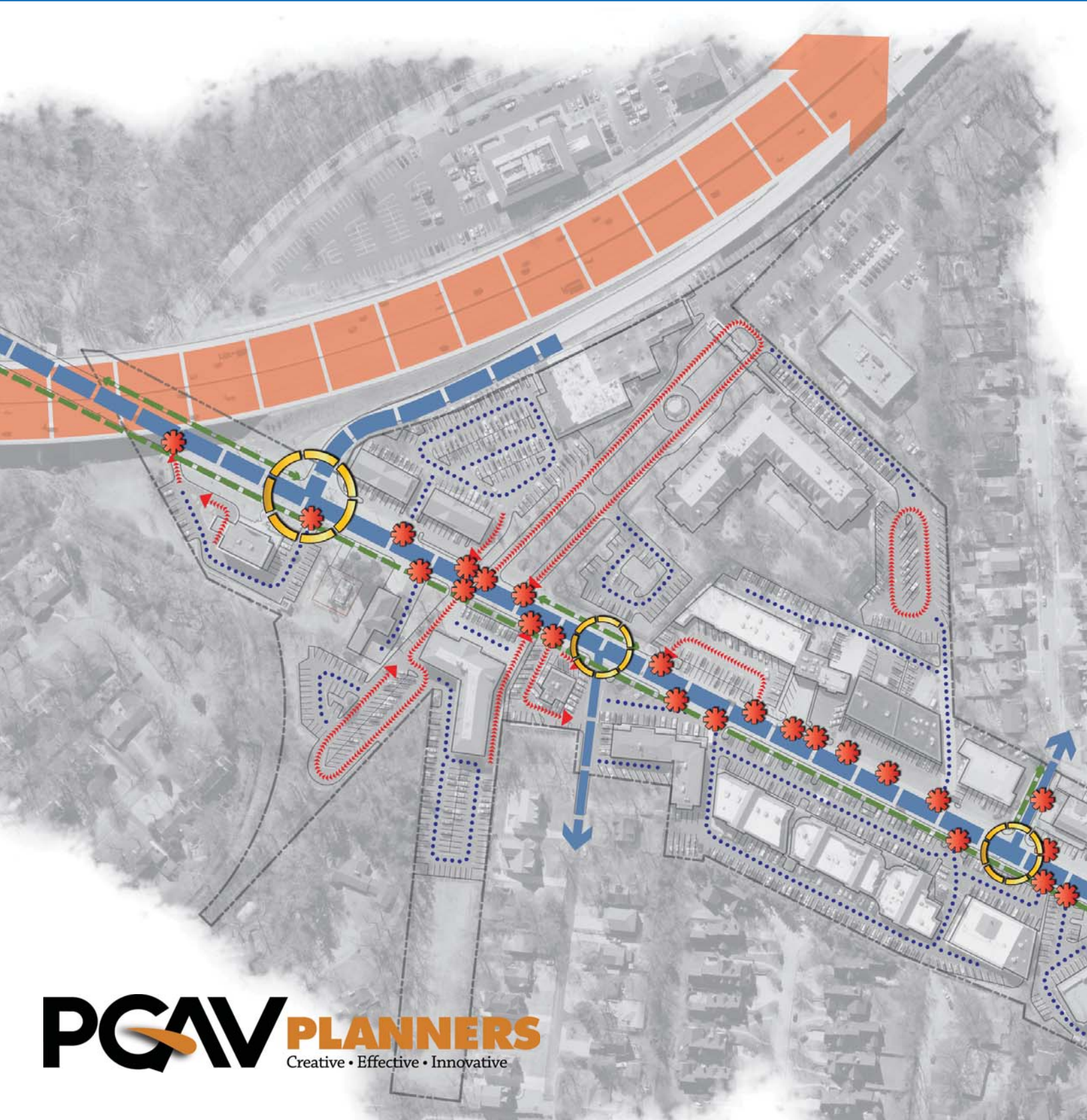


# City of Westwood, Kansas MASTER PLAN PROPOSAL

July 2015



The background of the page is an aerial photograph of a suburban area. Overlaid on this are several green semi-transparent shapes: a large circle in the upper right, a smaller circle below it, and a rectangular area in the center. A road runs diagonally from the bottom left towards the top right, with several black arrows pointing along its length. The text 'TABLE OF CONTENTS' is positioned on the left side, with lines pointing from the 'PGAV Experience' and 'Proposed Scope of Work' entries to specific locations on the map.

## TABLE OF CONTENTS

Letter of Intent

PGAV Background

PGAV Experience

Project Approach

Proposed Scope of Work

Professional Fees

References

PGAV Resumes



Fred Sherman AICP  
City of Westwood  
4700 Rainbow Boulevard  
Westwood, KS 66205

**Re: Proposal for New Master Plan for the City of Westwood, Kansas**

Dear Mr. Sherman,

PGAV (Peckham Guyton Albers & Viets, Inc.) is pleased to provide the following proposal for Master Planning Services. These services will focus on Westwood's community and this process as an opportunity to develop their vision for the future of the City of Westwood. Areas of focus for this effort include:

- Land Use and Redevelopment,
- Housing and business development opportunities,
- Transportation and parking strategies,
- Primary corridor management strategies,
- Community facilities,
- Economic development, and
- Capital Improvements.

We believe that this project draws ideally from our blend of experience and worldwide success in planning and placemaking.

Our team's Project Manager for this project will be Senior Project Manager Andrew Murray, AICP, LEED GA. His resume is included in this proposal. As you'll see, Andrew has a lot of really great experience in planning, community engagement, and transportation analysis. If you have any questions, please don't hesitate to contact me or Andrew.

Thank you for the opportunity to be of service.

Sincerely,

**Andy Struckhoff, AICP**  
Associate Director, PGAV Planners





We believe in the power of place to enrich lives, enhance communities, and fuel economic growth.

PGAV is recognized across the world as a **leading urban planning organization**, economic development consultant, architecture firm, and designer of destinations, theme parks, heritage sites, destination retail, and brand-based celebrations. Our passionate staff of more than 120 full-time thinkers and makers includes planners, market analysts, architects, brand specialists, earned revenue specialists, interior designers, graphic designers, landscape architects, artists, and interpretive designers. No other firm **in the industry** offers such an integrated approach to planning, design, and strategy.

We take a holistic approach in creating a master plan that exemplifies your vision and heritage, leveraging public input and research with respect to demographics, tax revenues, and market conditions. With a passion for planning, we lead our clients through the planning process in a way that helps their community develop its vision with a clear path toward implementation.



# PGAV MASTER PLANNING PROJECTS



Downtown Poplar Bluff Master Plan  
Poplar Bluff, Missouri







# Downtown Master Plan

## Ozark, Missouri





## **MASTER PLANNING PROJECTS**

### **Comprehensive Plan**

Oquawka, Illinois

### **Comprehensive Plan Update**

Des Peres, Missouri

### **Downtown Master Plan**

St. Joseph, Missouri

### **Economic Development Strategic Plan**

Chanute, Kansas

### **Downtown Master Plan**

Ozark, Missouri

### **Downtown Master Plan**

Boonville, Missouri

### **The Downtown Revitalization and Economic Assistance for Missouri Initiative**

State of Missouri

### **Comprehensive Plan**

Hazelwood, Missouri

### **Business Corridors Plan**

Ladue, Missouri

### **Commercial Corridors Economic Development Strategic Plan**

Ellisville, Missouri

### **Recovery and Redevelopment Planning**

Joplin, Missouri

### **Business Park and Economic Development Planning**

Mt. Vernon, Illinois

### **Downtown Branding and Streetscaping Study**

Lemay, Missouri

### **City of San Antonio Tourism Economic Impact Study**

San Antonio, Texas

### **Oklahoma City Revitalization Plan**

Oklahoma City, Oklahoma

### **Memphis Downtown Redevelopment Planning**

Memphis, Tennessee





## **PROJECT APPROACH AND PROPOSED SCOPE OF SERVICES**







## PROJECT APPROACH

We have organized this project based on a three-phase approach. Each of these phases will offer critical opportunities to interact with all key stakeholders, building consensus along the way. At the completion of each phase, we have designated key deliverables, to be reviewed and approved prior to embarking on the next phase.

We believe that planning is an iterative process. It combines analysis, brainstorming, and synthesis of ideas into strategic initiatives that are focused on achieving real results. Our proposed scope of services reflects this ethos. This is most important as we'll be discussing the City's critical issues: traffic management along Rainbow, Mission, and 47th Street; we'll be discussing residential development prospects, and the potential for additional commercial development in the City. Most importantly, this process should result in an action plan that contains a blend of both short-term and long-range initiatives. A successful plan should set a clear path, but also allow flexibility for learning along the way. Our scope lays out our team's approach to the City's Master Plan.

Perhaps most importantly, public engagement and short-term initiatives enable the energy of the planning process to carry forward into implementation. We call this "planning momentum." To create planning momentum, we must recruit strong advocates for the plan during the planning process.



## PHASE ONE – INFORMATION GATHERING

During Phase One, the PGAV team will initiate the process by undertaking a review of existing plans, review historic and current information about the City and its development, engage stakeholders in an initial visioning session, conduct baseline research, and work with the City to establish a Master Planning Committee. Specific tasks associated with Phase One are as follows:

### **Kick-off Meeting**

We will meet with stakeholders to review and clarify the overall objectives of the Plan. This workshop will also clarify the decision-making process for plan, identify key players, and select those stakeholders who should sit on a Master Plan Committee.

### **Review Existing Plans and Area Reconnaissance**

Our team will conduct a tour of the City after a review of previous plans. During this tour, we would anticipate conducting brief interviews with key stakeholders.

### **Land Use, Building, and Infrastructure Survey**

Our team will inventory land uses, building conditions, and infrastructure assets and conditions. This inventory will provide a basis for subsequent planning documents and analysis.

### **Review Demographic and Market Characteristics**

This review will include existing research data, available statistics, data regarding feeder markets, tax revenues generated, and other relevant data. Our team will create an accurate and realistic picture of the area's potential for residential and commercial development.

### **Conduct Workshop with Master Plan Committee**

This workshop will be conducted as a “visioning session” designed to expose the potential and uniqueness of the City. In particular, this workshop will include a perception review, examining the City's character and perception, and outlining the attributes of the City's “aspirational brand,” or its vision for its future character.

### **Develop Public Engagement Strategy**

As part of the initial workshop with the Master Plan Committee, we will determine the preferred public engagement strategy. Our team can solicit public engagement through traditional methods such as open houses, workshops, internet surveys, and mailed surveys. Our team can also use more contemporary public engagement tools by using a combination of public workshops and online survey and polling methods, mobile and social engagement with the use of Crowdbrite. Crowdbrite is a tool that extends the physical workshop online - to an environment accessible via mobile device or computer. It also enables us to provide neighborhood groups with their own workshop kits so that they can hold planning workshops on their own. Crowdbrite is a tool for maximizing the reach and effectiveness of our public participation efforts.

### **Synthesize Phase One Findings into an Existing Conditions Report**

This assessment will be a broad view of the existing conditions of the City of Westwood. This assessment will include:

- A review of existing assets, infrastructure, and planned development
- A review of existing plans and their recommendations
- A summary of findings from research and workshops, and
- An initial assessment of overall residential and commercial development potential



WESTWOOD  
City Hall





## PHASE TWO – MASTER PLAN DEVELOPMENT

Phase Two will encompass the full spectrum of strategic thinking and Master Plan development. Throughout this effort, we will build from the foundation of Phase One, and translate our initial assessment into ideas that will shape the City's Plan. Tasks during Phase Two include:

### **Visioning Workshop**

This exercise will focus on brainstorming ideas of all sorts: reviewing major corridors (i.e., Rainbow, Mission, 47th Street), major intersections, development initiatives, parks, public amenities, infrastructure concerns, and strategies to create a broad spectrum of concepts for the Master Plan development process.

### **Preliminary Master Plan**

The Preliminary Master Plan contains the fruit of prior efforts and visioning workshops including:

- Land use review and recommendations for future changes with information on current market conditions that inform these recommendations.
- Recommendations with respect to the City's major corridors and intersections for streetscape and traffic improvements
- Parks and public amenity recommendations
- Business development concepts and strategies
- Community character and identity observations
- Short-term and long-term initiatives and implementation strategies

### **Master Plan Review Workshop**

Our team will engage members of the public in a public forum (to be held physically and potentially also online via Crowdbrite). We will solicit feedback on the initial Draft Master Plan.



## PHASE THREE – FINAL MASTER PLAN

The Master Plan represents the culmination of all efforts through Phases One and Two, and will include an implementation plan for all elements of the Master Plan. Specific Phase Three tasks include:

### Review

With feedback on the Draft Master Plan from the public in hand, we will engage the City, the Planning Commission, and the Master Plan Committee, to review Draft Master Plan, provide an overview of public comment received, and solicit feedback.

### Final Master Plan Document

With input from the City, Planning Commission, and Master Plan Committee, our team will produce a final edition of the Master Plan for the City of Westwood. The vision, goals, objectives and implementation steps for short-term and long-term initiatives and responsible entities will be clearly outlined.

## PROPOSED SCHEDULE







## FEE PROPOSAL

PGAV will provide the proposed professional services in this proposal for the following fee. The actual cost will be determined based on a pre-project meeting and on funding available:

City of Westwood Master Plan Proposed Fee Schedule										
Phase/Task	Vice President/ Principal	\$200	Director/Associate Director	\$175	Senior Project Mgr./Architect	\$160	GIS Mgr./ Landscape Architect	\$110	Total Hours	Total Cost
<b>Phase One - Information Gathering</b>										
Kick-off Meeting	4	\$800	4	\$700	8	\$1,280	8	\$880	24	\$3,660
Review Existing Plans/Area Recon			6	\$1,050	16	\$2,560	16	\$1,760	38	\$5,370
Land Use, Building, and Infrastructure Survey			4	\$700	20	\$3,200	32	\$3,520	56	\$7,420
Demographic and Market Analysis			8	\$1,400	18	\$2,880	4	\$440	30	\$4,720
Initial Workshop with Master Plan Committee	4	\$800	4	\$700	10	\$1,600	8	\$880	26	\$3,980
Develop Public Engagement Strategy	Included in prior task.									
Phase One Report	4	\$800	6	\$1,050	32	\$5,120	12	\$1,320	54	\$8,290
<b>Phase One Subtotal</b>									<b>228</b>	<b>\$33,440</b>
<b>Phase Two - Master Plan Development</b>										
Visioning Workshop			6	\$1,050	16	\$2,560	8	\$880	30	\$4,490
Preliminary Master Plan	4	\$800	8	\$1,400	40	\$6,400	80	\$8,800	132	\$17,400
Master Plan Review Workshop			6	\$1,050	8	\$1,280			14	\$2,330
<b>Phase Two Subtotal</b>									<b>176</b>	<b>\$24,220</b>
<b>Phase Three - Final Master Plan</b>										
Review			6	\$1,050	16	\$2,560	8	\$880	30	\$4,490
Final Master Plan	4	\$800	6	\$1,050	32	\$5,120	8	\$880	50	\$7,850
<b>Phase Three Subtotal</b>									<b>80</b>	<b>\$12,340</b>
<b>Totals</b>	<b>20</b>	<b>\$4,000</b>	<b>64</b>	<b>\$11,200</b>	<b>216</b>	<b>\$34,560</b>	<b>184</b>	<b>\$20,240</b>	<b>484</b>	<b>\$70,000</b>
<b>Crowdbrite Option (public engagement)</b>										\$15,000
<b>Grand Total (Including Crowdbrite)</b>										<b>\$85,000</b>

Professional fees are net of reimbursable project costs which will consist of travel expenses and printing costs. These costs will be billed at their direct cost to PGAV. Our team estimates reimbursable expenses of approximately \$2,500.

Professional fees will be invoiced monthly, based on the percentage of completion of each phase. Invoices are due and payable upon receipt.

## INSURANCE

PGAV carries insurance. A certificate of insurance will be mailed to the City, to the attention of the City Clerk.



## PROFESSIONAL REFERENCES

Doug Harms  
City Administrator  
City of Des Peres  
12325 Manchester Road  
Des Peres, MO 63131  
(314) 835-6110

Tim Schleper  
City Business Administrator  
City of Breese  
500 N. First St.  
Breese, IL 62230  
(618) 526-7731

Kimberly Martin  
Community Development Program Manager  
Missouri Development Finance Board  
200 Madison Street, Suite 1000  
Jefferson City, MO 65101  
(573) 522-6101

Jeff Soer  
Director of Building & Code Enforcement  
City of Jerseyville  
115 E. Prairie St.  
Jerseyville, IL 62052  
(618) 498-3312

Michael J. Farmer  
Director  
Office of Planning & Economic Development  
City of Springfield  
Municipal Center East  
800 E. Monroe Street  
Suite 107  
Springfield, IL 62701  
(217) 789-2377

Matt Zimmerman  
City Manager  
City of Hazelwood  
415 Elm Grove Lane  
Hazelwood, MO 63042  
(314) 513-5010

Mr. Weber's professional accomplishments in the field of urban planning and economic development span over 35 years. This includes comprehensive planning, redevelopment planning, development control regulations, and economic impact studies. Much of Mr. Weber's work since the late 1980's has involved redevelopment projects within the St. Louis metropolitan area and throughout the State of Illinois. His expertise in tax increment financing, in particular, has helped our municipal clients leverage hundreds of millions of dollars of new private investment in real estate redevelopment projects.

**Mike's role in this project will be to provide leadership and review at each stage of the planning process.**

Bachelor of Science, Urban Planning (High Honors)  
Michigan State University, 1978

(Accredited by the American Planning Association)

Past President, St. Louis Metropolitan Section of the  
American Planning Association

Illinois Tax Increment Association

**Comprehensive Plan Update**

Breese, IL

**Comprehensive Plan Update**

Jerseyville, IL

**Comprehensive Plan Update**

Sparta, IL

**Comprehensive Plan Update**

DeKalb, IL

**Comprehensive Plan Update**

Jefferson City, MO

**Comprehensive Plan Update**

Florissant, IL

**Creation of Unified Development Ordinance**

DeKalb, IL

**Zoning Ordinance Update**

St. Charles, MO

**Zoning Ordinance Update**

Sunset Hills, MO

**Zoning Ordinance Rewrite**

Jacksonville, IL

**Zoning Ordinance Rewrite**

University City, MO

**Subdivision Regulations Update**

Hazelwood, MO

**Downtown Minor League Baseball Stadium Analysis**

Peoria, IL

**Gateway Commerce Center Redevelopment Plan**

Granite City, IL

**Downtown Redevelopment Planning**

Effingham, IL

**Downtown Redevelopment Planning**

Jacksonville, IL

**Fountain Lakes Commerce Center**

St. Charles, MO



John's professional experience spans a 45-year career in urban planning. His work represents a wide range of planning expertise involving the creation of successful public/private partnerships, comprehensive planning, community and economic development, industrial development/ industrial parks, central business district planning, recreational planning, market analysis, environmental planning and grant application and program administration. Project types include 60 major commercial developments, industrial, and port projects, 30 comprehensive planning assignments, 7 enterprise zones, 17 major recreation and entertainment facilities, 80 major redevelopment projects, 50 zoning and development ordinance programs, nearly 100 tax increment financing and urban redevelopment plans, and numerous projects involving economic market analysis and financing programs. In addition, as a consulting planner, his work and expert testimony has established landmark case law in favor of municipalities regarding zoning, annexation, and redevelopment issues.

As Corporate Vice President within PGAV, John heads the firm's Urban Planners Group. He has also served as an Adjunct Professor at Washington University in St. Louis where he taught Urban Planning Classes for sixteen years.

**John's role in this project will be to provide leadership and review at each stage of the planning process.**

B.A. Industrial Design/Urban Design, Michigan State University, 1968

Member of the Board, Treasurer and Past President – Missouri Economic Development Finance Association

Member of Board of Directors and Treasurer – Illinois Tax Increment Association (ITIA)

Member Council of Development Financing Agencies

Adjunct Professor of Urban Planning – Washington University School of Engineering & Applied Science

Past President – East West Gateway Chapter of Lambda Alpha International

**Natural Bridge Road Corridor,**

St. Ann, MO

Study & Environmental Assessment

**South County Connector Corridor,** St. Louis County, MO

Study & Environmental Assessment

**East Springfield Commercial Area,** Springfield, IL

Plan and TIF Plan

**Northwest Industrial Corridor,** Chicago, IL

Strategic Plans, Tax Increment Eligibility Analyses, and Redevelopment Plans

**Pulaski Industrial Corridor,** Chicago, IL

Strategic Plans, Tax Increment Eligibility Analyses, and Redevelopment Plans

**Midway Airport Environs,** Chicago, IL

Strategic Plans, Tax Increment Eligibility Analyses, and Redevelopment Plans

**Peterson/Pulaski,** Chicago, IL

Strategic Plans, Tax Increment Eligibility Analyses, and Redevelopment Plans

**Bass Pro/Bricktown Development Program,**

Oklahoma City, OK

Economic Impact & Revenue Analysis

**West Central Neighborhood,** Springfield, MO

Strategic Plan

**Lambert Western Buyout Area,** Hazelwood, MO

Master Plan and Redevelopment Program Plan

**Ameristar Casino,** St. Charles, MO

Master Development Plan

**First State Capitol Historic District,** St. Charles, MO

Chapter 99 Redevelopment Plan and Master Plan

**US Army - Little Rock District,** Missouri and Arkansas

Master Plan for Bull Shoals Dam and Reservoir

**US Army - St. Louis District,** Crawford County, MO

Master Plan for Meramec Park Lake

**Kansas City District,** MO

Master Plan for Truman Dam and Reservoir at Osage River

PGAV Planners' approach to urban planning is to produce plans that are realistic, actionable and achievable. Such plans are based on current market knowledge, public/private finance acumen, and sound planning principles. Andy applies this philosophy as the leader of economic development and market analysis projects for the PGAV Planners' staff. Mr. Struckhoff consults regularly with private developers, elected officials and government staff to develop creative policy and finance solutions to challenging development situations. He has produced plans, market studies, and public finance revenue analyses for more than \$500 million in public financings supporting more than \$2 billion in real estate development.

Whether helping a municipality create policy for the use of statutory finance tools, helping a developer navigate and negotiate tax incentives, or helping a municipality vet a developer's proposal, Andy's goal is to create situations where the public and private entities in a partnership each achieve their desired goal: a sustainable development project that benefits the community.

**Andy's role in this project will be to support the Master Plan efforts with thorough demographic and market analysis and interpretation.**

Master's in Urban Planning and Real Estate Development, Saint Louis University

Secretary/Treasurer

Economic Development Division of the American Planning Association

Member, St. Louis Local Development Corporation

#### **Lower South Philadelphia**

##### **Master Plan Economic Impact Analysis**

Philadelphia, PA

##### **Commercial Corridors Economic Development Strategic Plan**

Ellisville, MO

##### **Loop Trolley Planning**

University City, MO

##### **Downtown Master Plan**

Washington, MO

##### **Downtown Master Plan**

St. Joseph, MO

##### **Downtown Master Plan**

Strafford, MO

##### **Downtown Master Plan**

Neosho, MO

##### **Downtown Master Plan**

Aurora, MO

##### **Downtown Master Plan**

Waynesville, MO

##### **Downtown Master Plan**

Ozark, MO

##### **Downtown Master Plan**

New Haven, MO

##### **Downtown Master Plan**

Warrensburg, MO

##### **Downtown Master Plan**

Cassville, MO

##### **Downtown Master Plan**

Kirksville, MO

##### **Downtown Master Plan**

Hannibal, MO



**Andrew Murray will serve as the Project Manager and main point of contact for the Westwood Master Plan. Andrew will manage the team and the process.**

Andrew has a variety of experience in applying integrated approaches to urban planning and redevelopment projects. His experience includes authoring neighborhood, regional, redevelopment, transportation, and bicycle / pedestrian plans. The majority of these plans have included a significant community outreach and public involvement component involving a variety of stakeholders to reach a shared vision for the future of the community.

Assisting communities with particularly complex and challenging issues, requiring innovative and collaborative strategies, is where Andrew excels. His projects have encompassed transit-oriented developments, brownfield issues, historic preservation, and both urban and suburban redevelopment contexts. He has authored numerous tax increment financing redevelopment plans, blighting studies, and cost/benefit analysis. Similarly, he has assisted business and real estate development clients in obtaining financial incentives including Chapter 100, 99, and 353 tax abatements, state and federal historic tax credits, and New Market Tax Credits.

Andrew's range of interdisciplinary experience has given him the opportunity to draft model policies and best practice guides for sustainable development, community engagement, and multimodal development. His project work has included rural communities, small towns, and urban settings. Mr. Murray has a Master's Degree in Urban and Regional Planning and remains on the cutting edge of planning through his AICP and LEED Green Associate certifications and membership with the American Planning Association.

Master's in Urban Planning, University of Illinois

**Comprehensive Plan Update**

Des Peres, MO

**Cypress Road / I-70 Corridor Study**

St. Ann, MO

**Comprehensive Plan**

Oakland, FL

**Best Practices for Community Visioning**

Florida Department of Community Affairs

**2030 Long Range Transportation Plan**

Sarasota-Manatee Florida Metropolitan Planning Organization

**Brevard Bicycle, Pedestrian and Trails Master Plan**

Brevard County, FL

**Downtown Master Plan**

Boonville, MO

**Downtown Master Plan**

Farmington, MO

**Downtown Master Plan**

Strafford, MO

**Downtown Master Plan**

Chillicothe, MO

**Downtown Master Plan**

Aurora, MO

**Downtown Master Plan**

Monett, MO

**Downtown Master Plan**

Ozark, MO

**Downtown Master Plan**

Trenton, MO

**Downtown Master Plan**

Fulton, MO

**Downtown Master Plan**

Cassville, MO

**Downtown Master Plan**

Kirkville, MO

Scott has several years of experience as landscape architect in the Midwest. Scott's versatility as a designer has allowed him to successfully create designs for projects such as downtown streetscapes, urban plaza design, community wayfinding plans, parks, golf courses, urban agriculture, business and industrial parks, residential landscapes, and land use plans. He has a wealth of knowledge in streetscape design for a range of environments including historic downtowns, major business corridors, and new construction. Working through designs in these various settings have given him experience to overcome the challenges present in many urban environments. Scott enjoys looking at projects from different scales, from the broad master plan vision to the detailed site work. This allows him to visualize how his design will affect communities as a whole and how it will be perceived at eye level.

His hands on experience in landscape design and horticulture combined has provided him with a strong sensibility toward the natural environment as well as the technical aspects of construction. This sensibility allows Scott to produce creative and aesthetically pleasing designs that are environmentally sensitive and economically feasible.

Scott also brings to the table a wide range of design presentation techniques ranging from hand rendered graphics to computer aided drafting and advanced 3D modeling and animation. At PGAV Planners Scott utilizes his various representation techniques, design knowledge, and analysis approach to help clients create an inspiring vision for their projects.

Scott's role in this project will be to provide urban design recommendations and drawings for consideration, review, and comment by the public and Master Plan Committee.

Master's Landscape Architecture, 2011, Kansas State University in Manhattan, KS.

B.S. Plant Sciences (Landscape Horticulture), 2008 University Missouri in Columbia, MO

American Society of Landscape Architects - St. Louis Chapter

Professional Landscape Architect, Missouri #2014034230

Professional Landscape Architect, Illinois #157001515

**Downtown Revitalization and Economic Assistance for Missouri Initiative**

State of Missouri

**Ladue Business Corridors/ Streetscape Study,**

Ladue, MO

**Route 100 Great Streets Project,**

West St. Louis County, MO

**Tuscola Route 36 Corridor Streetscape Improvements,**

Tuscola, IL

**East Springfield Commercial Area Plan,**

Springfield, IL

**Cypress / I-170 Redevelopment Area Corridor Study,**

St. Ann, MO

**South County Connector Location Study and EIS,**

South St. Louis County, MO

**Mt. Vernon Industrial Park Master Plan,**

Mt. Vernon, IL

**Greenville Downtown Plaza Design,**

Greenville, IL

**Alton Wayfinding Plan,**

Alton, IL

**Kirby Hospital Wellness Trail,**

Monticello, IL

**Kirby Monument Signage Design,**

Monticello, IL

**East Main Street Streetscape Project,**

Galesburg, IL



## **PATRICK DUFF, AIA** Project Manager / Architect

Pat has a wealth of experience in master planning, space planning, interior renovation, phased redevelopment and new construction. For most of the past decade, he has served as project manager and lead architect for all Garmin projects.

Projects have included a 145,000 square-foot office addition, warehouse expansion in two separate phases, a new 400,000 square-foot 8-story office tower, and a parking garage. From 2005 to present, Pat has also been involved in 30 additional projects for Garmin totaling \$16 million in construction, including several floors of tenant finish offices and a host of employee amenities. In each, Pat has ensured that an exceptional design gets implemented in a way that ideally serves the client's business without disrupting their daily operations.

Pat's role in this effort will be to support urban design needs and to assist with public workshops as necessary.

Bachelor of Architecture, University of Kansas, 1988

### **Westwood Plaza Addition and Renovation**

Westwood, Kansas

### **Ameristar Casinos Hotel, Spa & Event Center**

Black Hawk, Colorado

### **Wonders of Wildlife**

### **National Fish & Wildlife Museum & Aquarium**

Springfield, MO

### **White River Banquet Center**

Springfield, Missouri

### **Argosy Hotel**

Kansas City, Missouri

### **Ameristar Kansas City Renovations**

Kansas City, Missouri

### **Ameristar St. Charles Hotel**

St. Charles, Missouri

### **Garmin International Headquarters Phase III**

Olathe, Kansas

### **Garmin International Headquarters Executive Floor**

Olathe, Kansas

### **Roland Fine Arts Center**

Hannibal, Missouri

### **Clark Richardson & Biskup Front Office Renovation**

Kansas City, Missouri

### **Garmin Headquarters Warehouse Addition**

Olathe, Kansas

### **Garmin International Headquarters Servery**

Olathe, Kansas

### **Stowers Institute for Medical Research Servery**

Kansas City, Missouri

### **Blue Valley North Additions/Renovations**

Overland Park, Kansas

### **Blue Valley Northwest Additions/Renovations**

Overland Park, Kansas

### **Roland Fine Arts Center**

Hannibal, Missouri

### **St. Paul School of Theology Master Plan**

Kansas City, Missouri

### **Baker University Wildcat Stadium Renovations**

Baldwin City, Kansas