage (County Auditor's Office)															
COMPLIANCE	<input type="checkbox"/> MBE Goals <input type="checkbox"/> No Goals Assigned <input type="checkbox"/> WBE Goals <input type="checkbox"/> VBE Goals															
ATTACHMENTS	MARC Letter, Scope of Services, Pricing Proposal, Resumes, & profiles															
REVIEW	<table border="1" style="width: 100%;"> <tr> <td>Department Director:</td> <td>Date:</td> </tr> <tr> <td>Finance (Budget Approval): <i>If applicable</i></td> <td>Date: 2/13/19</td> </tr> <tr> <td>Division Manager: </td> <td>Date: 2/13/2019</td> </tr> <tr> <td>County Counselor's Office:</td> <td>Date:</td> </tr> </table>		Department Director:	Date:	Finance (Budget Approval): <i>If applicable</i>	Date: 2/13/19	Division Manager: 	Date: 2/13/2019	County Counselor's Office:	Date:						
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Division Manager: 	Date: 2/13/2019															
County Counselor's Office:	Date:															

Fiscal Information (to be verified by Budget Office in Finance Department)

- This expenditure was included in the annual budget.
- Funds for this were encumbered from the \_\_\_\_\_ Fund in \_\_\_\_\_.
- There is a balance otherwise unencumbered to the credit of the appropriation to which the expenditure is chargeable and there is a cash balance otherwise unencumbered in the treasury to the credit of the fund from which payment is to be made each sufficient to provide for the obligation herein authorized.
- Funds sufficient for this expenditure will be/were appropriated by Ordinance # \_\_\_\_\_
- Funds sufficient for this appropriation will be available from the source indicated below.

Account Number:	Account Title:	Amount

- This award is made on a need basis and does not obligate Jackson County to pay any specific amount. The availability of funds for specific purchases will, of necessity, be determined as each using agency places its order.
- This legislative action does not impact the County financially and does not require Finance/Budget approval.



600 Broadway, Suite 200  
Kansas City, Missouri 64105-1659

816-474-4240  
816-421-7758 FAX  
www.marc.org



January 17, 2019

Mr. Caleb Clifford, Chief of Staff  
County Executive's Office  
Jackson County, Missouri  
415 E 12<sup>th</sup> Street  
2<sup>nd</sup> Floor  
Kansas City, MO 64106

Dear Caleb:

Thank you for inviting the Mid-America Regional Council (MARC) to support the work of the Jackson County Charter Review Commission, pursuant to Article XV, Section 3 of the Constitutional Home Rule Charter of Jackson County, Missouri. MARC is uniquely positioned to support this work as the nonprofit association of city and county governments and the metropolitan planning organization for the bistate Kansas City region. Jackson County has been a member since MARC's inception in 1972 and has partnered with MARC on numerous regional initiatives.

This engagement is aligned with MARC's mission and core competencies. MARC is organized in six departments that work to deliver eight policy goals to make Kansas City a region of opportunity. One of MARC's policy goals is "effective local government." MARC provides high quality training and technical assistance services to local governments to help cities and counties work more efficiently and effectively.

Enclosed you will find a scope and fee proposal for the work. This is a suggested framework that MARC would validate with the Commission and adjust if needed, within the approved project budget. To meet your deadline to announce the partnership and secure funding by the end of the month, we had to make certain assumptions regarding pricing, scheduling and subconsultants. We look forward to working with you in the coming weeks to finalize the scope and fee and secure the necessary contracts.

Lauren Palmer, Director of Local Government Services, will be our lead staff contact to oversee this work. If you have any questions, you may contact Lauren at [lpalmer@marc.org](mailto:lpalmer@marc.org) or 816.701.8207.

Yours truly,

A handwritten signature in black ink, appearing to read "David Warm", written over a white background.

David Warm, Executive Director  
Mid-America Regional Council

Chair  
Carol Suter  
Councilmember  
Gladstone, Missouri

1st Vice Chair  
Rob Roberts  
Commissioner  
Miami County, Kansas

2nd Vice Chair  
Jimmy Odom  
Commissioner  
Cass County, Missouri

Treasurer  
Harold Johnson Jr.  
Commissioner  
Unified Government  
of Wyandotte County/  
Kansas City, Kansas

Secretary  
Randy Rhoads  
Mayor  
Lee's Summit, Missouri

Executive Director  
David A. Warm

## Scope of Services

### Overview

MARC will staff the Jackson County Charter Review Commission to be appointed by County Executive Frank White on or before January 31, 2019. Lauren Palmer, Director of Local Government Services, will be the lead assigned staff with support as needed from David Warm, Executive Director; Marlene Nagel, Director of Community Development; and support staff within the Local Government Services division. MARC will act as a neutral facilitator to guide and support the process. Decisions about the approach to the work and recommendations for proposed charter amendments will rest exclusively with the Charter Review Commission.

### Phase 1: Advance Planning to Define the Issues

MARC proposes to conduct one-on-one interviews with key stakeholders in advance of convening the Charter Review Commission. Stakeholders may include, but not be limited to, county legislators, county executive, other county elected officials, and county department heads or key staff. Interview questions will be designed to gather input about desired charter changes or areas of interest for review. Interview questions may be reviewed in advance by the county executive for review and approval. This work is important to establish MARC as a neutral facilitator and to hear first-hand any expectations or concerns about the process. Doing this legwork upfront will help garner buy-in for the process. MARC will summarize the feedback in the aggregate without attributing specific comments to individual interviews, unless desired. This information will be shared with the Commission to form the basis for the review process.

### Phase 2: Public Engagement

MARC proposes a two-part public engagement process:

#### Part 1 – April 1 – May 30

MARC and its subconsultant partners will facilitate up to four open public engagement sessions to solicit input and inform charter amendments for further review by the Commission. MARC will thoughtfully design these meetings, with input from the Commission, to ensure maximum and productive audience participation (rather than devolving into general complaint sessions). Meetings will be scheduled at diverse times and geographic locations to increase community participation. In addition, MARC will develop an engaging website, social media and text messaging strategy to encourage input from citizens who are not able or inclined to participate in public meetings. The media strategy will also be used to push updates about the Commission's work to keep the public informed throughout the process. MARC would propose to house the website on the [jacksongov.org](http://jacksongov.org) server with links to the county's website for easy public access.

Finally, MARC will conduct up to six stakeholder focus groups. These would create opportunities outside of the general public sessions for more detailed engagement with organizations or individuals who work closely with Jackson County. Focus groups would be limited to approximately 20 participants, and targeted interview questions would be developed for each session based on stakeholder areas of interest. Focus groups might include, but not be limited to: (1) cross-section of County staff; (2) municipal mayors and city managers; (3) non-profit/social service partner agencies; (4) neighborhood organizations or public advocacy groups; (5) county boards/commissions; etc.

Commission members will be encouraged to attend and participate in public engagement meetings and focus groups as their interests and schedules allow. MARC does not anticipate full participation by all Commission members at all public engagement meetings. MARC will be responsible for compiling feedback into a summary report for review with the Commission once all meetings are concluded.

## Part 2 – July 1 – 31

MARC will facilitate an open public comment period to solicit additional input once the Commission has formulated its preliminary recommendations. Comments will be obtained primarily through electronic mediums (website and social media). Additional public meetings are not anticipated during part two, but the Commission could conduct a public input session as part of its fourth meeting, if desired.

### **Phase 3: Research**

Concurrent with Part 1 of the Public Engagement Phase, MARC will conduct research to determine best practices in charter revisions and governance. Analysis will be performed of peer counties with strong reputations or performance indicators for good governance, efficiency and effectiveness. Expertise will be sought from national associations as needed such as the National Association of Counties, National Civic League, and the International City/County Management Association.

### **Phase 4: Commission Meetings**

MARC proposes up to six Commission meetings to be intermingled with public engagement and best practices research. Meetings will be scheduled to allow time for the MARC team to prepare responses to questions or direction from the Commission.

1. Kickoff Meeting – Defining the Issues - March 15 – 29
  - a. Welcome and introductions
  - b. Process overview; discuss public engagement approach and select stakeholders for focus groups
  - c. Review summary report of advance interviews and begin to define the charter issues for further review
  - d. Elect chair (unless appointed by County Executive)
  - e. Set future meeting dates
2. Meeting 2 – Evaluating Best Practices - May 15-31  
Review best practices research; brainstorm areas of interest from the Commission; begin to frame preliminary Commission recommendations
3. Meeting 3 – Responding to Public Input/Preliminary Recommendations - June 10 – 28  
Review public engagement summary report; frame preliminary Commission recommendations
4. Meeting 4 – Responding to Public Input/Finalizing Recommendations - by August 30  
Review summary report of second phase of public engagement regarding the draft recommendations; finalize Commission recommendations based on response to public input

5. Meeting 5 – Review and Approve Draft Report to County Legislature - September 16 – 27  
Review and approve draft report; discuss format for presentation to County Legislature
6. Meeting 6 (if needed) – Adjust and Finalize Recommendations - by November 30  
Review feedback from the County Legislature and adjust recommendations, if appropriate

**Tentative Timeline:**

- By January 31 - Charter Review Commission announced
- By February 22 – Execute contract between MARC and Jackson County; secure all subcontracts
- By March 15 – Conduct all Phase 1 interviews
- March 15 – 29 – Kickoff meeting with Commission – Defining the issues
- April 1 – May 30 – Part 1 – Public engagement
- April 1 – April 30 – Conduct best practices research
- May 15-31 – Commission Meeting #2 – Evaluating best practices
- June 10-28 – Commission Meeting #3 – Responding to public input/preliminary recommendations
- July 1 – 31 – Part 2 – Public engagement
- By August 30 – Commission Meeting #4 - Responding to public input/finalizing recommendations
- By September 15 - MARC team prepares draft report of Commission recommendations
- September 16 – 27 – Commission Meeting #5 - Review and approve draft report to County Legislature
- By October 31 - Present draft recommendations to the County Legislature
- By November 30 – Commission Meeting #6 - Adjust and finalize recommendations
- By December 31 - Present final recommendations to the County Legislature

**The Team**

MARC identified qualified subconsultants to assist with the work who are available to meet the project demands within the established schedule. MARC is prepared to engage other partners if desired by the County Executive and the Charter Review Commission. Detailed resumes/biographies from the proposed team are enclosed at the end of the proposal.

**MARC:** MARC will provide staff support to the Commission throughout the process including coordinating and overseeing all subconsultant work, scheduling meetings, preparing agendas, taking minutes, drafting reports and presentations, etc. MARC will provide periodic updates to the County Executive and be available for update meetings with the Executive or Legislators upon request. Lauren Palmer, Director of Local Government Services, will be the lead assigned staff. She will attend all Commission meetings, public engagement sessions (including stakeholder focus groups), and advance interviews.

**Vireo:** Vireo will manage the open public engagement sessions and social media/marketing aspects of Part 1 of the Public Engagement Phase. Vireo will also handle the open public comment period for Part 2 of the Public Engagement Phase. Ms. Palmer will conduct the Part 1 stakeholder focus groups, but Vireo will assist with designing the questionnaires and meeting format. As designers and planners, Vireo combines art and science to generate fresh ideas, unforgettable experiences and elegant results. Triveece Penelton, AICP, is a public involvement innovator who excels in community engagement and designing successful public engagement opportunities. Lindsay French, BFA, will assist on all aspects of graphic design, marketing and social media.

**Harrison-Lee Development Consulting:** Cheryl Harrison-Lee has worked in municipal government for over 30 years and most recently served as the Chief Executive Officer for the City of Gardner. Ms. Harrison-Lee will conduct all Phase 3 research and will assemble her findings for report back to the Commission at the second meeting. If needed, Ms. Harrison-Lee will assemble an expert panel to directly field questions from the Commission and public.

**Legal Services:** Assistance will be needed from an attorney or firm with experience in municipal law and, ideally, charter ordinance research and drafting. Due to the nature of the engagement, Jackson County and/or the selected firm may prefer to contract directly with the County (as the client) instead of as a subconsultant to MARC. MARC can assist with soliciting qualifications and can subcontract the services if desired by all parties. (Note: The fee proposal includes a placeholder for legal services). Regardless of the contractual arrangement, it will be critical to have legal services integrated with the MARC team in order to appropriately direct work and control costs.

### **Fee Proposal**

MARC proposes to complete the work outlined herein for a maximum not-to-exceed price of \$180,000 (see attached pricing sheet). Due to time constraints, detailed cost proposals were not obtained for subconsultants. Therefore, subconsultant pricing is subject to change. MARC will make every effort to be responsible with the public dollars allocated to this project and will seek to complete all work as efficiently as possible to control costs. This proposal represents an extensive public engagement process, and additional savings could be generated if the Commission opts for a more streamlined process with fewer in-person public engagement sessions. All aspects of the scope and fee are presented for discussion purposes and are subject to final negotiation of a contract.



**MARC Government Training Institute  
Pricing Proposal**

Client: Jackson County, MO  
 Contact: Caleb Clifford  
 Project: Jackson County Charter Review Commission

Facilitator Expense		Hourly Rate		Hours				Total
Subcontract	Team Lead	Services	Travel	Meetings	Travel	Prep & Follow-Up	Deliverables	Total
Coordination, Oversight, Public Engagement (MARC)	Lauren Palmer	\$100.00	\$100.00	36	9	130.5	20	\$19,550.00
Public Engagement (Vireo)	Triveece Penelton	\$110.00	\$110.00	30	7.5	300	10	\$38,225.00
Research and Best Practices (HLDC)	Cheryl Harrison-Lee	\$250.00	\$250.00	10	2.5	35	12.5	\$15,000.00
Public Relations and Communications (Vireo)	Lindsay French	\$100.00	\$100.00	30	7.5	120	0	\$15,750.00
Legal	TBD	\$350.00	\$350.00	28	7	98	40	\$60,550.00
								<b>\$149,075.00</b>
Reimbursables	Details/Notes	Rate		Number		Lump Sum	Total	
Mileage	estimate 30 person trips to various meeting locations in the county	Per Mile	\$0.58	Miles	450			\$261.00
Rental Car		Per Day		Days				
Lodging		Per Night		Nights				
Meals		Per Diem	\$79.00	Days				
Fuel		Per Gallon	\$2.50	Gallons				\$0.00
Total								<b>\$261.00</b>

Support Staff Expense		Hourly Rate	Hours	Total
	MARC Staff Contact			
Contracting	Carmellya Anderson	\$50.00	10	\$500.00
Scheduling	Carmellya Anderson	\$50.00	15	\$750.00
Marketing	Carmellya Anderson	\$50.00	10	\$500.00
Ordering/Room Setup	Carmellya Anderson	\$50.00	15	\$750.00
Invoices	Carmellya Anderson	\$50.00	10	\$500.00
Deliverables (minutes, agendas)	Shelly Strickland	\$50.00	20	\$1,000.00
Quality Control	Marlene Nagel or David Warm	\$175.00	25	\$4,375.00
Total				<b>\$8,375.00</b>

Direct Expenses	Details/Notes	Rate		Number		Lump Sum	Subtotal	Total
Materials	handouts, poster boards for public meetings, supplies	Per Packet		Attendees		\$1,000.00		\$1,000.00
Staff Travel	estimated 10 trips	Per Mile	\$0.58	Miles	150			\$87.00
Staff Rental Car		Per Day		Days				\$0.00
Staff Lodging		Per Night		Nights				\$0.00
Staff Meals		Per Diem	\$79.00	Days				\$0.00
Staff Fuel		Per Gallon	\$2.50	Gallons				\$0.00
Event Food								\$0.00
Per Meal		Per Meal	\$12.00	Attendees	15		\$180.00	
Estimated Meals				Meals	8			\$1,440.00
Marketing	text message marketing, social media ads, etc.							\$14,385.80
Travel Estimate	If needed for outside "best practices" panelists							\$5,000.00
Total								<b>\$21,912.80</b>

**GRAND TOTAL**

**\$179,623.80**

# LAUREN PALMER

600 Broadway, Suite 200 • Kansas City, Missouri 64105 • (816) 701-8207 • [lpalmer@marc.org](mailto:lpalmer@marc.org)

## PROFESSIONAL EXPERIENCE

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**Director of Local Government Services, Mid-America Regional Council (MARC), Kansas City, Missouri; August 2018 - present.**

- Deliver support services to 119 cities in a nine-county bi-state region to improve government efficiency.
- Oversee the Kansas City Regional Purchasing Cooperative, Government Training Institute (GTI) and shared services initiative.
- Provide staff support to regional programs including the Managers Roundtable, First Suburbs Coalition and CORE4 consortium of the four largest municipal governments in the Kansas City region.

**Assistant City Manager, City of Independence, Independence, Missouri; November 2016 – August 2018.**

### *Notable Accomplishments*

- Oversaw five city departments representing over 220 employees and budgets totaling approximately \$30 million.
- Shepherded the creation and adoption of the five-year *Independence for All* strategic plan.
- Staffed the citizen committee and managed the public education campaign for the successful permanent renewal of the half-cent transportation sales tax.
- Led or supported negotiations of six collective bargaining work agreements with four labor unions within budget and other parameters set by the city manager.
- Directed legislative advocacy efforts including development of the annual state and federal legislative platforms and oversight of governmental relations contracts.
- Facilitated the adoption of the City's first market-based compensation plan in over 20 years.
- Compiled the Deferred Maintenance Report to document \$900 million of unfunded public improvement needs and recommended funding strategies.
- Guided improvements to code enforcement and business licensing processes to reduce timelines and improve customer service.
- Recommended and staffed the Downtown Redevelopment Coordinating Committee that generated a \$200 million revitalization plan for downtown Independence that was accepted by City Council.
- Managed the reorganization of internal services, regulated industries and public health services.
- Led the project development and implementation of the \$3.3 million Independence Uptown Market including the successful application to the Missouri Development Finance Board (MDFB) Tax Credit for Contribution Program.

**City Administrator, City of Parkville, Parkville, Missouri; June 2013 – October 2016.**

### *Administration*

- Reorganized Board of Aldermen agendas and converted to electronic packets to streamline business.
- Completed a revised orientation manual and orientation training for new elected officials.
- Coordinated the upgrade of hardware and software technology tools citywide.
- Standardized contract documents and procurement practices to reduce risk and improve project efficiency.
- Oversaw the creation of job descriptions for approximately 45 full and part-time positions and implemented a formal performance evaluation system.
- Directed implementation of a formal training program for staff (with proper record keeping) including topics such as harassment prevention, workplace safety, etc.
- Contracted renewal for property, liability and workers compensation coverage that resulted in reduced costs.
- Restructured employee health benefits to manage costs for the city and provide more options for employees.
- Converted from a cable access to a web-based city communications channel resulting in a 50% cost savings and improved customer experience.

### *Major Projects*

- Guided progress on development goals for the Interstate 435 & Route 45 corridor including long-term financing strategy, market feasibility study, property acquisition and development request for proposals.
- Cooperated with Platte County to construct Phase 1A of Platte Landing Park, a \$1.5 million project that added 144 acres and more than doubled the park system.
- Finalized local match and related contracts for \$12 million Highway 45 - Phase C widening project.
- Prepared the successful grant application for the \$180,000 Route 9 Corridor Study project that involves \$15 million of infrastructure improvements.

### *Finance and Budgeting*

- Overhauled the annual \$13 million budget process, beginning with strategic goal setting with the governing body, to ensure transparency and effective decision-making.
- Eliminated a structural deficit in the Transportation Fund and increased funding to tackle deferred maintenance in the street and sanitary sewer systems.
- Created the city's first multi-year Capital Improvement Program.
- Received the city's first Government Finance Officer's Associate Distinguished Budget Presentation Award.
- Facilitated the permanent financing of \$9 million of limited general obligation bonds and achieved a credit rating upgrade from Standard & Poor's (from AA- to AA).
- Developed financial policies for debt management, purchasing, cash handling, credit/debit processing and fund balances.
- Established late fees and penalties for delinquent sewer utility accounts which recouped over \$40,000 in back payments in year one.

**Assistant City Manager**, City of Manhattan, Manhattan, Kansas; January 2008 – May 2013.

### *Economic Development*

- Performed the economic development functions of the city including negotiations, compliance monitoring, incentive reporting, and contract management. Notable accomplishments:
  - CivicPlus – local expansion of a web development firm to create 250 new jobs over 10 years and \$9 million of capital investment in downtown Manhattan.
  - Organized the public education campaign for successful renewal of a Riley County half-cent sales tax, with the City's portion of proceeds to be used for economic development initiatives.
- Administered contract with the Manhattan Area Chamber of Commerce to provide economic development services on behalf of the City of Manhattan.
- Assisted with duties related to the City of Manhattan's participation in the Knowledge Based Economic Development (KBED) initiative and the Animal Health Corridor.

### *Contract and Grants Management*

- Administered master planning (citizen committee), design, and construction management contracts for the \$24 million Flint Hills Discovery Center (State of Kansas STAR Bond project).
- Oversaw administration of the Energy Efficiency and Conservation Block Grant (\$503,700) and U. S. Small Business Administration grant for child care facilities (\$500,000).
- Prepared successful \$1 million grant application to the Kansas Bioscience Authority and managed the build out of 5,000 square feet of unfinished pilot space in the Manhattan/K-State Innovation Center.

### *Policy Development*

- Led the intergovernmental planning process to develop an interlocal agreement and system operating plan for fixed route transit in Manhattan.
- Coordinated with regional partners and the Kansas Department of Transportation to facilitate the creation of a Metropolitan Planning Organization (MPO).
- Guided the development and implementation of Manhattan's first mandatory residential rental licensing and inspections program.
- Conducted a comprehensive review and update of city ordinances governing various special event permits.
- Served as city manager's designee to the Riley County Law Board and Riley County-Manhattan Board of Health.

**Management Analyst, City of Des Moines City Manager's Office, Des Moines, Iowa; January 2006 – January 2008.**

**Management Intern, City of Des Moines City Manager's Office, Des Moines, Iowa; June 2004 – July 2005.**

#### *Strategic Planning*

- Organized citywide goal-setting process that resulted in City Council adoption of 12 new goal statements.
- Developed and oversaw citywide staff process for creating an implementation plan for 12 goal statements.

#### *Administration and Policy Development*

- Staff liaison to two City Council members and four city departments (assigned to a total of seven Council members and seven departments during tenure with Des Moines).
- Staffed Youth Advisory Board of 16 youth members and 7 adult members.

#### *Finance and Budgeting*

- Participated in senior-level strategy sessions for development of fiscal years 2008 and 2009 budgets.
- Helped prepare financial report with projections and recommendations regarding the Golf Enterprise Fund.
- Responsible for development of Fiscal Year 2008-09 budget for the City Manager's Office and divisions.

#### *Community Relations*

- Worked with community stakeholders to find solutions for the relocation of the city's largest homeless shelter.
- Helped plan and coordinate numerous public meetings including "Coffee with the Manager" and public input sessions regarding a local option sales tax proposal.
- Worked closely with community and economic development staff to coordinate public input sessions and City Council action related to the controversial redevelopment of a former elementary school site.

#### *Performance Measurement*

- Contributing author for city's Annual Performance Report (two reports received the *Certificate of Achievement in Service Efforts and Accomplishments Reporting* from the Association of Government Accountants).
- Assisted in administering the City's participation in the International City/County Management Association Center for Performance Measurement.
- Oversaw contracts for administration of the city's annual resident satisfaction survey in 2006 and 2007.

## **EDUCATION**

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### **Master of Public Affairs**

Indiana University School of Public and Environmental Affairs

*Bloomington, Indiana*

Emphases: Local Government Management  
Public Financial Administration  
Economic Development

Honors: Academic Achievement Award (top 10 students by GPA)  
Pi Alpha Alpha

### **Bachelor of Arts in Political Science**

University of Missouri

*Columbia, Missouri*

Honors: *Magna Cum Laude*  
Phi Beta Kappa

## **PROFESSIONAL DEVELOPMENT**

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- **Centurions Leadership Program.** Kansas City Area Chamber of Commerce. Class of 2019.
- **International City-County Management Association Credentialed Manager (ICMA-CM).** Since January 2015.
- **Your Leadership Edge: Innovative Leadership for You and Your Community.** Kansas Leadership Center. June – July 2011.
- **Flint Hills Regional Leadership Program,** Class of 2008.

- **Awards Evaluation Committee**, Vice Chair. International City/County Management Association, October 2007 – October 2010.
- **Emerging Leaders Development Program**, Class of 2008 (Inaugural Class), International City/County Management Association, February 2006 – January 2008.
- **Presenter**, Educational Session: “When Generations Collide.” International City/County Management Association Annual Conference. Pittsburgh, Pennsylvania. October 2007.
- **Presenter**, “Getting Performance Information to the Community: Suggested Practices.” Association of Government Accountants Annual Performance Measurement Conference. Phoenix, Arizona. September 2007.
- **Emerging Leaders Initiative Board Launch**, United Way of Central Iowa, November 2006.

## **VOLUNTEERISM**

- **Community Blood Center**, regular platelet donor, May 2014 – present.
- **United Way of Greater Kansas City**, Women United Advisory Cabinet, May 2016 – present.
- **United Way of Greater Kansas City**, Northland Community Advisory Council, September 2013 – April 2015.
- **United Way of Riley County**, Board Chair, January 2013 – May 2013, and Board Member January 2012 - January 2013.
- **Mayor’s Community Service Award**, Staff Recipient. City of Manhattan, May 2011.
- **Big Brothers/Big Sisters**, Mentor. February 2011 – May 2013.
- **March of Dimes - March for Babies**, Chair. City of Manhattan Employee Team, 2010 – 2012.
- **Service Efforts and Accomplishments Reporting Reviewer**, Association of Government Accountants (AGA), May 2006 – May 2007.
- **Volunteer Return Preparation Program**, Tax Preparer. Internal Revenue Service, January 2006 – April 2007.
- **Combined Charities Campaign**, Chair. City of Des Moines, Fall 2004. Achieved a record-setting goal in contributions as chair of the annual employee payroll deduction campaign.
- **Alumni Network Advisory Committee**, Center for Civic Education, January 2000 – March 2006.

## **PUBLICATIONS**

- **Contributor. Conduff, Mike and Melissa Byrne Vossmer.** *Democracy at the Doorstep, Too: More True Stories*. Elim Group Publishing. 2012. Pages 43 – 45.
- **Contributor. Menzel, Donald C.** *Ethics Moments in Government: Cases and Controversies*. American Society for Public Administration: Series in Public Administration and Public Policy. CRC Press. September 2009.
- **Palmer, Lauren.** “What’s In It For Me? How Preparing the Next Generation Pays Dividends for Emerging and Experienced Leaders.” *Public Management*. June 2008. Volume 90, Number 5. Pages 10 – 12.



## Triveece Penelton | AICP

### City Planner | Public Involvement Innovator

Triveece is a city planner and public involvement innovator at Vireo. She is also the creator of the Digicate® software application for community engagement, which Vireo powers and utilizes as part of its community engagement services. The local, county, state, and regional projects that she manages blend community planning with intensive public engagement, education, information sharing, and messaging. Prior to joining Vireo, Triveece served as a long-range planner with Kansas City, Missouri's Planning and Development Department in its Planning, Preservation and Urban Design Division. While at the City, she was responsible for planning activities in Kansas City's Urban Core (approximately 35 square miles). Her work involved detailed analysis of changing community issues, challenges, and opportunities; urban design guideline implementation; assisting neighborhoods with grassroots initiatives, plan implementation, and other planning needs; coordinating with elected officials; and developing relationships with leaders in 30+ neighborhoods.

#### Education

Master of Urban Planning  
| University of Kansas |  
2002

Bachelor of Architectural  
Studies | University of  
Kansas | 2000

#### Registration

AICP

#### Experience

13 Years with Vireo  
4 Years Prior

#### Relevant Experience

KC Metro Affirmatively Further Fair Housing (AFFH) Assessment | Kansas City Region  
Leavenworth County Road I Land Use Analysis | Leavenworth County, Kansas  
Leavenworth & SW Johnson County Transit Plans | Leavenworth & Johnson County, Kansas  
Johnson County Stormwater Strategic Plan | Johnson County, Kansas  
KCK Zoning Code Rewrite | Wyandotte County-Kansas City, Kansas  
MARC Transit-Oriented Development (TOD) Impact Study | Kansas City, Missouri  
MARC Idea Book - Communities for All Ages | Kansas City Region, Kansas-Missouri  
Heartland 2050 Equity & Engagement | Omaha-Council Bluffs Region, Nebraska & Iowa  
EnergyWorks KC - Beyond the Bulb Campaign | Greater Kansas City, Missouri  
KC Downtown Streetcar Phase I and Phase II (NextRail) | Kansas City, Missouri  
Lee's Summit Housing Authority Strategic Plan | Lee's Summit, Missouri  
Smart Lights for Smart Cities | Kansas City Region, Kansas-Missouri  
I-35 & I-435 Ramp Metering | Kansas City Region, Kansas-Missouri  
KC Scout Traffic Management Center Logo and Brand Development | Kansas City Metro Area  
KC Scout Traffic Management Center On call Graphic Support | Kansas City Metro Area  
Iowa Traffic Management Center Brand Outreach | Ankeny, Iowa  
Lawrence Multi-Modal Studies | Lawrence-Douglas County Region, Kansas  
Blue River Watershed Integrated Planning Feasibility Study | Jackson & Johnson County, Kansas  
K-68 Corridor Management Plan | Miami & Franklin County, Kansas  
Operation Green Light Advanced Traffic Management Software-Systems Engineering Update | Kansas City Metro  
KC Regional Intelligent Transportation (ITS) Architecture Update | Kansas City Metro  
Wyandotte County Parks Master Plan | Wyandotte County-Kansas City, Kansas  
JCPRD Natural Resource Plan | Johnson County, Kansas  
Grand Island Grandeur Vision | Hall County, Nebraska  
K-32 Tri-City Multimodal Redevelopment Plan | Tri-City Area, Wyandotte County  
Grand Island Long-Range Transportation Plan | Grand Island, Nebraska  
Sarpy County Transit Plan | Sarpy County, Nebraska  
Lawrence-Douglass County ITS Architecture Update | Lawrence-Douglass County, Kansas  
US-169 Pavement Reconstruction | Allen and Neosho Counties, Kansas  
Highway 92 Corridor Study | Platte City, Missouri  
I-70 First and Second Tier Environmental Impact Statements | Kansas City, Missouri  
Kansas Statewide Rail Study | Kansas  
US 400 Cherokee County Corridor Study | Cherokee County, Kansas  
Kansas City International Airport Area Plan | Kansas City, Missouri  
Liberty Downtown Plan | Liberty, Missouri  
North Oak Corridor Plan | Kansas City, Missouri  
Topeka Pedestrian Master Plan | Topeka, Kansas





## Lindsay French

### Graphic Designer | Communications Specialist

Lindsay French is a creative and talented graphic designer with extensive experience in multimedia, branding and print design. Lindsay's skill at translating verbal ideas into visual components that effectively communicate information and emotion, make her an integral part of the design and community engagement process. She tailors products to meet clients' needs and creates memorable project brands and environmental graphics. Lindsay successfully manages and coordinates projects from concept through completion. She works closely with clients to create vision, conceive designs, and consistently meet deadlines and requirements.

#### Education

BFA in Visual  
Communication &  
Graphic Design |  
University of Kansas |  
2006

#### Experience

11 Years with Vireo

#### Awards

*ASLA Central States  
Communication Award  
for "superior professional  
accomplishment" in graphic  
communication design.*

*National Exceptional  
Performance Award  
for graphic brand and  
support materials for the  
Maximizing the Flow Ramp  
Metering Campaign*

#### Relevant Experience

**Roeland Park New City Logo and Brand Identity Development** | Roeland Park, Kansas  
**City of Warrenton Comprehensive Plan, Logo and Brand Identity Development** | Warrenton, Missouri  
**City of Arnold Comprehensive Plan Brand & Public Outreach** | Arnold, Missouri  
**City of Kearney Comprehensive Plan Brand** | Kearney, Missouri  
**Wichita Transit Talks Project Brand** | Wichita, Kansas  
**Parkville Riverfront Parks Map and Wayfinding System Signage** | Parkville, Missouri  
**Maryland Heights Parks and Recreation Master Plan**, Maryland Heights, Missouri  
**MWSU Campus Wayfinding and Master Plan Folder** | St. Joseph, Missouri  
**City of Hannibal Comprehensive Plan** | Hannibal, Missouri  
**MARC Transit-Oriented Development (TOD) Impact Study** | Kansas City, Missouri  
**MARC Idea Book - Communities for All Ages** | Kansas City Region, Kansas-Missouri  
**Energy Works KC - Beyond the Bulb Campaign** | Greater Kansas City, Missouri  
**KC Metro Affirmatively Further Fair Housing (AFFH) Assessment** | Kansas City Region  
**Leavenworth County Road 1 Land Use Analysis** | Leavenworth County, Kansas  
**Leavenworth & SW Johnson County Transit Plans** | Leavenworth & Johnson County, Kansas  
**Johnson County Stormwater Strategic Plan** | Johnson County, Kansas  
**KCK Zoning Code Rewrite** | Wyandotte County-Kansas City, Kansas  
**KC Downtown Streetcar Phase I and Phase II (NextRail)** | Kansas City, Missouri  
**Lee's Summit Housing Authority Strategic Plan** | Lee's Summit, Missouri  
**I-35 & I-435 Ramp Metering** | Kansas City Region, Kansas-Missouri  
**KC Scout Traffic Management Center Logo and Brand Development** | Kansas City Metro Area  
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**K-68 Corridor Management Plan** | Miami & Franklin County, Kansas  
**KC Regional Intelligent Transportation (ITS) Architecture Update** | Kansas City Metro  
**Wyandotte County Parks Master Plan** | Wyandotte County-Kansas City, Kansas  
**JCPRD Natural Resource Plan** | Johnson County, Kansas  
**Grand Island Grander Vision** | Hall County, Nebraska  
**K-32 Tri-City Multimodal Redevelopment Plan** | Tri-City Area, Wyandotte County  
**Grand Island Long-Range Transportation Plan** | Grand Island, Nebraska  
**Sarpy County Transit Plan** | Sarpy County, Nebraska  
**Highway 92 Corridor Study** | Platte City, Missouri  
**I-70 First and Second Tier Environmental Impact Statements** | Kansas City, Missouri  
**Kansas Statewide Rail Study** | Kansas  
**US 400 Cherokee County Corridor Study** | Cherokee County, Kansas  
**Kansas City International Airport Area Plan** | Kansas City, Missouri

vireo

Landscape Architecture | Planning | Design



***CHERYL HARRISON-LEE, AICP, ICMA-CM***

Cheryl Harrison-Lee started her career in municipal government in 1984 with the City of Gainesville, Florida. As the Chief Executive Officer for the City of Gardner, she was responsible for managing a leadership team tasked with municipal operations for a full service city. Her key functional areas of responsibility included Human Resources, Information Technology, Finance, Risk Management, Public Safety, and Business and Economic Development. Her responsibilities included establishing the organization's mission, vision, and goals as well as the strategic and operational plans for servicing a customer base of over 21,000 residents.

Ms. Harrison-Lee is a graduate of the Harvard Kennedy School of Government, Senior Executives in State and Local Government Program. She holds a graduate degree from the University of Florida and a Bachelor's Degree in Journalism from the University of South Carolina.

Ms. Harrison-Lee's experience includes employment in private consulting firms, statewide, regional, and local government sector. She was a municipal administrator in Florida for almost three decades. Her experience includes the City of Orlando, City of Daytona Beach, City of Titusville and City of Ormond Beach.

Ms. Harrison-Lee has initiated and led several customer service and client engagement efforts including a

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Client/Citizen Participation Plan. The Plan was developed to encourage more involvement on key process approvals to ensure client concerns were adequately addressed. Further she has successfully implemented a 3-C, three prong approach to enhancing communication with community partners, residents, agencies and neighboring jurisdictions in three different municipalities. The new approach was entitled 3-C, representing Collaboration, Communication, and Civic Engagement.

Ms. Harrison-Lee served as District Manager for Public Transportation with the Florida Department of Transportation, where she was responsible for extensive project management of \$180 million transportation capital projects. Her experiences include studying municipal issues statewide, nationally and internationally. She was selected to take part in a United States delegation to Hong Kong and Japan on an International Transit Study Mission.

She was featured nationally in *Essence* magazine for her accomplishments in the profession and recognized by the University of Florida with the Distinguished Alumnus Award. Ms. Harrison-Lee's professional recognitions and affiliations include International City Management Association, American Institute of Certified Planners, American Planning Association, and University of Florida Board of Regents Fellow. She is a credentialed manager through the International City Management Association (ICMA). She served as a member of ICMA Strategic Planning Task Force, MARC Sustainability Committee, SW Johnson County EDC, and Gardner Edgerton Chamber of Commerce.

Ms. Harrison-Lee's significant professional accomplishments include:

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### *Leadership Accomplishments*

- Developed and facilitated employee leadership training program "Recognizing Excellence in Gardner" for current and "up and coming" organization leaders.
- Established Leadership Engagement Program for building winning teams.
- Led efforts to develop city's vision, mission, core values and adoption of strategic plan to include new "award winning" performance management platform.  
<https://icma.org/certificates-performance-management>
- Transformed agency to high performance organization resulting in Client Satisfaction Survey results exceeding metro area cities and national cities in over 80 percent of the categories.
- Introduced new 'best practice' concept of results oriented priority-based budgeting resulting in local, state and national recognition and implemented city's first biennial budget.
- Restructured organization to facilitate significant operational efficiencies resulting in substantial cost savings for the City.
- Issue identification, strategy development and marketing framework for successfully achieving voters' approval of over \$10 million to implement action plan to correct infrastructure deficiencies.

### *Business Acumen*

- Initiated new Employee Engagement Survey and established total rewards program, employee recognition and incentives, leadership and certification training, and created an engaged workforce.
  - Completion of Pay and Compensation Study.
  - Development and implementation of organizational Career Ladders.
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- Led change management performance based evaluation program aligned with organization's newly established core values.
  - Established hiring for success program for senior managers and directors.
  - Implemented City's First Wellness Program and received regional recognition for accomplishments.
  - Completed Information Technology Assessment/Disaster Recovery Plan and revised the City's entire network infrastructure to ensure business continuity and safeguard the City operations.

#### *Results Oriented/Excellence Orientation*

- International City Managers Association, Certificate of Excellence for Performance Management
- Government Finance Officers Association, Certificate of Achievement for Excellence in Financial Reporting
- Government Finance Officers Association, Distinguished Budget Presentation Award (3 years)

#### *Visionary Strategic Planning Accomplishments*

- Adoption of Economic Development Strategy Plan and Economic Development Incentive Policy resulting in over \$200 million of committed private investment in 2017.  
<http://www.gardnerkansas.gov/home/showdocument?id=687>
- Developed department business plans, metrics, and accountability framework aligned with new brand, G3 "Gardner Guarantees Greatness"

#### *Customer Service/Engagement/Collaboration*

- Led visioning series with the business community.
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- Directed various client/resident engagement programs to ensure service delivery satisfaction.
  - Kansas Area Chamber of Commerce Partnership
  - Mid-America Regional Council
  - Kansas City Area Development Council
  - Johnson County Government
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