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APR 22 2026

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COUNTY CLERK

RGR 11:00 a.m.

Phil LeVota
Jackson County Executive

EXECUTIVE ORDER NO. 26-17

TO: MEMBERS OF THE LEGISLATURE
CLERK OF THE LEGISLATURE

FROM: PHIL LEVOTA
COUNTY EXECUTIVE

DATE: APRIL 22, 2026

RE: APPOINTMENT TO THE PENSION PLAN BOARD OF TRUSTEES

I hereby make the following appointment to the Pension Plan Board of Trustees:

Stephen Arbo, Jackson County Administrator, is hereby appointed to a new term. Mr. Arbo's resume is attached.

Robin Wheeler-Sanders, Jackson County Assistant County Administrator, is hereby appointed to a new term. Mrs. Wheeler-Sanders' resume is attached.

4-22-26

Date



Phil LeVota
County Executive

STEPHEN A. ARBO

188 NE Bayview Drive
Lee's Summit, MO 64064

Mobile: (816) 223-4744
Email: StephArbo@att.net

PROFESSIONAL EXPERIENCE

<i>City Manager, Lee's Summit, Mo. (Pop. 97,000)</i>	<i>August 2008 – Present</i>
<i>Acting City Manager, Lee's Summit, Mo.</i>	<i>July 2007 – August 2008</i>
<i>Deputy City Manager, Lee's Summit, Mo.</i>	<i>July 2004 – July 2007</i>
<i>Assistant City Administrator, Lee's Summit, Mo.</i>	<i>March 2001 – June 2004</i>

Management Serve as chief executive officer for a 1,000 (750 FTE) employee workforce through a 15-member Management Team. Lee's Summit has experienced significant growth during my tenure: 2000 population of 70,700 to a current population of 97,000 and an assessed value of \$846.6M to a current value of \$1.9B.

Directed organization through long-term planning issues including the implementation of 20-year fiscal model, economic development goals, utility master plans, master transportation plan, organizational restructuring, and the creation of Master Action Plans (MAPs) to implement the City Council's short-term (2-3 years) goals.

Due to the 2008 recession causing a negative revenue growth scenario, a 5-year budget projection model was implemented to meet City Council goals and protect current service levels. Returned the operating reserve to a 50% balance after a negative \$15.5M legal settlement in 2011. City was awarded a Moody's Aaa bond rating for debt financing in 2017.

Planning Strengthened development fee-based systems. Updated ultimate build-out plans for land use, utilities, and transportation systems. Created a long-term fiscal model to determine the financial sustainability of development projects and community economic impact. Lead in the creation of a 20-year Downtown Master Plan, now in its 13th successful year. Current efforts are focused on revitalizing residential neighborhoods, responding to multi-family development interests and redevelopment of underutilized commercial areas within the downtown corridor.

Economic Development Lead staff team on economic development issues with the goal of attracting high-quality projects to positively impact the community while bringing a higher standard of fairness and professionalism to the process. The approved projects have a high degree of complexity that may include a combination of the following tools: Tax Increment Financing; Neighborhood Improvement District; Transportation Improvement District; Property Tax Abatement; Neighborhood Preservation Tax Credits; and Historic Preservation Tax Credits. Created a comprehensive economic incentive policy adopted by the City Council to be used for staff and development community as a negotiating structure.

In 2016, served as negotiation team leader to attract a single private investment exceeding \$500M.

Special Projects Served as key architect for multiple city ballot issues. Recent "wins" for the community include the approved renewal of a ½ cent capital improvement sales tax and a "no tax increase" bond issue for streets, storm water and public safety. Since 2001, typical voter approval ratings for tax renewals and debt service have been between 70% and 83%.

Negotiated assignment of 300-acre prime office development site from adjacent community into the City of Lee's Summit for economic development growth opportunities. This site is now one of the finalists for the Kansas City Area Development Council submittal for the HQ2 Amazon proposal.

Engaged in fourth year of implementing a multi-faceted community marketing plan in conjunction with the Chamber of Commerce, Lee's Summit Economic Development Council, and private corporations sponsoring "co-branding" opportunities.

Leading a multi-city and multi-county task force comprised of MARC leadership staff, first-responder staff, emergency management officials, public insurance executives and technology professionals to create a comprehensive plan to address local government cybersecurity threats. Work of this team was recently featured in Government Technology's national publication.

General Manager, Lakewood Property Owners Association (Pop. 10,000)

March 2000 – March 2001

Served as Chief Executive Officer for large property owners association that offered residential services (lake amenities, boat marinas, restaurant, grounds maintenance, and community patrol). Position was a transition stage between City Management experiences. Created Management Team style of leadership and built resurgence in volunteer-based committees.

City Administrator, City of Liberty, Mo. (Pop. 28,000)

July 1997 – September 1999

Management

Served as leader of the City's 12-member Management Team comprised of department heads and key administrative staff. Coordinated long-term strategic planning activities for Mayor and City Council and implemented goals through departmental action plans. Initiated employee-based safety program. Carried forward the Council's legislative and policy decisions in the daily operations of the City.

Planning

Supervised Community Development staff in completing a successful 10-year land use plan known as "Blueprint for Liberty." Directed administrative staff in conducting a sales tax campaign for a 10-year capital improvements program that received 82% voter approval. Coordinated 18-month planning process that culminated in a financing strategy for new streets to be shared between the development community and the City.

Special Projects

Negotiated with Kansas City Area Transit Authority (KCATA) to establish a Liberty commuter express bus service (the first system expansion in over 12 years). Coordinated efforts of local and state environmental agencies to permanently alleviate air pollution problems created by local snack food company. Supervised negotiations against Teamsters' union that ultimately lead to disbanding the public works' bargaining unit.

City Manager, City of Ellisville, Mo. (Pop. 9,200)

February 1993 – June 1997

Management

Appointed as the city's first professional City Manager. Implemented new City Charter that became effective in November 1993. Assisted the Council in writing and implementing new zoning code and sign regulations to guide residential and commercial growth in a positive direction. Conducted a three-month leadership-training program for top staff that emphasized team environment and participatory management concepts.

Finance

Restructured operating and capital budget documents to improve clarity and approval process for City Council. Amended financial reports to comply with the Comprehensive Annual Financial

Report (CAFR) guidelines established by the Government of Financial Officers' Association (GFOA). Produced the City's first five-year capital improvement plan (CIP) and long-term financial plan. Supervised installation of "4th Generation Language" financial software that increased operating efficiency. Produced the City's first financial budget to receive national recognition by GFOA.

Personnel Implemented the first set of personnel guidelines, updated position descriptions, and developed a performance-based compensation plan. Restructured employee benefits package to share health insurance costs with employees. Created IRS Section 125 program that reduced employee and city payroll taxes. Revised personnel recruitment procedures to comply with equal opportunity and ADA guidelines.

Special Projects Coordinated successful citizen-based campaign that authorized an additional $\frac{1}{2}$ - cent sales tax for storm water and street repairs. Created the first residential occupancy inspection program and won voter approval for inspection fees. Identified and recruited commercial tenant for a 30,000 sq. ft. building which had been vacant for over a decade. The new tenant now produces over \$200,000 per year in sales tax revenues.

City Administrator, City of Manchester, Mo. (Pop. 6,500)

March 1990 – January 1993

Management Responsible for the daily operation of the Police, Street, Parks, Municipal Court, and Administrative Departments. Developed/researched various policy recommendations for consideration by the elected and/or appointed boards. Implemented policies as set by the Board of Aldermen. Responsible for 40 full-time employees. City received the "Distinguished Budget Award" in 1991 and 1992 from GFOA.

City Administrator, City of Frontenac, Mo. (Pop. 4,000)

May 1988 – March 1990

Management Responsible for the daily operation of the Police, Fire, Street, Municipal Court and Administrative Departments, and contracts for Sanitation and Ambulance service. Chief negotiator with firefighters' union. Successfully address all employee issues and reduce need for a formal agreement; continued to "meet and confer."

Asst. to the CAO, City of Kirkwood, Mo. (Pop. 28,000)

May 1986 – May 1988

Management Developed and assisted in presentation of the City's Operating Budget (approx. \$22 million for FY 1987/88 and 1988/89). Served as chief negotiator with the electric distribution workers union (IBEW) and revised agreement. Responsible for resolving interdepartmental issues (such as customer billing) between the public utilities (Electric and Water) and the Finance departments. Served as City liaison to the downtown business district. Negotiated lease contracts of properties used for public parking lots and coordinated and initiated parking permit system. Managed the sale and purchase of City properties.

Personnel Served as Personnel Director for approx. 240 full-time and 30 part-time employees. Responsible for resolving all personnel issues relating to the Administration, Electric, Fire, Parks and Recreation, Police, Public Works, Sanitation, and Water Departments. Developed and supervised employee-based safety committee for the Electric Department. Served as pension plan administrator during transfer of City's pension plans from a "defined benefit" to "defined contribution" format. Created and implemented comprehensive personnel policies and initiated the revision of departmental procedures such as promotions for Police and Fire employees.

Public Management Intern, City of Kansas City, Mo. (Pop. 450,000)

June 1985 – April 1986

Served three-month rotations to four departments: City Manager's Office, Public Works, Finance, Budget and Systems. Co-authored Kansas City's successful 1986 "All-America City" application. Coordinated the "Comprehensive Annual Financial Report, FY 1985."

City Manager's Intern, City of Leavenworth, Kan. (Pop. 34,000)

June 1984 – May 1985

Administrative Intern, City of Liberty, Mo. (Pop. 16,000)

January 1983 – May 1984

EDUCATION

University of Kansas, Lawrence, Kan.
Master of Public Administration – Urban Management
May 1986

William Jewell College, Liberty, Mo.
Bachelor of Arts: Public Administration, Political Science
May 1984

ASSOCIATIONS

Co-Chair of Regional Homeland Security Council – MARC, 2016 to present
International City Manager's Association – Full Member
American Society of Public Administrators (ASPA) – Kansas City Chapter
Missouri City Manager's Association – President 1999-2000
Mid-America Regional Council Insurance Trust – Secretary 1999, Board of Directors 1997-1999
St. Louis Area Insurance Trust – Chair 1997, Board of Directors 1993-1997
West St. Louis County Chamber of Commerce – President 1995, Board of Directors 1992-1995
American Society for Public Administration, St. Louis Chapter– President 1992 and 1993
Kirkwood Area Kiwanis – President 1989 and 1990

MENTORING AND PROFESSIONAL DEVELOPMENT

Past and current mentor to numerous city administrators in Mid-West
Designated "Professional Coach" for New City Administrators - MARC
"Practitioner in Residence" for University of Kansas 2016 MPA Urban Management Class
Coro Kansas City, Former Board Member and Governmental Internship Sponsor
Graduate of Levinson Leadership Institute, Boston, Mass.
2017 Graduate of Missouri Highway Patrol Community Alliance – Troop A

HONORS

2017 President's Award, Longview Community College, Lee's Summit, Mo.
2014 James C. Kirkpatrick Excellence in Governance Award, University of Central Missouri
2011 Outstanding Public Administrator, ASPA, Kansas City Chapter
1994 Walter Pope Binns Fellow, William Jewell College, Liberty, Mo.
1993 Outstanding Young Public Servant Award, West St. Louis County (Mo.) Jaycees
1984 Outstanding Undergraduate Student Award, ASPA, Kansas City Chapter

Executive Leader | Enterprise-level leader with a record of shaping strategy, operations and workforce performance across complex, mission-driven organizations. Served as a core member of the executive leadership team, partnered with chiefs and executive directors across finance, compliance, technology, medical, dental, behavioral health, facilities and ancillary services to drive outcomes, allocate resources, and align organizational goals. Skilled in leading cross-functional initiatives, optimizing service delivery, and collaborating with department heads to implement policy, improve operational performance and support long-term strategy. Business-savvy, resilient problem solver who navigates complexity with clarity and purpose, driving results through operational insight, innovation, accountability, trust, and strategic partnership.

Notable Accomplishments:

- **Technology and Systems Integration:** Transitioned to an integrated HRIS/payroll platform improving data accuracy and access by 15% and avoiding \$500K in system costs while strengthening decision support across functions.
- **Employee and Community Outcomes:** Led culture and engagement initiatives that increased employee engagement by 20% and improved patient satisfaction by 15% within one year in a public-facing, multi-site environment.
- **Recruitment and Service Capacity:** Accelerated talent acquisition using ATS and digital channels, expanding candidate pools and reducing time-to-fill by 10%, supporting continuity of services.
- **Operational Integrations:** Partnered across facilities, compliance, and clinical leadership to integrate people, processes, and systems for clinic builds and acquisitions, improving operational efficiency by 25%.
- **Retention and Onboarding:** Instituted 30/60/90-day check-ins that reduced early turnover by 20% bolstering workforce stability.

Competencies that strengthen service delivery, drive accountability, and deliver results

- Strategic Planning | Organizational Leadership
- Cross-Departmental Collaboration | Governance
- Public and Community Focused Service Delivery
- Facilities Alignment | Infrastructure Support
- Talent Strategy | Workforce Development
- Enterprise Policy Development and Implementation
- Data Driven Insights and Metrics
- Operational Excellence | Continuous Improvement
- Performance Management | KPI Accountability
- Business Continuity and Crisis Management
- Scalability | Change Execution
- Budget Alignment | Resource Stewardship
- Health and Human Services Partnership
- Regulatory Compliance | Risk Management
- Communications | Branding | Community Engagement
- Technology Integration | Operational Modernization
- Organizational Culture and Change Leadership
- Process Optimization | Service Delivery Efficiency
- Capital Planning | Asset and Vendor Performance
- Service Optimization | Digital Workflow Automation

A Career of Strategic Leadership

BELLEWETHER GLOBAL, LLC, Lee's Summit, MO

2024 – Present

EXECUTIVE HUMAN RESOURCES CONSULTANT

Joined this business consultancy firm to leverage experience in bringing workforce structure and organizational improvements for clients. Collaborated with executives to align organizational strategy with business goals. Advised leadership on Best Practices to drive business success. Developed strategies to optimize HRIS systems and metrics, broker relationships, and determine outsourcing feasibility for the firm.

- Improved strategy by developing policies and procedures tailored to the cultural and operational needs of a major organization, including developing standard operating procedures, workflows, and compensation plans for their 250 employees.
- Spearheaded planning and implementation of performance management strategies, as well as the optimization of HRIS systems and HR metrics, impacting productivity.

Executive HR Consulting, Kansas City, MO

2023 – 2024

CONSULTANT, HR SYSTEMS

Provided pro bono consultations, leveraging expertise to provide advisory services for startups and medium-sized organizations, focusing on technology, compliance, structure, and workforce planning. Supported leadership teams in establishing scalable operational frameworks.

Swope Health Services, Kansas City, MO

2010 – 2023

CHIEF PEOPLE OFFICER (2020 – 2023)

Promoted to lead the alignment of people operations under one executive and to develop procedures for this federally qualified health center operating 16 service sites in two states. As a member of the Executive Leadership Team, oversaw Human Resources, Community Engagement, Learning and Development, Corporate Communications, Employee Health, and Branding/Marketing. Drove cultural transformation by championing the “We Make Care Visible” slogan initiative. Directed 13 leaders and reported to the CEO.

- Co-led enterprise strategic planning and execution with fellow chiefs and executive directors to support organizational growth, compliance, service delivery across clinical and administrative functions.
- Reviewed, analyzed, and modified the employee benefits program to control plan costs, resulting in a 5% savings in organizational benefits costs.
- Designed and implemented enterprise-level compensation structures, policies and workflows, strengthening operational consistency and administrative governance.
- Spearheaded the operational integration of new clinics, acquisitions, and workforce expansions, collaborating with department leaders across facilities, compliance, technology, administration and health service lines
- Led the development and implementation of an organizational culture change program, including new policies, procedures, signage, communications, training of all existing staff, and plans for orienting new staff within 10 months.
- Developed and implemented a new talent acquisition strategy to fully utilize social media and ATS for faster recruitment response times, increasing talent pools and time to fill by 10%.

VICE PRESIDENT OF HUMAN RESOURCES (2012 – 2020)

Promoted to define and implement the strategic direction of human resources support in a shared services role for five separate entities. Defined and led all aspects of HR, including employee relations, compensation, benefits, credentialing, employment law, compliance, talent acquisition/retention, payroll, policies, performance management, and training and development, ensuring alignment with business goals. Served on the Executive Leadership Team, reported to the CEO of the parent company and managed 10 direct reports.

- Led performance management strategy and HRIS optimization to improve productivity and data accessibility.
- Supported infrastructure and long-term planning by incorporating compliance requirements, succession needs and key performance indicators in the selection of key director positions.
- Oversaw the credentialing program and the completion of required corrective action to comply with standards, resulting in a best-in-class credentialing program for licensed practitioners and recognition by the Joint Commission and the Health Resources and Services Administration (HRSA).
- Led a high-performing team, delivering comprehensive strategies and services for five entities, and enhanced employee engagement by 15%.
- Reengineered HR strategy and operations and strengthened administrative efficiency resulting in 50% reduction in employee relations lawsuits.

DIRECTOR OF HUMAN RESOURCES (2010 – 2012)

Recruited to deliver shared service HR to four different companies for all aspects of employee relations, compensation, benefits, employment law, compliance, talent acquisition/retention, payroll, policies, and performance management. Initiated education for managers regarding FMLA, ADA, and FLSA details to raise awareness. Defined and executed a HR strategic vision, aligning with each company's needs, increasing organizational effectiveness. Provided a framework that positioned each organization for future growth and change. Managed five direct reports and served on the Executive Leadership Team.

- Partnered with executive leaders to build scalable structures to prepare for service line expansion, grant requirements and organizational growth
- Transitioned the organization to integrated HRIS technology, improving data access and interdepartmental coordination with finance, IT and operations.
- Built compensation frameworks that aligned budgets, recruitment and retention strategy reducing carrying costs by 10% annually.

Earlier Experience:

KMG Consulting, Kansas City, MO

HR MANAGER | CONSULTANT | BUSINESS PARTNER

Advised and consulted with small and medium-sized businesses on HR policies, procedures, payroll, employee engagement, benefits, and talent recruitment.

- Developed customized solutions to improve HR processes and enhance employee satisfaction by 25%.
- Implemented strategies to streamline talent recruitment and retention efforts, resulting in increased employee retention rates and improved company culture.

Ewing Marion Kauffman Foundation, Kansas City, MO

BENEFITS AND COMPENSATION MANAGER | HR MANAGER

Education

MBA, Rockhurst University, Helzberg School of Management, Kansas City, MO
BBA, University of Missouri-Kansas City, Bloch School of Business, Kansas City, MO

Professional Affiliations:

Society of Human Resources Professionals
Alpha Kappa Alpha Sorority

Board Memberships | Community Engagement:

Total Man Community Development Corporation, Board Member
SAFE, Inc, Former Board Member
State of Missouri Ethics Commission, Former Chair and Commissioner
