



## Westwood Master Plan

City of Westwood, Kansas | July 27, 2015



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July 27, 2015

Master Plan RFP  
 4700 Rainbow Blvd  
 Westwood, Kansas 66205

**RE: Westwood Master Plan RFP**

To whom it may concern:

On behalf of Vireo, I am pleased to submit our proposal for the City of Westwood's Master Plan. The Vireo Team has worked with communities throughout the Midwest to help them plan for the next generation of development and, through our community outreach and project experience, we have established lasting relationships with those communities. The Vireo Team is dynamic, and brings a depth of municipal experience that will provide public insight and leadership for all aspects of this project, especially implementation.

- **Vireo**, located in Kansas City, will be project lead for the Master Plan, primary author of the comprehensive plan, and direct coordination with the strategic plan. We will also lead the community outreach and engagement process.
- **Piper-Wind Architects** will provide project direction from an existing conditions and development-planning point of view. They have over 40 years of collective knowledge of Westwood's neighborhoods, institutions, commerce, planning, zoning and governance initiatives. In the late 1990's, firm principal, Eric Piper, directed an effort to revamp the City's zoning ordinances— leading to an intimate understanding of the housing stock, lot sizes, commercial edges, and relationships to adjacent communities - as well as developing a very conceptual vision as to what the community could become. His service for many years on the Planning Commission of neighboring Westwood Hills, serving as Chairman, led to a sometimes daily interface with Westwood city staff and building officials and various times of collaboration with their Planning Commission. The diverse design practice of Piper-Wind Architects, affords them the opportunity to create real, practical and workable solutions during the planning phases of a plethora of building types.

PWA's Senior Project Architect Ken Low is a long time resident of Westwood, has served on the Board of Zoning Appeals, and is currently serving on the Planning Commission. As such, he is in the unique position to be keenly aware of many, if not all, of the development initiatives, pressures, concerns and opportunities that Westwood is experiencing or has experienced over the years, from both a constituent's and public official's perspective. Issues related to future development along Westwood's commercial edges of Rainbow Boulevard and 47<sup>th</sup> Street, development of the City center's Entercom property, leveraging the prime location of City Hall with the current Woodside development, the future of Westwood View Elementary, considerations for new or reconfigured park space, improvements to the Westport Annex, and the conversation regarding the other types of housing stock within certain areas of the city, to name a few, are all very familiar to them.

This intimate knowledge of the City will allow the staff of Piper-Wind Architects to "hit the ground running" with very little learning curve in externalizing the existing conditions and doing so in a manner which will allow for an efficient use of funds.

- **The Novak Consulting Group** will be project manager and primary author of the strategic plan. They are leaders in organizational strategic planning across the country. Their focus is on providing solutions that work within the available resources and culture of the organizations they assist.



- **Value Added Member:** The Vireo Team's proposal is tailored to the services we anticipate are most needed to develop the Master Plan you desire. However, if infrastructure and facilities analysis is determined to be helpful to the City of Westwood and could contribute to a more successful project, we have included the firm of Shafer, Kline & Warren, Inc.

Together, we are confident the Vireo Team can provide you with the bold, creative, systematic, and executable strategies you are looking for. We are excited about the potential of this endeavor and would like to highlight four strengths to our planning process.

- **Communities are planning for change** – The future will not be like the past, or the present. Sweeping demographic changes will affect every community over the next 30 years. Vireo uses a linked decision-making model that will provide for better understanding of how these changes are relevant to the future of Westwood.
- **Plans must change too** – Due to the complexities of change, plans need to change too. Vireo creates a more defined scale of policy and planning which knits the structure of the community together into “Places”. Each place has its own framework and cultural influences that, if understood, reveal integrated solutions that are grounded in market reality.
- **The process itself is valuable** - A convening of stakeholders from all backgrounds and interests heightens awareness of the plan. A comprehensive public engagement process will reaffirm the role of the community in residents' everyday lives. New connections will be forged in local meetings to establish community buy-in for future implementation.
- **We focus on implementation** - The plan will be crafted by a diversity of interests that will help in its implementation. Westwood benefits from the passions and skills of stakeholders within and outside of the business sector. Because it will take a broad level of participation to implement, the plan will follow a process that is equally inclusive.

We would be thrilled to help you take stock of the assets you have and help you build on them for the next 30 years. I have built a comprehensive team that specializes in developing strategies for communities like yours. If awarded this opportunity I will serve as Principal-in-charge for the Master Plan, project manager for the Comprehensive Plan, and coordinate with the Novak Consulting Group on the Strategic Plan to provide you with the Master Plan your community desires.

We are ready to go! If you have any questions regarding our submittal, I may be reached at (816) 756-5690 ext. 3003 or e-mail at [lisab@bevireo.com](mailto:lisab@bevireo.com). I look forward to hearing from you.

Sincerely,

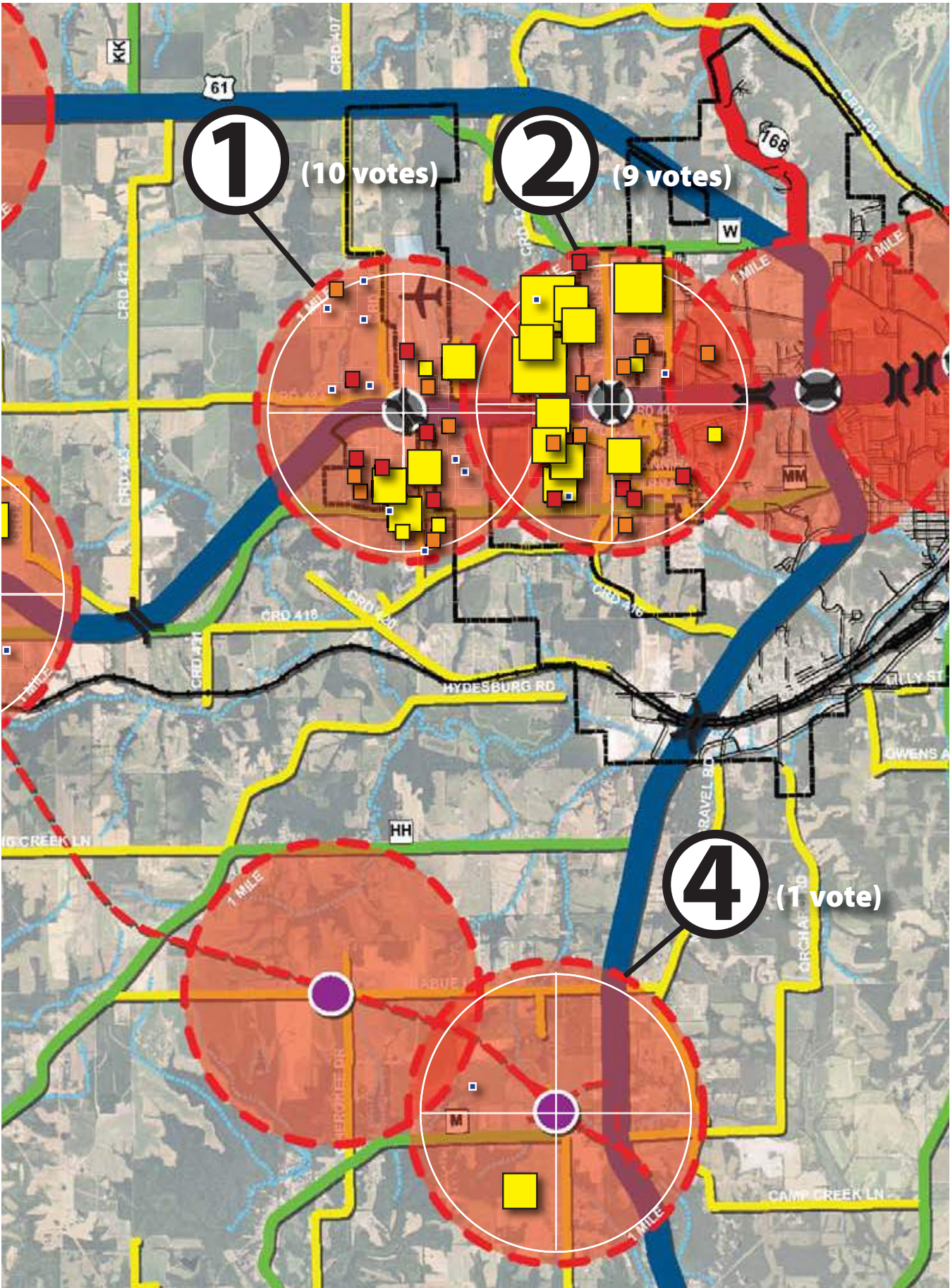


Lisa Lassman Briscoe, AIA  
Principal



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# Master Plan Approach

Vireo is fully prepared to integrate our combined firms' expertise to address the complex challenges that this planning effort presents.

## Understanding

The City of Westwood faces tremendous planning opportunities and challenges as the city continues to redevelop and mature. Development and change can mean many things to many people. Many see redevelopment as offering opportunities and representing progress. Others see redevelopment as an erosion of community character and regret a perceived lack of "livability". Traffic congestion, loss of open space, and crowded schools are often signs of the negative impacts of change. This plan comes at an opportune time to address the future of the city both in potential new redevelopment and in maintaining the quality of existing development as the community matures, all the while evaluating the impacts that such changes have on the overall physical community and the quality of life.

The reality is that change has happened, and will continue to happen. The challenge for Westwood is finding the right balance of development and change that does not come at the expense of losing the sense of place that makes Westwood a desirable place to live. In short, what is needed is a consensus-based vision of the future of the community.

Westwood demographics are changing. The vision process must include extensive, diverse, and effective engagement of the public and other key stakeholders within the community. The intended outcomes include identifying and analyzing emerging trends and community issues, articulating core community values, establishing a preferred direction to implement the vision, and defining a method to revisit and update the vision and action plan. The plan must set the bar for redevelopment quality that sets a standard and must coordinate land use planning with improvements to the public infrastructure.

In order to undertake such a process while balancing the needs of existing residents and businesses, the City of Westwood needs a planning team with multi-disciplinary expertise to help facilitate the development of a legally defensible comprehensive plan. The Vireo Team has that experience.

### Communities are planning for change

– The future will not be like the past, or the present. America is changing. Shifting demographic changes will affect every community. Future households will have different needs and desires. Understanding the relevancy of future changes to Westwood will be critical.

### Plans must change too

– Due to the complexities of change, plans need to change too. A more defined scale of policy and planning is needed which knits the structure of the community together into "Places". Each place has its own framework and cultural influences that, if understood, reveal integrated solutions that are grounded in market reality.



# Comprehensive Plan Approach

The Vireo Team has spent years developing and refining a community planning process that works and we have come across one universal truth – the plan means little toward moving a community forward unless it embraces the people who care most about its success – the citizens and the city staff. Our firm follows a systematic five-phased approach that builds stakeholder and community support from the beginning.

## **Phase One: Engagement Startup** (see Community Engagement Section)

To ensure proactive and continuous community involvement throughout the study planning process, a combination of outreach and engagement tools will be leveraged. A promotional campaign will launch the planning process, perspective group discussions, public workshops, and community survey.

### **❑ Project Launch: Staff Kick-Off Meeting #1**

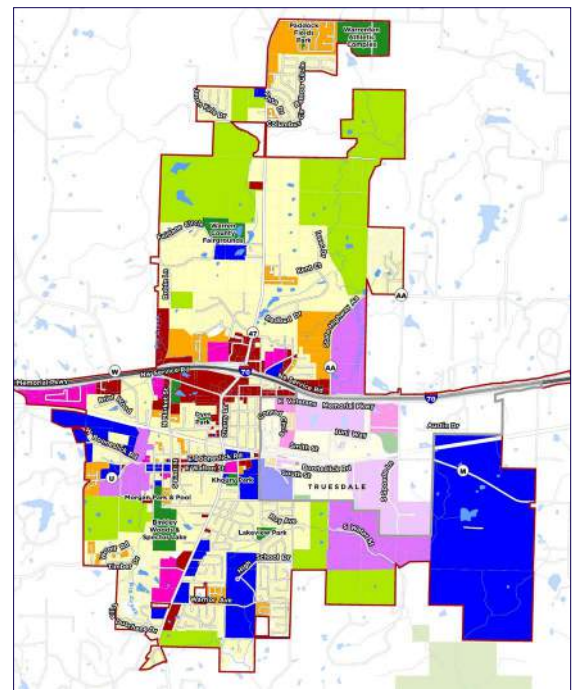
Initiating the project with proper communications is essential. A meeting between the Vireo Team and City staff is the first step. The agenda will include identify lines of communication with client, define community input process and tools, identify objectives and issues, identify stakeholder groups, and finalize scheduling.

### **❑ Establish a Community Process**

To ensure proactive and continuous community involvement throughout the study planning process, a combination of engagement and solicitation tools are described in the Community Engagement section of this proposal. That section describes how the Vireo Team will work with City staff to establish a series of working groups, design messages and outreach tools, and initiate the first round of community engagement, including Planning Advisory Committee Workshop #1, Perspective Group Visioning, the On-line Community Survey, and design of public workshops and town hall meetings.

## **Phase Two: Foundation of Facts**

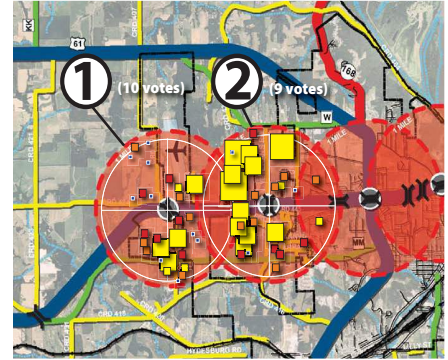
This Phase will identify and assemble the data relevant to prepare the plan. Establishment of a foundation of information will be used to help make decisions and recommendations as it relates to the new plan. This provides the demographic and economic facts and trends that help to define specific plan directions. Where possible, the Vireo Team will leverage City staff assistance in order to maximize budget. Collection and analysis of demographic data, map data, and other available relevant data will be undertaken by City Staff and provided to the Vireo Team for the assimilation of a “Snapshot Summary” and required base maps.





### ❑ “Snapshot Summary” and Data Analysis

The Vireo Team, working with City staff, will prepare a “Snapshot Summary” that synthesizes existing physical data for relevant plan elements, and incorporates a more focused summary of the issues to be addressed in the comprehensive plan. It will also serve as a starting point for discussions about the future of Westwood. Each section will “tell a story” of Westwood including a range of topics that affect life in Westwood such as demographics, housing, infrastructure, community facilities, parks & open space, development influences, connectivity, land use, zoning, susceptibility to change, opportunities and constraints, and others. In addition to the topic-based summaries, the Snapshot will contain a series of maps that document the physical conditions in the City and surrounding context.



The Snapshot is not meant to be an exhaustive inventory; rather, it focuses on data that will help inform the overall Comprehensive Plan, and highlights important trends, key issues, and opportunities that may need to be considered to make good decisions for the future. The next phases of work on the Comprehensive Plan, “Community Visioning”, “Forecast the Future”, and “Formulate a Fit,” will build upon the findings of this Snapshot to start a dialogue with residents about choices that the City can make.

### ❑ Planning Advisory Committee Workshop #2

Working with City staff, the Vireo Team will present each Snapshot topic and collect input from the PAC. This input will be used to inform the development of three sketch plan “What if Scenarios” during Phase Four.

## Phase Three: Visioning & Community Needs

This Phase is to acquire an understanding of community issues and needs through the perspective of the Planning Advisory Committee and community. Each group will explore and discuss community issues and implications to achieve a common knowledge base for the Vireo Team. Following the perspective group discussions and community survey, the Vireo Team will facilitate a community-wide public workshop to launch the community process and energize the community about the project. This event will be designed to set the stage for the plan and its evolution for the general public.

### ❑ “Big Ideas” Public Workshop #1

The objective of the “Big Ideas” workshop is to facilitate an interactive design workshop, a “roll up your sleeves” activity aimed at exploring “Big Ideas” and identifying community issues, identity, values and needs. The workshop will be structured in two parts. During the first part, participants will be guided through a presentation of the planning process, why the community needs a plan, what the plan will accomplish, how the plan will be used, how the community can be involved, and provide an introduction of community issues to set the stage for the second part of the workshop.







The second part of the workshop is devoted to a series of visual preference and mapping exercises. Attendees will explore the communities' perceptions of land use types, development patterns, trends and key issues, and to elicit responses to value-based questions about where and how the community wants to grow or change. Residents will also identify locations for redevelopment, needed mobility options, and public realm areas in need of improvement. This will provide stakeholders the opportunity to identify specific land use and development patterns, intensities, densities, and the quality of future development.

### ❑ Virtual Town Hall #1

Virtual Town Hall Meeting 1 is designed to solicit ideas from all age groups and generations about, "What is your vision for Westwood!". The Survey Monkey web platform will serve as a virtual town-hall, whereby users can view and give input on workshop materials. Survey Monkey operates as a safe, easy-to-use area where citizens can participate from the comfort of their home.



### ❑ Planning Advisory Committee Workshop #3:

Planning Advisory Committee (PAC) Workshop #3: The input collected from the community survey, perspective group discussions, and Visioning process will be summarized and presented to the PAC to elicit their responses and to articulate a draft Vision and Planning Goals which will inform the development of three "What if Scenarios" during Phase Four.

The Planning Advisory Committee has a key role to play in this step by evaluating the community input received for incorporation into plan goals that express the aspirations of the community for Westwood's future. The process of identifying issues and determining the importance of these issues provides direction for development of appropriate goals and policies. The public input gathered will provide a comprehensive list of issues facing Westwood, and target the most critical issues that will be prioritized in the plan. Analysis of these issues is a tool for aiding discussion. It is a starting point. During the process, additional issues will be identified.

Once issues are identified, goals will then be established. The PAC's initial task is to produce a "first cut" at refining goal "big" themes for the future of Westwood. During the process, additional goals will be identified. The process of identifying goals and determining the importance of these goals provides direction for policy and scenario development in Phase Four.



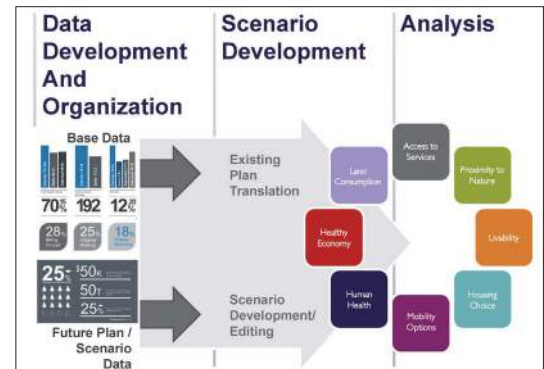


## Phase Four: Forecast the Future

This phase includes the development and assessment of “What if Scenarios” that will lead to the selection of an acceptable preferred direction for Westwood’s future.

### ❑ “What if Scenario” Development:

Scenarios are useful test cases, not defined choices. They provide ways to explore various consequences of different possibilities. The alternative futures defined and detailed during this phase will be used in developing a preferred alternative that would be the basis for the eventual recommended Plan. Up to three sketch-level scenarios will be developed and evaluated against a set of criteria for planning issues and implications.



### ❑ Public Workshop #2: What if Scenarios.

The Public Workshop is designed to explore the community’s perceptions of “What if Scenarios” that will lead to the selection of an acceptable preferred direction for Westwood’s future. The workshop will be structured in two parts.



During the first part, participants will be guided through a presentation of the planning process, what the community has said so far, and an overview of each “What if Scenario” to set the stage for the second part of the workshop.

The second part of the workshop is devoted to participant’s evaluation of each scenario. In order to effectively vet the alternative “What if Scenarios”, details about each alternative and other data that indicate how they differ from each other are provided in a workbook in a way that helps community residents say, “This is the place I want future generations to live in!” Questions are asked to elicit responses to value-based questions about land use types, development patterns, trends and key issues, and where and how the community wants to grow or change. The results will indicate areas of agreement and disagreement for “where and how” growth should occur. Participants will also evaluate draft goal “Big” themes by evaluating the their level of agreement.

### ❑ Virtual Town Hall #2:

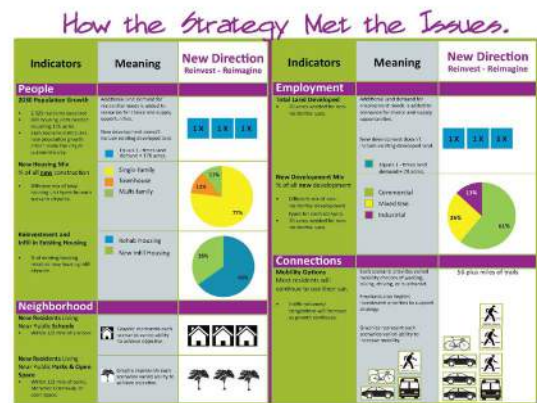
In order to effectively vet the “What if Scenarios” and goal “Big” themes, Virtual Town Hall Meeting 2 is designed to vet those scenarios in a way that helps community residents say, “This is the place I want future generations to live in!”

### ❑ Planning Advisory Committee Workshop #4:

The PAC has a key role to play in this step by evaluating each “What if Scenario” utilizing the community input received. The process of evaluation and determining the importance of the issues and implications raised by the community provides direction for development of a “preferred direction”. Based upon public input, the PAC will also refine community-planning goals. The outcome of this task will provide direction for policy development and creation of a “preferred direction” in Phase Five.

## Phase Five: Formulate a Fit

The final step in the planning process will build upon the major points made during the previous phases and refines and articulates the “preferred direction” into definitive policies, strategies, goals and objectives, which will be used to prepare the overall Comprehensive Plan. Based upon a refined “preferred direction” the Vireo Team will tie all of the plan “frameworks” together as one Comprehensive Plan. These “frameworks” detail the systems that implement the overall plan direction. Final public forums needed before the City Plan Commission and City Council will be initiated at the conclusion of this phase.



- ❑ Craft a Preferred Direction:

The results from the “What if Scenario” workshop process will be integrated together into a “Preferred Direction”. Themes that have risen from the public process will culminate into a variety of strategies. These themes will be accompanied with strategies representing solutions for many of the issues that were raised during the workshops and public survey. While strategies may be unique, they all will build upon one another and fold directly into a common goal - to move the vision from concept to reality.

Public Workshop #3: Preferred Direction:

The purpose of this final workshop is to confirm the community's support for the "Preferred Direction". The workshop is designed to help your community vet the "Preferred Direction" in a way that helps community residents say, "This is the community I helped design!" It will also indicate community priorities for implementation. The workshop will be structured in two parts. During the first part, participants will be guided through a presentation of the planning process, what the community has said so far, and an overview of the "Preferred Direction" to set the stage for the second part of the workshop.



The second part of the workshop is devoted to participant's evaluation of the "Preferred Direction". Details about the "Direction" and other data are provided in a workbook. The participant's task is to evaluate the merits of the "Direction" using decision-making criteria. In addition, participants may be asked to further refine framework elements for the designing of "places", the "public realm", or for how "sustainable" Westwood should become. Participants will also evaluate draft Plan Goals by selecting all the goals they believed set the appropriate "New Direction" for Westwood. The results will be used to prepare the draft plan..

❑ Virtual Town Hall #3:

In order to effectively vet the “Preferred Direction” and draft Plan Goals, Virtual Town Hall Meeting 3 is designed to vet the “Preferred Direction” in a way that helps community residents say, “This is the community I helped design!” It will also solicit community priorities for implementation.

❑ Planning Advisory Committee Workshop #5: Preferred Scenario & Draft Plan Elements:

The purpose of this workshop is to reaffirm the PAC's support and direction for the preferred future land use scenario and supporting framework elements such as connectivity, land use, and parks and open space.





#### ❑ Draft Comprehensive Plan:

The Team will work with City Staff to create a plan that can be presented to the City Council for approval. Final graphics, mapping, and narrative text will be created. Deliverables will be tailored to meet the needs of the City of Westwood and include bound reports documenting results, a series of maps with associated digital files, drawings, and illustrations depicting the final concept design, presentations, etc. . . .

#### Example Draft Plan Elements include:

- **Policy Direction Framework:** This chapter will include policies to guide future growth patterns through traditional methods of land use and density, but also provide design guidance on how to preserve community character and create a sense of place through directing future building form and character.
- **Form and Character of Development Framework:** This chapter includes Principles and Guidelines to provide guidance for land use decisions by describing the form and character of development that is desired in the future.
- **Land Use Framework:** This Framework will provide a strategy to guide future growth and development by outlining recommended land uses, densities, and a framework of “place types” and “opportunity types”.
- **Facilities Element:** This element will focus on facility conditions and needs and will generally incorporate the plans and recommendations from the various infrastructure plans available through the city.
- **Connectivity Element:** This element will identify the existing and proposed connectivity network and how that will affect, and be affected by, the future redevelopment in the city.
- **Parks & Open Space Framework:** This element is designed to plan for present and future park and open-space needs into the city’s overall preferred direction.
- **Implementation Framework:** This section will identify those implementation strategies that the City may use to achieve the goals and objectives established in the plan.

#### ❑ Planning Advisory Committee Workshop #6:

The PAC will hold a final workshop, prior to the public adoption process, to review and provide comment on the final plan.

#### ❑ Final Comprehensive Plan:

The Vireo Team will revise and prepare a final plan document, which ties all of the plan frameworks together as one Comprehensive Plan. The Team will work with the City Staff to create a plan that can be presented to the City Council for approval. Final graphics, mapping, and narrative text will be created and provided to the City.

#### ❑ Adoption Process:

The Vireo Team will attend one public hearing with the Planning Commission and one with the City Council to present the public hearing draft of the comprehensive plan during the adoption process.



# Strategic Plan Approach

As part of its master planning process, the City wants to develop a strategic plan to serve as a guide in developing the City's annual budget, capital program, staffing levels and other expenditures.

**The process of developing a strategic plan explores three specific questions:**

- What do we know to be true? – Where are we?
- What do we hope will be true in the future? – Where do we want to go?
- What must go well in order to make it so? – How do we get there?

In this way, a strategic plan is a road map to move a community toward its intended vision. It is expected that the strategic planning element of the master planning process will be developed during a two-day workshop with the City Council and key City staff. This workshop will take place after considerable work has been done in completing an environmental scan and establishing the vision for the community through the comprehensive planning process. This information will serve as a useful foundation for the development of the strategic plan.

## ❑ Agenda Development

To prepare for the strategic planning workshop, our facilitator will conduct individual phone conversations with each member of the governing body. The purpose of these conversations will be to learn about each member's expectations for the event. Using this information, a draft agenda for the workshop will be developed and reviewed with the City prior to finalization.

## ❑ Strategic Plan Workshop

While the agenda will be customized based on input from the City, we anticipate the workshop will focus on two key outcomes: (1) establishing decision making processes and (2) articulating the City's key priorities. During the workshop, participants will examine how the governing body works together, with its constituents, and with the staff and develop a set of principles to guide work.

Participants will also review available information from the comprehensive planning process to establish critical success factors for the City – those things that must go well in order for the vision to be realized. Goals and priorities necessary to achieve those critical success factors will then be articulated.

During the workshop, the primary role of the facilitator is to ensure that the environment is respectful and conducive to open and constructive dialogue so that the established objectives are ultimately met. While the agenda provides the structure to accomplish the tasks, we also know how important it is to pay attention to the group and make sure that conversations that need to happen, happen. Therefore, we are flexible and in tune with the group throughout the process.

## ❑ Strategic Plan Framework

At the conclusion of the workshop, a summary of the event will be prepared along with the strategic plan framework. This information will ultimately be incorporated into the project's final deliverables.

If desired by the City, a communications narrative articulating the strategic plan can be prepared as an additional expense of \$2,500.

Public engagement will be ongoing throughout the process and will include key opportunities to receive public input. The process consists of five phases with associated tasks, messages, public input points, deliverables, and associated time frame. The following is a generalized schedule.

[illegible]







# Public Engagement Methodology

The planning process should be relevant, create interest, provide resources, engage stakeholders and be fun for all.

## How we listen

### Methodology

Our team proposes designing with the City of Westwood, a very integrated planning process that pulls in and uses citizen involvement from the very beginning. As reflected in our team's Public Engagement Flow Chart, we propose tailoring a very specific and structured citizen participation process to achieve the City's goals for the Comprehensive Plan and Strategic Plan. Not only will this process serve to bring out the best ideas through public design and discussion, but also to build an informed constituency for the expected implementation phase, which will require some time and patience to come to fruition.

Public engagement is a way of bringing people together to solve problems, of establishing communication between diverse groups and finding a solution to those problems. Being part of a decision-making process builds a sense of ownership in the solution among a diverse group of people and aids in a smooth implementation process.

### Grass Roots

Community participation is at the root of our "bottom-up" philosophy of community engagement. We practice what we call values-driven planning, an approach, which acts upon the values of each community, challenging and empowering stakeholders to actively, participate in the planning process. Our plans are designed to address the unique concerns and needs of each community, resulting in a process and a product that gains widespread acceptance, reflects citizens' aspirations, and serves as a guide for action by decision-makers.

### The Process Itself is Valuable

A convening of stakeholders from all backgrounds and interests heightens awareness of the plan. A comprehensive public engagement process will reaffirm the role of the community in residents' everyday lives. New connections will be forged in local meetings to establish community buy-in for future implementation.



### Hands-on Techniques

Vireo uses a number of “hands-on” techniques that can be tailored to client need to improve understanding and generate ideas. We also use maps and markers for hands-on learning and discussions, as well as other techniques. A part of this approach is the “No Wrong Answers” method for structuring community exercises. This builds the exercises on decisions that have already been made so that the answers will be relevant to the planning process.

Our success is derived from a long tradition of professional innovation, balanced consideration of all relevant factors and issues, and the attention given to true engagement of the community. Throughout the planning process, we maintain a strategic focus on implementation, which assures a final deliverable that provides a realistic basis for actions by community leaders, and most importantly, the buy-in of the community.

### Having Fun!

The planning process should be relevant, create interest, provide resources, engage stakeholders, and be fun for all. By creating opportunities for the community to have energetic activities and vibrant discussion, the planning team will inspire trust in the process and buy-in from the community for future implementation.

### Key Participants & Their Roles

The primary benefit of a tailored process is that the key strategies and ideas for the plan bubble up out of the guided and facilitated debate, discussion and brainstorming that occurs where people can talk openly in smaller groups, with many ways to participate (meetings, Charrette, workshops, web site, surveys, etc.) The traditional “visioning” process is taken to a much higher and effective level throughout this process and is based on a very informed, educated basis that can flow seamlessly into the implementation phase. Our planning process, described in the following approach, seeks to engage the community to examine where the community is headed and to define the future to which citizens aspire.

### Public Engagement Objectives include:

- To inform the community of the initiative, time frame, challenges, decisions to be made and how it will impact property owners.
- Gain community understanding, support and advocacy for plan funding and implementation.
- Solicit community input on community strategies, big ideas, land use decisions, parks, trails and open space, transportation issues and infrastructure.
- Develop a relationship for future implementation.
- To have fun!







The process will include the following key participants and their roles:

#### ❑ Community:

Members of the community are asked to participate in workshop events about issues that affect their daily lives and give feedback as to what the Westwood area will be in the future. The community is composed of residents, business and corporate communities, as well as non-profit and advocacy groups.



#### ❑ Planning Advisory Committee:

We suggest the appointment of a Planning Advisory Committee comprised of the civic leaders, business leaders, residents, the Mayor, City Council, City Planning Commission, and others who have a community-wide perspective of Westwood – its strengths, assets, weaknesses, role in the area, etc. Their role is to guide the direction of the plan. They will be significantly engaged in the information-sharing phase, planning workshops, development of key strategies and plan alternatives and selection of the preferred direction



#### ❑ Perspective Groups:

Early in the process, it will be important to get input from a variety of “interests” throughout the city. Therefore, we recommend a series of Perspective Groups be identified. The perspective group members should consist of citizens and civic leaders with diverse backgrounds and perspectives, but who have a big picture attitude about Westwood – its strengths, assets, weaknesses, role in the area, etc. Their role is to identify key issues early in the process to inform the public outreach efforts and all aspects of the plan.

#### ❑ Elected Officials and City Staff:

Elected officials and City staff will manage the process with the Vireo team and will provide daily direction, ranging from administration of data collection, analysis, public process, and compilation of the plan document.





# Public Engagement Phases

Public engagement will be ongoing throughout the process and will include key opportunities to receive public input. Vireo follows a systematic five-phase approach that builds stakeholder and community support, with associated tasks, messages, public input points, deliverables and associated time frame. The process design will provide the opportunity for stakeholders to engage over a range of subjects relating to the future of Westwood and associated issues identification, which will inform the creation of goals, policies, inform the production of a set of emerging “what if scenario” alternatives, and final preferred plan for Westwood.

## Community Engagement Five Primary Phases:

	Phase	Task	Messages	Public Input	Deliverable	Time
Establishes & launches the outreach process	Phase One Engagement Start-Up	Design the Process		City Staff	Public Outreach Tools Established Groups Survey Design	Fall 2015
		Begin the Process		Planning Advisory Committee 1	Project Issues and Aspirations	
		Begin to Inform the Public	What is a Comprehensive Plan How does this affect you? How can you get involved?	Perspective Groups Website Launch Media	Project Brand, Fact Sheet Website Materials, Media Kit	
Focuses on understanding & prioritizing the key issues & challenges	Phase Two Foundation of Facts	Solicit Issues & Needs	Tell us what you think. What are your community needs and issues?	Deploy Community Survey	Survey Results	Fall/Winter 2015
		Discuss relevant data		Planning Advisory Committee 2	Snapshot Summaries	
Focuses on the creation of goals related to the issues	Phase Three Visioning & Needs	Articulate the Vision	What is your vision for the future?	Public Workshop 1	Community Strengths and Weaknesses Desired Development Areas Land Use Studies	Winter 2016
			What are your community opportunities and constraints?	Virtual Town Hall #1	Media Kit, Website Update Visioning Workbook Issues & Implications	
			Development Constraints Growth and its implications.	Planning Advisory Committee 3		
Will review policies and scenarios designed to achieve plan goals	Phase Four Forecast the Future	Define the Future	What are your choices for the future?	Planning Advisory Committee 4	What If Scenarios	Spring 2016
			What are the implications of how and where we grow?	Public Workshop 2 Virtual Town Hall 2	Media Kit, Website Update What If Scenarios Workbook	
				What If Scenarios		
Will refine policies & a preferred direction	Phase Five Formulate a Fit	Define the Strategies	What does our preferred future look like?	Planning Advisory Committee 5	Preferred Scenario Draft Plan Elements	Summer 2016
			How will we make informed choices?	Public Workshop 3 Virtual Town Hall 3	Media Kit, Website Update Preferred Scenario Workbook	
		Revise Plan	Priorities for Implementation	Planning Advisory Committee 6	Final Plan	
				Adoption		



## Engagement Start-Up

To ensure proactive and continuous community involvement throughout the study planning process, a combination of outreach and engagement tools will be leveraged. A promotional campaign will launch the planning process, perspective group discussions, public workshops, and community survey.

### ❑ Establish Working Groups:

The Vireo Team will work with City staff to establish a series of working groups. The Vireo Team will give guidance for membership and expectations. The City will develop a list of members for review and comment by the Vireo Team, along with example letters of invitation.

- **Creation of a Planning Advisory Committee:** A Planning Advisory Committee (PAC) will be established and managed by the City and include key stakeholders who have a citywide perspective of Westwood – its strengths, assets, weaknesses, role in the area, etc. Their role is to guide the direction of the plan and participate in community engagement events. They will be significantly engaged in the information-sharing phase, planning workshops, development of key strategies and plan alternatives and selection of the preferred direction. PAC workshops will be conducted as working sessions.
- **Perspective Groups:** The perspective group members should consist of citizens and civic leaders with diverse backgrounds and perspectives, but who have a big picture attitude about Westwood – its strengths, assets, weaknesses, role in the area, etc. These may include city officials, business & development interests, large employers & retailers, environmental & natural resources interests, neighborhood & housing interests, civic & transportation interests, parks & recreation interests, higher education & youth, and others. Discussion will include issues relative to each perspective group; and a citywide SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis. Ideally, each group will include somewhere between eight to twelve participants.

### ❑ Design Outreach Tools:

Today, effective communication strategies and education efforts utilize a combination of technologies and methods to be relevant, create interest, provide resources, engage stakeholders, and maintain relationships. Based upon our experience, different tactics are necessary to understand, analyze, and engage the community and we will work with you at the beginning of the project to determine what works best. We begin each project by answering the question: “What tactics can we employ to achieve the objectives that drive our strategy?” The strategy will need to have a lot of creativity, but creativity with a purpose. To ensure proactive and continuous community involvement throughout the study planning process, a combination of solicitation tools is recommended.







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# LONG RANGE TRANSPORTATION PLAN

## January 2016

As the world's largest island, Long Range has a unique and diverse landscape. The island is home to a wide variety of natural resources, including forests, wetlands, and coastal areas. The Long Range Transportation Plan (LRT Plan) is a comprehensive plan that outlines the island's transportation needs and provides a framework for the development of a sustainable transportation system. The LRT Plan is a key component of the island's overall development plan and is designed to ensure that the island's transportation system is able to meet the needs of the island's residents and visitors in a sustainable and efficient manner.

The LRT Plan is a comprehensive plan that outlines the island's transportation needs and provides a framework for the development of a sustainable transportation system. The LRT Plan is a key component of the island's overall development plan and is designed to ensure that the island's transportation system is able to meet the needs of the island's residents and visitors in a sustainable and efficient manner.

The LRT Plan is a comprehensive plan that outlines the island's transportation needs and provides a framework for the development of a sustainable transportation system. The LRT Plan is a key component of the island's overall development plan and is designed to ensure that the island's transportation system is able to meet the needs of the island's residents and visitors in a sustainable and efficient manner.

### Goals

  - To provide a sustainable and efficient transportation system for the island's residents and visitors.
  - To ensure that the island's transportation system is able to meet the needs of the island's residents and visitors in a sustainable and efficient manner.
  - To provide a framework for the development of a sustainable transportation system.



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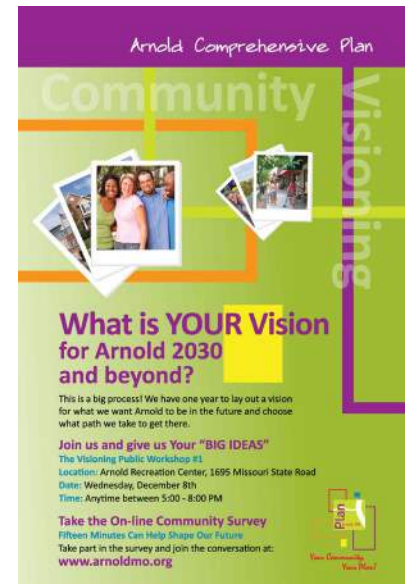








- **Postcards:** Postcards are an excellent outreach tool for strategic events. Vireo will prepare postcards on the project for the City's use. Inserts can include priority messages, key issues, and event notices.
- **Fact Sheet:** A Fact Sheet serves as a hook for casual readers and can direct readers to the project web site for more information. While the amount of information they can convey is limited, they are still important outreach tools because they are easy to distribute at meetings. Vireo will prepare one fact sheet that outlines basic information about the comprehensive plan including quick news briefs that explain the who, what, when, where, why and how of the project.
- **Posters/Displays:** Posters are an effective outreach tool when placed at various locations throughout the community to communicate the project issues, process, and venues for public input. Posters are also effective "branding" tools that explain the "big idea" and inspiration behind a campaign. Vireo will design one set of posters for select project phases.



#### □ Initiate Community Engagement:

Members of the community will be asked to participate in workshop events about issues that affect their daily lives and give feedback as to what Westwood will be in the future.

- **Planning Advisory Committee (PAC) Workshop #1:** The initial PAC Workshop will introduce the PAC to the process, discuss their role in the planning process, begin the process of identifying existing conditions, trends and key issues, and to elicit responses to value-based questions about how satisfactory the current quality of life is in the Westwood area. The input collected will be used to inform the public process, perspective group discussions, and community survey content. (see scope of work for additional PAC meetings).
- **Perspective Group Visioning:** The Consultant Team will facilitate a series of Perspective Groups consisting of citizens and civic leaders with diverse backgrounds and perspectives. Each workshop will include somewhere between eight to twelve participants. No more than six groups are anticipated. Based on the Consultants technical analysis of the data, the Consultant Team will devise a series of open-ended questions about the future of Westwood to elicit big ideas and creative solutions. Discussion will include issues relative to each perspective group; and a citywide SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis. This gives the planning team the subjective feedback on key questions, but in a methodology that can be sorted in different ways to find common ground. (see scope of work for more details).





- **Design & Deploy Community “On-line” Survey:** The Vireo Team will work with City staff to design, administer and analyze an “on-line” survey utilizing “Survey Monkey” to identify common attitudes, opinions, perceptions and expectations regarding growth, development, city services, priorities, and parks and open space, and quality of life issues that will add definition to other key components of the final project outcome. The final survey will be manageable in length and will remain on-line for several weeks to provide participants with the flexibility to log on and complete the survey at a time that is most convenient for them.

Deployment of the survey should correspond with the launch of the project website and be announced using the outreach tools outlined here. The City can extend the reach of the survey by distributing hard copies to key community locations and entering those results on “Survey Monkey”. At the conclusion of this period, results of the survey will be compiled by the Vireo Team in a report prepared by “Survey Monkey”. NOTE: This survey tool is not statistically valid.

- **Community Public Workshops:** A maximum of three (3) workshops will be conducted by the Vireo Team as outlined in this scope of work. Opportunities will be sought to link workshops with locally sponsored events as a great way to raise awareness of the plan, distribute materials, and solicit community input. (see scope of work for more details)
- **Virtual Town Hall:** The Virtual Town Hall supplements the traditional planning process by providing access to the multitude of Internet users of any community. The Survey Monkey web platform will serve as a virtual town-hall, whereby users can view and give input on workshop materials. Survey Monkey operates as a safe, easy-to-use area where citizens can participate from the comfort of their home. (see scope of work for more details).



### Warrenton Comprehensive Plan

#### EXISTING CONDITIONS

9. How would you rate Warrenton's RESIDENTIAL growth over the past 10 years? (Select one)

- ☐ Growth too slow
- ☐ Good rate of growth
- ☐ Growing too fast
- ☐ No opinion

10. How would you rate Warrenton's COMMERCIAL growth over the past 10 years? (Select one)

- ☐ Growth too slow
- ☐ Good rate of growth
- ☐ Growing too fast
- ☐ No opinion





# Project Team

Our team is structured to give you the maximum benefit of sound planning practice with the efficiency of technological understanding and community familiarity.

## Who we are

Vireo chose its team based on the best local knowledge and experience, proven innovation in planning and public process management, and a reputation for creating smart plans. Vireo along with Piper-Wind Architects and the Novak Consulting Group has successfully navigated complex planning projects to successful outcomes.

The success of Westwood's Plan depends on the selected consultant's ability to create a realistic plan based on a **"big picture"** perspective that responds to the City's history; current physical, economic, and social needs; and future development trends. Our overall approach to this project is not simply to identify areas for new opportunities, but to create a plan that takes into account the City's overall development framework and identifies ways to build upon its existing amenities. We look to develop a series of solutions that will help create an environment that provides proper balance between neighborhood areas, commercial areas, and local communities. We feel strongly that our knowledge base, expertise, and dedication will be invaluable as we create a plan with you.

In order to undertake such a process, it is essential that the City select a consultant that understands how a development framework comes together to create a vibrant and healthy community while protecting its character. Our team has the **"big picture perspective"** to create a community-based vision for Westwood. Together, we are confident the Vireo Team can provide you with the bold, creative, systematic, and executable strategies you are looking for.

### Team Roles

#### Vireo

Team Lead  
Project Manager  
Community Engagement  
Land Use, Character  
Neighborhoods  
Growth Management  
Parks & Open Space  
Policy Development  
Public Realm  
Implementation Strategy

#### Piper-Wind Architects

Existing Conditions  
Connectivity  
Opportunity Sites

#### Novak Consulting Group

Strategic Plan - Project Manager  
Facilitation Support

#### Value Added:

#### Shafer, Kline & Warren

Infrastructure  
Facilities

# Who we are Vireo

Same People | Same Service | Fresh Look

Vireo is a 22-person community and environmental planning and landscape architectural consulting firm whose work focuses on public participatory and ecologically based planning and design for public and private clients. Vireo is located in downtown Kansas City, Missouri and Omaha, Nebraska and has completed over 1,100 contracts during the 18 years of its existence.

Vireo is in the business of planning and building enduring, quality places. The firm anchors its designs to a sustainable, ecologically sound foundation. With firm experience that ranges from policy development and master planning, through site analysis, design, construction, and implementation Vireo knows how to integrate policy, design, and development at all levels. Our portfolio includes natural resource planning, transit supportive development planning; traditional neighborhood design; urban and streetscape design; park and trail planning; environmentally sensitive site design; public process management and project management.

Vireo's clients include regional planning councils, counties, cities, institutions, and private developers. The firm's work centers on the four-state region of Missouri, Kansas, Nebraska, and Iowa; and extends into surrounding states.

Vireo, LLC is a Women's Business Enterprise.

929 Walnut, Suite 700  
Kansas City, Missouri  
(816) 756-5690  
Patti@BeVireo.com

1111 N. 13th Street, Suite 116  
Omaha, Nebraska  
(402) 553-5485  
Dave@BeVireo.com

Federal ID: 43-171-4841

[www.BeVireo.com](http://www.BeVireo.com)

We specialize in identifying and utilizing the overlap in our service lines and integrate public education and participation throughout all of our projects. Vireo employs a variety of planning and design professionals in Landscape Architecture, Community Planning, Natural Resource Planning, and Graphic Design.

Patti Banks, co-Owner, was the first LEED (Leadership in Energy and Environmental Design) accredited Landscape Architect in Kansas City and the firm now has a number of professionals that are LEED accredited.

Employees by Discipline:

- Administrative - 2
- Ecologists - 3
- Planners - 4
- Landscape Architects - 8
- Designers - 5

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Landscape Architecture | Planning | Design



# Example Project Experience

## Bicycle and Trail Planning

Overland Park, KS Bike Plan  
 Lawrence, KS Multimodal Plan  
 Metro Green  
 KC Trails Plan  
 6th District KCMO Trails Plan  
 Leavenworth, KS Bike and Trail Plan  
 Independence, MO Parks and Open Space Plan  
 Pleasant Hill, MO Trail Plan  
 Harrisonville, MO Trail Plan  
 Lee's Summit, MO Greenway Plan  
 Lenexa, KS Bike and Pedestrian Plan  
 MARC Natural Resource Inventory  
 Line and Second Creek Trail Plan  
 West Lenexa, KS Trail Plan

## Parks System Planning

Independence Parks System Master Plan  
 Moore Park System Master Plan  
 Emporia Park System Amenity Inventory  
 Gardner Park Master Plan Update  
 Liberty Parks and Open Space Master Plan  
 Odessa Parks and Recreation Master Plan  
 Council Bluffs, Iowa Parks System Master Plan

## Public Engagement

Minneapolis Stormwater Utility Public Outreach Campaign  
 Springfield, Ohio Stormwater Utility Public Outreach Campaign  
 MoDOT I-70 FEIS Public Outreach Campaign  
 KDOT K-7 & I-70 Interchange Public Outreach Campaign  
 Transportation Research Board Public Outreach Guidebook  
 Sedgwick County Public Awareness & Outreach Campaign  
 Kansas Statewide Rail Master Plan Public Outreach Campaign  
 MARC Smart Moves Access Workshops  
 Upper Blue River Watershed Initiative  
 MoDOT I-435/Front Street DDI Public Outreach Campaign

## Planning and Urban Design

Warrenton Comprehensive Plan, Warrenton, Missouri  
 Sioux Center Comprehensive Plan Update, Sioux Center, Iowa  
 Hannibal Comprehensive Plan, Hannibal, Missouri  
 KCI Area Plan, Kansas City, Missouri  
 FOCUS KC Comprehensive Plan  
 New Town Liberty Master Planning, Liberty, Missouri  
 Blue Springs Downtown Plan, Blue Springs, Missouri  
 Raymore Comprehensive Plan, Raymore, Missouri  
 Arnold Comprehensive Plan, Arnold, Missouri  
 Smithville Comprehensive Plan, Smithville, Missouri  
 US Highway 40 Corridor Plan  
 US Highway 24 Corridor Plan  
 Midtown/Plaza Area Plan, Kansas City, Missouri  
 North Oak Corridor Plan, Kansas City, Missouri  
 92/10 Corridor Plan  
 Main Street Corridor Plan, Kansas City, Missouri  
 18th & Broadway Sustainable Design, Kansas City, Missouri  
 Mission Gateway Mixed Use Development, Mission, Kansas  
 New Longview Concept Development, Lee's Summit, Missouri  
 Kansas City Missouri Parks & Boulevard Standards  
 The Founders at Union Hill, Kansas City, Missouri  
 The Square at Crown Center, Kansas City, Missouri  
 Lenexa City Center, Lenexa, Kansas  
 Riverside Streetscape Master Plan, Riverside, Missouri  
 KDOT US-56 Highway Corridor Plan  
 KDOT K-68 Highway Corridor Plan  
 Neighborhood Assessment, Liberty, Missouri  
 Maquire Corridor Plan, Warrensburg, Missouri





## About The Novak Consulting Group

For nearly a decade, a highly respected management consulting firm named Public Management Partners helped a variety of organizations function more effectively. Through the years the firm's founding partners built a sizeable client base of predominantly local governments and nonprofit organizations in the Midwest.

In 2009, Julia D. Novak acquired Public Management Partners and founded The Novak Consulting Group, staffed by consultants with decades of collective experience. With The Novak Consulting Group, Julia built upon Public Management Partners' reputation for innovation and results while expanding the company's services nationwide. We provide our clients with the very best thinking and execution in organizational design, development, and improvement. Our services include:

- Strategic Planning
- Community Outreach and Engagement
- Organizational Assessment and Optimization
- Facilitation and Training
- Executive Search

The Novak Consulting Group provides unparalleled service to our clients. Leaders in local government and nonprofit communities have come to rely on The Novak Consulting Group for high caliber advice, with the personal attention you expect.

The Novak Consulting Group is a woman-owned firm led by President Julia Novak, headquartered in Cincinnati, Ohio, with staff also located in Washington, D.C., North Carolina, Missouri, New York, and Wisconsin. The firm has seven full-time associates, five subject matter specialists, and an office manager.

The focus of The Novak Consulting Group is on providing solutions that work within the available resources and culture of the organizations we assist. The most innovative solutions in the world are valueless if they cannot be implemented or will not be accepted by the organization or those it serves. We pride ourselves on our ability to listen, analyze, and work with our clients to find not just a random selection of best practices taken from a manual, but real solutions that can be implemented effectively. There is no value to a strategic plan or consulting study that, once completed, occupies shelf space never to be opened again. Our strength is the ability to build on existing capabilities and resources to help organizations articulate and realize their vision.





## Piper-Wind Architects, Inc

Piper-Wind Architects, Inc. is a full-service architectural firm located in downtown Kansas City, Missouri. We are a general practice design firm with expertise in the planning and design of livable communities, traditional neighborhood development and commercial districts. Piper-Wind Architects, Inc. has been involved in a variety of planning and master planning projects throughout the Kansas City area, including commercial, institutional, and municipal projects. Our design philosophy in the many renovation, residential, commercial, and public projects centers around creating quality places for people to live, work, gather and play through thoughtful planning practices.

Piper-Wind Architects, Inc. has been particularly active in the design of new residential, infill, renovation and addition projects in Kansas City's first ring suburbs, having been commissioned to work on over 200 homes since the firm's inception in 1996. Understanding the challenges in working in older urban and suburban communities as well as the experience in working with each government's sets of rules and regulations has provided the type of indepth knowledge needed to effectively engage in community planning and neighborhood development. Active leadership on local planning commissions have led us to be mindful of real issues - such as cost, public perception, governance and implementation. Involvement in city and neighborhood planning complements our diverse, multi-faceted architectural practice - leading to design solutions that are appropriate for each setting. Ongoing experience with various city's zoning ordinances, design standards, guidelines, and site regulations has led to a deep understanding of first ring suburb and traditional town planning building types, and key issues related to live-ability, neighborhood character, zoning and building codes.

Our firm's focus is to create places for people - to live, to work, to play, to shop, to gather, or to be entertained, or, more specifically, in the creation of quality spaces that are people places. We are motivated by the fundamental idea that good design enriches and benefits the lives of those who interact with it - whether it is at home, at work, at play or anywhere in between. Our architecture is not just about making something for people to look at, but about making spaces for people to experience - carefully detailed and crafted.

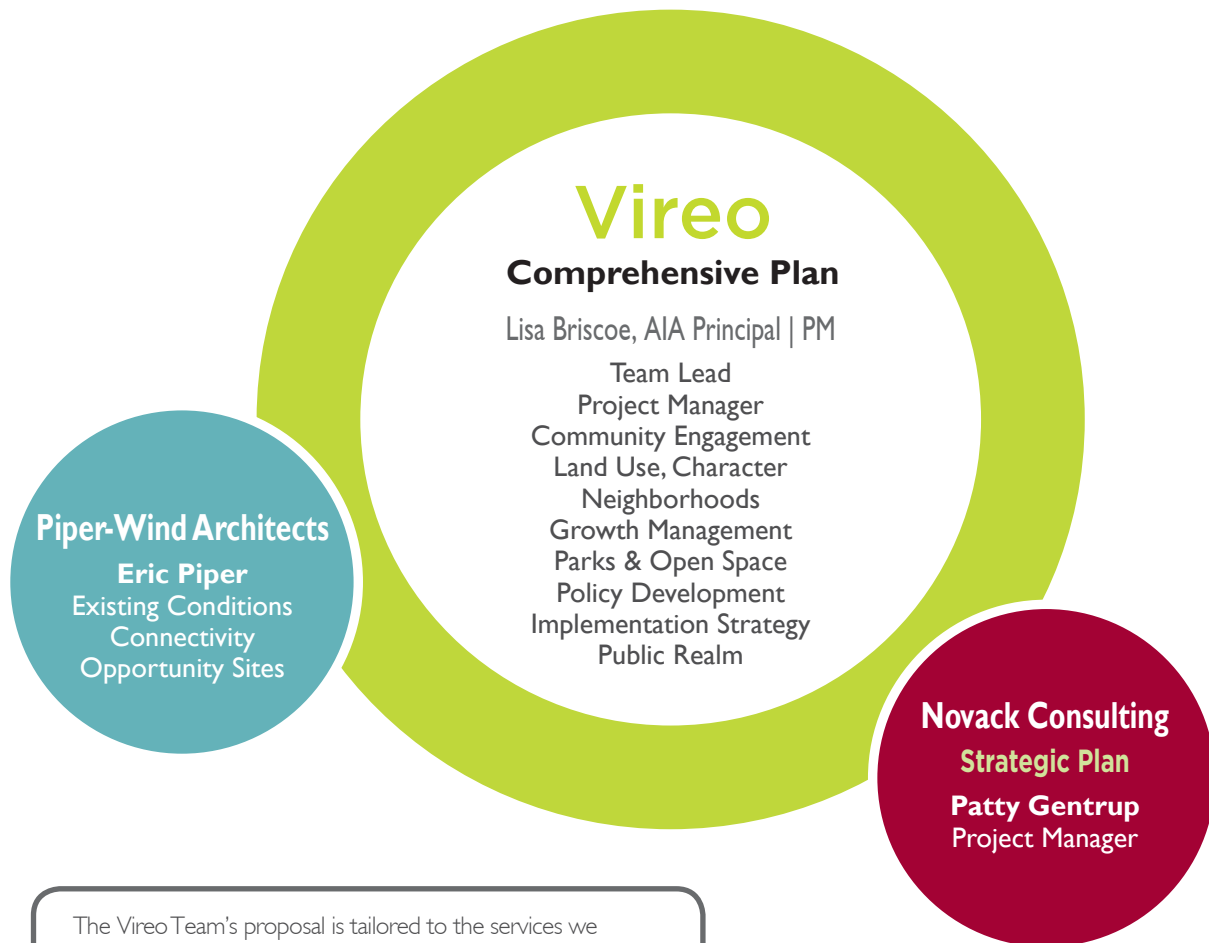
We do not promote a particular style of architecture. Rather, we look to the physical and social influences of the building context to guide us to an appropriate architectural design that reinforces and invigorates the sense of place. From new homes to new towns, rehabbed structures to rebuilt cities, what we do and care about is creating quality spaces for people to experience.

The quality of our projects is evident in the spaces and details that we create. In everything we do we strive to have a creative solution that results in a heightened experience for the user. Whether it is town planning, site design, interior renovations, or new building design, the creative process of designing and getting built quality space is the focus of our firm. **We create places for people.**





## Team Organization & Roles



The Vireo Team's proposal is tailored to the services we anticipate are needed to develop the Master Plan. However, if it is determined to be of help to the City of Westwood and could contribute to a more successful project, we have included information for the firm of Shafer, Kline & Warren, Inc. (SKW).





## Lisa Lassman Briscoe | AIA

### Principal

Lisa Lassman Briscoe serves as Principal responsible for planning and has over 30 years professional planning/architecture experience. Unique to Lisa is that her grasp of details is complimented by an ability to see the big picture, due in many respects to her experience in government, and a strong visual sense as an architect/city planner. Her work in the public sector includes a high-level management role for the Kansas City, Missouri, Planning, and Development Department, serving as division manager of Planning, Preservation & Urban Design. Her division staffed the City Plan Commission, Board of Zoning Adjustment, Landmarks Commission, Special Review Districts, and Plans, Zoning & Economic Development Committee of the City Council. Figuring out the problem is what's hard, and Lisa excels at problem-solving, helping our clients get from A to B. As a result, Lisa has drawn national attention for her successful community problem-solving approach and was an essential partner in developing the *National Guidebook* and set of tools enabling airport decision-makers to better manage community expectations for the *Transportation Research Board*. She in effect, "wrote the book" on how airports should communicate information to the public. Lisa is currently leading the City of Kansas City, Missouri - City Planning and Development Department staff in development of a successful problem-solving approach to update the current land use and development plan for the "Country Club Plaza" developed by the J.C. Nichols Company.

### Education

Boston Architecture Center -1983  
Bachelor of Architecture | Kansas State University -1983  
Form-Based Codes Institute -2009

### Registration

AIA - MO - MO-5495

### Experience

12 Years with Vireo  
20 Years Prior

### Publications

Aircraft Noise: A Toolkit  
for Managing Community  
Expectations- ACRP Report 15  
-Transportation Research Board of  
the National Academies 2009

### Awards

KCMO-Public Employee  
Recognition Award 1995

KCMO-Innovative Planning  
Award 1992

MOAPA "Outstanding Plan"  
-Arnold, Mo Comprehensive  
Plan 2012

National APA Outstanding  
Plan "Award for Excellence"  
-FOCUS Kansas City  
Comprehensive Plan 1995

Warrenton Comprehensive Plan | Warrenton, Missouri  
Client: City of Warrenton, Missouri

Arnold Comprehensive Plan | Arnold, Missouri  
Client: City of Arnold, Missouri

Sioux Center Comprehensive Plan | Sioux Center, Iowa  
Client: City of Sioux Center, Iowa

Smithville Comprehensive Plan Update | Smithville, Missouri  
Client: City of Smithville, Missouri

FOCUS Kansas City Strategic & Comprehensive Plan | Kansas City, Missouri  
Client: City of Kansas City, Missouri

Hannibal Comprehensive Plan Update | Hannibal, Missouri  
Client: City of Hannibal, Missouri

Kansas City International Airport Land Use Plan | Kansas City, Missouri  
Client: City of Kansas City, Missouri

Liberty Downtown Master Plan | Liberty, Missouri  
Client: City of Liberty, Missouri

"Country Club Plaza" Land Use & Development Plan | Kansas City, Missouri  
Client: City of Kansas City, Missouri

North Oak Corridor Land Use and Development Plan | Kansas City, Missouri  
Client: City of Kansas City, Missouri

**vireo**

Landscape Architecture | Planning | Design



## Eric Piper | AIA

### Principal

Over the past 30 years, Eric J. Piper, AIA, has been involved in working with many municipalities across the country in the design of a variety of facilities, urban design, and planning projects. He has developed particular expertise in urban design and community planning - in addition to his experience in the design of commercial, public and institutional buildings, residential projects, adaptive reuse and building renovations.

A prior long-time resident of Westwood Hills, Kansas, Mr. Piper was active on that community's Planning Commission, serving as Chairman, where issues related to re-development within their historic neighborhood was a primary responsibility. As past President of the American Institute of Architects, Kansas City Chapter; he promoted the AIA's engagement in creating quality places, sustainable development, liveable communities, smart growth, and generally, the development of healthy communities. His roles on a variety of boards and commissions on many public projects have led to his acclaim in project team building and public facilitation.

Relevant project experience includes his prior work with Westwood, where Mr. Piper led a team commissioned by the City to rewrite their Zoning Ordinance and related comprehensive plan recommendations dealing with improvements to the commercial districts and issues particular to the City's diverse Post World II housing stock common to First Tier Suburbs. Design guidelines were developed which related to adding onto the various housing types in a way that had a positive impact on the neighborhoods.

Additionally, Mr. Piper directed the design and publication of the Post World War II Housing Idea Book, commissioned by the Mid-America Regional Council and the First Suburbs Coalition. The purpose of the 36 page publication was to provide information and knowledge as to how to renovate common Post World War II house types (ranches, split levels, cape cods, and two-story) as a way of promoting neighborhood stability, home ownership and re-investment in area's first ring suburb communities, and led to a state APA honor award.

Mr. Piper has served as guest speaker on many occasions, such as the Mid- America Regional Council, the First Tier Suburb Coalition of the National League of Cities, the St Louis County Economic Development Council, and Afton, Missouri Community Development Forum and has consulted as urban infill specialist on the South Park, Kansas Neighborhood Master Plan, and City of Arnold, Missouri Comprehensive Plan.

### Education

Masters of Architecture |  
University of Oregon | 1982

Bachelors of Architecture | Iowa  
State University | 1978



## Patty Gentrup

### Associate

Patty has 25 years of experience working for and advising local, regional, and state governments. Her work as a consultant includes extensive experience facilitating strategic planning workshops and processes for governing bodies, organizations, and communities.

Patty is an expert in community engagement. She knows how to involve stakeholders in assessing issues and developing solutions, using traditional as well as innovative tools and techniques and ensuring all voices are heard in community decision making. Patty also has conducted departmental analyses, process improvements, and performance measurement with a broad range of local governments.

Prior to consulting, Patty was City Administrator of Liberty, Missouri, a community of 30,000 in the Kansas City metropolitan area. With a staff of nearly 200 and a budget of more than \$50 million, Patty worked with the governing body to secure new revenue sources; implement an award winning comprehensive land use plan to foster new development and redevelop key areas of the community; guide capital improvements to support a growing community while reinvesting in aging infrastructure; and to create a high performing organization.

Patty currently serves on the board of the Kansas University City Managers and Trainees (KUCIMAT) organization. She has previously served the KUCIMATs as their president and has been on the Missouri Association of City Managers board.

Patty has a bachelor's degree in journalism and a master's degree in public administration, both from the University of Kansas.

### Education

Master of Public  
Administration | University  
of Kansas

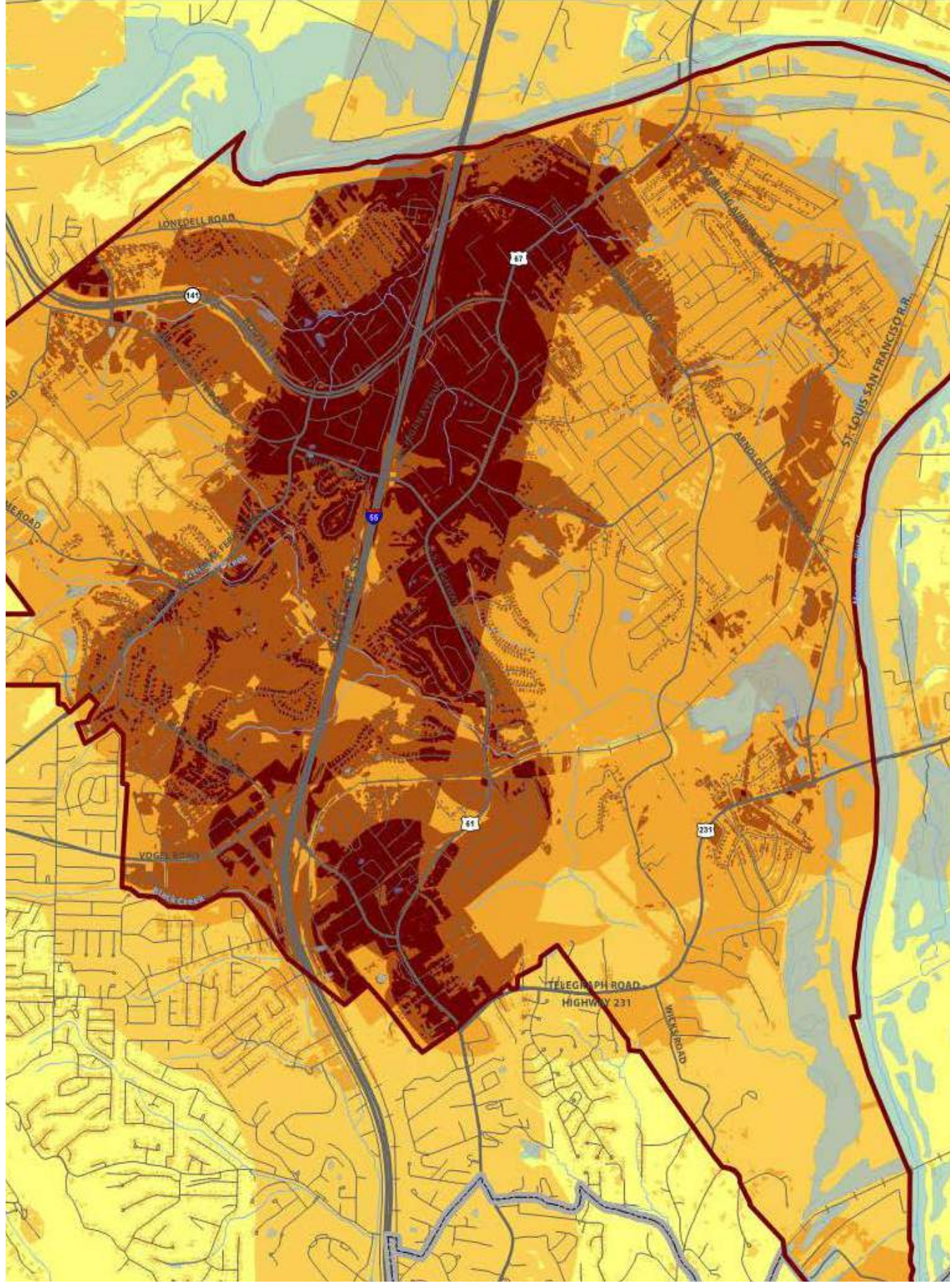
Bachelor of Art | University  
of Kansas

### Experience

8 Years Consulting  
17 Years Local Government



Arnold, MO Susceptibility to Change Analysis







# Qualifications & Experience

We strive to ensure that when you work with us to reach your goals, it will be one of the best experiences you have had.

## What We Do

We are diverse team of designers and problem solvers. We design and plan today with tomorrow's generation in mind. This long view of planning for the future is motivational and central to our internal work process. We feel this is key to your success.

That is why from day one we get to know you to discuss your goals and aspirations. We are driven to produce a high quality product that is on time and within budget. Once complete, our reward is that you know that it is the finest quality, the most imaginative, and the most carefully crafted solution. We guarantee that our work will exceed your expectations.

The following pages showcase examples of our team's recent relevant experience along with client references.

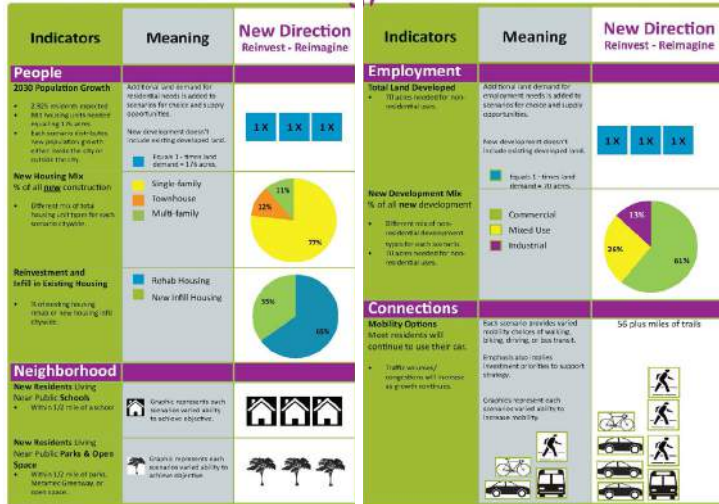
"The Vireo Team did a great job. The Arnold Comprehensive Plan is a plan the community can be proud of!"

- CPC Chairman Brian McArthur



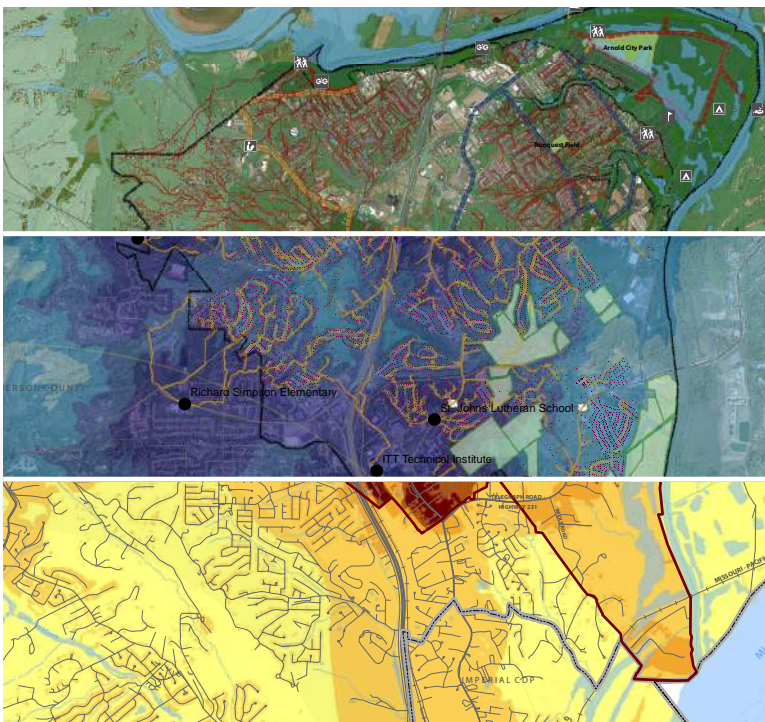
The Arnold comprehensive Plan is based on the understanding that today's problems are linked, and that solutions should be linked too. Arnold took this understanding and designed a unique plan to address the need for linkage, and solutions that involved integrations of the natural environment, built environment, health, and well-being for people, in a geographically based way.

# vireo



## Arnold Comprehensive Plan

Arnold, Missouri



### Client

City of Arnold  
 2101 Jeffco Boulevard  
 Arnold, Missouri 63010  
 Mary Holden  
 636.282.2378  
 mholden@arnoldmo.org

### Award

"Outstanding Comprehensive Plan", Missouri American Planning Association - 2012.

Vireo assisted the City of Arnold and its' citizens to determine where their city should grow and what it should look like in the future. The purpose of this plan is to guide future growth, to create special places, with an emphasis on determining the form and character of development. Reimagining Arnold is a new direction for reinvestment, new growth and a strategy for how to manage change. Using a combination of solicitation, engagement tools and methods ensured pro-active and continuous community involvement. Plan over arching themes include:

- Building a Complete Community by Creating Special Places
- Creating Catalytic Connecting Corridors Linking Destinations and Activities
- Creating Enduring Places with Identity and Character
- Reimagining Arnold with a new Central Green
- Reinvestment in Neighborhoods through a Continuous Improvement Process
- Using Nature to Solve Stormwater Challenges
- Sustainability or "living ecology"





### Client

City of Warrenton  
200 West Booneslick  
Warrenton, Missouri

Terri J. Thorn  
tthorn@warrenton-mo.org  
636-456-3535

## Warrenton Comprehensive Plan

Warrenton, Missouri



planning - moving forward - ideas in motion

## Warrenton moving forward

Put Your Idea's In Motion!

**DEVELOPMENT PATTERN  
WASHINGTON, MO**

Perspective Group members were asked "what community represented a 'business success' and 'where else would they like to live?'" This is one of three top communities identified. What do you think?

**CHARACTERISTICS**

- Population in 2013: 15,001. Population change since 2000: +40%.
- Total land area of 3.87 square miles (same as Warrenton).
- Washington is located 40 miles west of St. Louis, at the junction of state highways 150 and 47 just to the east of one of the four bridges over the Missouri River to link those archaic's old Port St. Louis via Interstate 44 or 70.
- It has long been a popular place in Washington, Missouri's German heritage is historically preserved in its identity, which features antique shops, boutiques, specialty shops, art galleries and a variety of retail businesses in its historic buildings. There are also several shopping centers with modern retail stores represented. Washington's location is central to Missouri Wine Country, where a multitude of wineries offer visitors a taste of vintage Missouri wine.

**With Places and Uses That Look Like This....**

**Place a dot!**  
Yes No

**DOTS HERE**

**Tell us Why.**  
With your idea by notes, tell us why!

**NOTES HERE**

Kansas City | Omaha  
[www.BeVireo.com](http://www.BeVireo.com)

The City of Warrenton faces tremendous planning opportunities and challenges as the city continues to grow, redevelop and mature. As one of the fastest growing cities within the County and with it being the largest city by population and industry, Warrenton is very aware of coming changes within the County. Many see growth and redevelopment as offering opportunities and representing progress. Others see growth and redevelopment as an erosion of community character and regret a perceived lack of "livability". The reality is that change has happened, and will continue to happen. The challenge for Warrenton is finding the right balance of change that does not come at the expense of losing the sense of place that makes Warrenton a desirable place to live. Vireo is currently leading the community through an extensive public engagement process. The intended outcomes include identifying and analyzing emerging trends and community issues, articulating core community values, establishing a preferred direction to implement the vision, and defining a method to revisit and update the vision and vision action plan. The plan will set the bar for redevelopment quality that sets a standard and will coordinate land use planning with improvements to the public infrastructure.



#### Client

City of Kansas City  
414 E. 12th Street  
Kansas City, MO

Jeffrey Williams  
816.513.3032  
jeffrey.williams@kcmo.org

## “Country Club” Plaza Urban Design & Development Plan Kansas City, Missouri



The Plaza Urban Design and Development Plan serves as a guide to ensure that new development respects the important design character that exists within the “Country Club Plaza”. Thirty-one years have now past since development pressures arose in the Plaza area and necessitated the development of the Plaza Plan. Transformations in the Plaza area include several million square feet of office and several thousand residential units have been built in the area. The challenge of “where” and “how” future development in the Plaza area should take place in the future remains critical.

Due to both Vireo's knowledge and application of the Plaza Urban Design & Development Plan and experience with Plaza area development challenges, Vireo has served as an on-call consultant to the City Planning and Development Department in development of a successful problem-solving approach to stakeholder involvement and revision to the Plaza Urban Design & Development Plan.



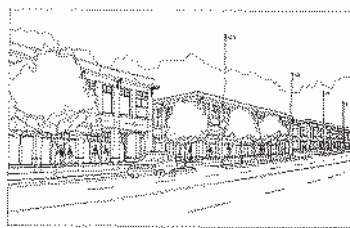
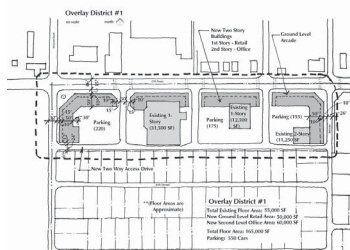
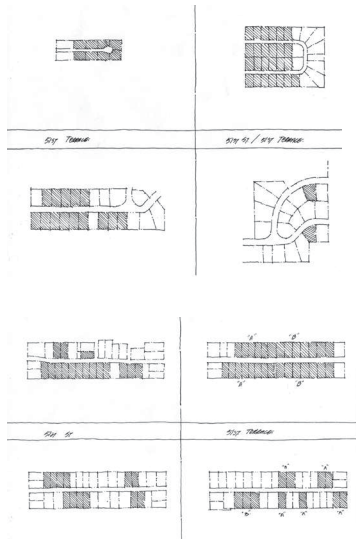


## Westwood Redevelopment Plan and Zoning Ordinances

### Westwood, Kansas

Piper-Wind Architects, Inc. was engaged by the City of Westwood to re-write the City's Zoning Ordinance from cover to cover. The impetus behind such a large endeavor was to develop an effective tool for the City to promote the type of growth and development it desired for both the residential and commercial areas of the community.

A landlocked, inner ring suburb in Northeast Johnson County, Kansas of 1 square mile, Westwood was beginning to feel the pressures of large residential remodeling projects on its somewhat modest sized residential lots. Additionally, its commercial areas were at the edges of the City where it meets five other cities and one other county. Providing a long range plan that offered a cohesive vision for these commercial edges was paramount to not only promoting the types of uses desired but the treatment of the public right-of-ways.



**PIPER-WIND ARCHITECTS, Inc.**  
Architecture, Planning, and Design



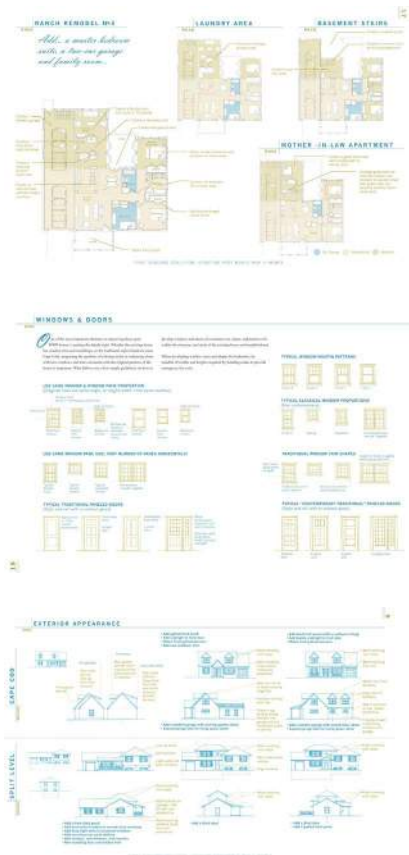
## Post -WW II Housing Idea Book

### Mid-America Regional Council First Suburbs Coalition



Piper-Wind Architects, Inc. was selected in January of 2005, to organize, develop, and design a Plan Book for MARC's First Suburbs Coalition that promoted reinvestment in rehabilitating the area's Post WW II housing stock. The 36-page booklet included sections dealing with the history of post-WWII homes, suggested design considerations, principles, and guidelines, and renovation ideas for each of the four post-WWII housing types – the Cape Cod, Ranch, Split-Level, and Two-Story. Profusely illustrated with over 80 plates of drawings, a major focus of the booklet was in making it both readable and understandable for the general public.

Piper-Wind Architects, Inc. served as the single source consultant for the project. Working with a First Suburb's subcommittee and MARC's public relations staff on developing the outline of content as well as review of design ideas, PWA was responsible for the intellectual content for the book, all drawings and text related to the drawings. PWA worked closely with MARC's in-house PR staff, which developed the final layout and graphic format.



**PIPER-WIND ARCHITECTS, Inc.**  
Architecture, Planning, and Design





## Income Properties Services, Inc Masterplanning

### Commercial/ Retail Development & Various Projects in Missouri and Kansas

Income Properties Services, Inc. is a Kansas City, Missouri based real estate development company. Their real estate portfolio includes office buildings, retail buildings, and multi-family properties, mostly in the greater Kansas City Area.

#### Location

Missouri and Kansas

#### Value

\$25,000 to \$110 million

#### Duration

1997-present

#### Contact

Income Properties Services, Inc.  
4242 Blue Ridge Blvd., Suite 900  
Kansas City, MO  
Mr. Pat Hayes, President (816) 353-1390

Piper-Wind Architects, Inc. has provided continuous on-call architectural and planning services to Income Properties since 1997. We believe our commitment to providing creative architectural solutions in a timely manner that meet that project design and budget requirements, has been the key to Piper-Wind's success with this repeat client. Properties include: Briarwood Apartments, Arrowhead Apartments, Autumn Place Apartments, Vista Condominium, Blue Ridge Tower Office Building, 6299 Nall Office Building, 10500 & 10551 Barkley Office Buildings, Kaiser Permanente Medical Building, 1968 Shawnee Mission Parkway Office Building, Quivira Square Shopping Center, and the Blue Ridge Crossing and Antioch Crossing Commercial/Retail Redevelopments.



**PIPER-WIND ARCHITECTS, Inc.**  
Architecture, Planning, and Design

## Novak Consulting Group

The Novak Consulting Group has significant strategic planning and community outreach experience, as evidenced by the references included in this proposal. Our trained facilitators use a variety of techniques to actively engage participants in the input process. We thoroughly prepare for each session and develop an agenda with questions for the group. Our facilitators know how to “read the group” and determine the best techniques to use to solicit feedback from participants with different styles: some participants will readily voice their ideas, while others may need prompting or perhaps a written exercise to engage. Regardless of the methods, our goal in any facilitated session is create an environment that allows participants to feel comfortable sharing their honest feedback. Included here are a few examples of similar work.

### Relevant Experience

**The Unified Government of Wyandotte County/Kansas City, Kansas** has engaged Patty Gentrup while she was with another firm and subsequently with The Novak Consulting Group to facilitate strategic planning sessions on a semi-annual basis. She has worked with the Mayor, the Board of Commissioners and key staff in establishing a vision, goals and objectives and in setting financial priorities for the development of the annual budget.

Doug Bach, County Administrator | (913) 573-5030 | [dback@wyckokck.org](mailto:dback@wyckokck.org)

**Johnson County, Kansas** engaged Patty Gentrup while she was with another firm to work with the Board of County Commissioners and the Executive Leadership Team in 2011, 2012, and 2013. The purpose of the engagements was to review the recommendations made by a Citizens' Visioning Committee, discuss the progress made, and determine next steps. Patty facilitated each of these strategic work sessions in an environment in which participants were engaged, used processes specifically designed to the County's unique needs, and supported the County's efforts in moving forward to achieve its vision.

Hannes Zacharias, County Manager | (913) 715-0425 | [Hannes.zacharias@jocogov.org](mailto:Hannes.zacharias@jocogov.org)

**The Mid-America Regional Council** engaged Patty Gentrup while she was with another firm to facilitate a number of strategic planning processes for a variety of groups on a myriad of issues, including the Green Jobs Task Force, the Kansas Eastern Regional Insurance Trust, Public Safety Communications, and Operation Green Light. She also assisted in evaluating the efforts of Communities for All Ages.

Marlene Nagel, Community Development Director | (816) 474-4240 | [mnagel@marc.org](mailto:mnagel@marc.org)

**Olathe, Kansas** engaged Patty Gentrup while she was with another firm several times to work with diverse groups of employees and citizens in setting a course for the future. One such engagement helped three departments assimilate into one department with a common vision, mission, and goals as well as to determine the structure best suited to support it. In another instance, she worked with a newly formed communications division to establish a common vision, mission, and goals. Patty also assisted a long-standing Human Relations Commission in revisiting their purpose and organizing to foster a more diverse and inclusive community.

J. Michael Wilkes, City Manager | (913) 971-8600 | [jmwilkes@olatheks.org](mailto:jmwilkes@olatheks.org)





# References

The Vireo Team stands by the quality of its work, which demonstrates our ability to meet and exceed the City's expectations. We are pleased to provide the following references for the City's consideration. Contact names and information are provided below for previous work similar to this project.

Additional references are provided with each example project in this proposal.

## Vireo

**Mary Holden, Director Community Development**  
**City of Arnold, Missouri**  
 2101 Jeffco Boulevard  
 Arnold, Missouri 63010  
 (636) 282-2378  
[mholden@arnoldmo.org](mailto:mholden@arnoldmo.org)

**Jeff Williams, Director City Planning & Development**  
**City of Kansas City, Missouri**  
 414 E. 12th St., 15th Floor City Hall  
 Kansas City, Missouri 64106  
 (816) 513-8803  
[Jeffrey.Williams@kcmo.org](mailto:Jeffrey.Williams@kcmo.org)

**Paul Clousing, City Manager**  
**City of Sioux Center**  
 335 1st Avenue NW  
 Sioux Center, Iowa  
 (712) 722-0761  
[paulcl@siouxcenter.org](mailto:paulcl@siouxcenter.org)

## Piper-Wind Architects

**Dean Katerndahl**  
**Mid-America Regional Council**  
 600 Broadway, Suite 200  
 Kansas City, MO 64105  
 (816) 474-4240  
[deank@MARC.org](mailto:deank@MARC.org)

**Chris Ross,**  
**City of Westwood Planning Commission**  
 4700 Rainbow Boulevard  
 Westwood, Kansas 66205  
 (913) 362-1550  
[cdross@HNTB.com](mailto:cdross@HNTB.com)

**Mr. Pat Hayes, President**  
 Income Properties Services, Inc.  
 4242 Blue Ridge Blvd., Suite 900  
 Kansas City, MO  
 (816) 353-1390  
[phayes@blueridgetower.net](mailto:phayes@blueridgetower.net)

## Novak Consulting Group

**Doug Bach, County Administrator**  
**Unified Government of Wyandotte County/Kansas City, Kansas**  
 701 N. 7th Street  
 Kansas City, KS 66101  
 (913) 573-5030  
[dback@wyckokck.org](mailto:dback@wyckokck.org)

**Hannes Zacharias, County Manager**  
**Johnson County, Kansas**  
 111 S Cherry Street  
 Olathe, KS 66061  
 (913) 715-0425  
[Hannes.zacharias@jocogov.org](mailto:Hannes.zacharias@jocogov.org)

**Marlene Nagel, Community Development Director**  
**Mid-America Regional Council**  
 600 Broadway, Suite 300  
 Kansas City, MO 64105  
 (816) 474-4240  
[mnagel@marc.org](mailto:mnagel@marc.org)



## Value Added

The Vireo Team's proposal is tailored to the services we anticipate are needed to develop the Master Plan. However, if it is determined to be helpful to the City of Westwood and could contribute to a more successful project, we have included information for the firm of Shafer, Kline & Warren, Inc. (SKW).

### Shafer, Kline & Warren

SKW designs communities by offering clients a full range of professional consulting services at local, regional and national levels. Our complementary disciplines are consistently delivered with high quality service and attention to your needs.

Since 1950, SKW has helped our clients succeed by successfully executing projects, managing costs and controlling schedules. We are committed to being a valuable resource in providing dependable service with innovative and affordable solutions.



**Jerry Johnson** | P.E., LEED AP  
Principal-in-Charge

Jerry Johnson has been with SKW since 1972 and presently serves as Vice President, Department Manager of Infrastructure Services. Jerry has performed principal-in-charge, project management and design engineering services for both public and private clients. As a LEED accredited professional, he applies sustainable design principles to the engineering aspects of project development.

#### Experience

43 Years with SKW  
Professional Engineer (KS)  
LEED Accredited  
Professional  
Certified Construction  
Specifier

Jerry's design and project management experience is predominately within the civil and structural engineering fields. Typical civil projects include commercial/residential site development, roadways/highways, parking facilities, storm sewers and utility design. Typical structural projects include bridges, industrial buildings, utility bridges and heavy machinery foundations.

#### SKW

*"Forming Partnerships. Delivering Results, means we consider our clients to be valued partners. When you treat your clients like partners, the results are noticeably different and understandably remarkable. We make every effort to listen to your needs and recognize what is individually important to you. We are problem solvers with a reputation for providing personal service and delivering quality projects on time and within budget."*

#### Recent Projects

**Comprehensive Plan Update | Westwood, KS**  
Comprehensive Plan Update | Edwardsville, KS  
Comprehensive Plan Update | Moberly, MO  
On-call Engineering and Planning Services |  
Roeland Park, KS | Eudora, KS | Edwardsville, KS





# Proposed Budget & Fee Estimate

The following reflects a “not-to-exceed amount” of \$77,545. The budget has been prepared using average hourly rates coupled with the amount of effort expected for each task. Where possible, the Vireo Team will leverage City staff assistance in order to maximize budget. Collection and analysis of demographic data, map data, and other available relevant data will be undertaken by City staff and provided to the Vireo Team for the assimilation of a Snapshot summary and required base maps.

## Westwood Estimate of Fee

Tasks	Vireo	Piper	Novak	Subtotal	Total Hours
<b>Phase: Engagement Start-Up</b>					
1.1 Project Staff Kickoff Meeting	\$ 270	\$ 270	\$ -	\$ 540	4
1.2 Establish a Community Process/Design Tools	\$ 7,965	\$ -	\$ -	\$ 7,965	59
1.3 Community Survey & Perspective Groups	\$ 5,400	\$ -	\$ -	\$ 5,400	40
1.4 Planning Advisory Committee Workshop #1	\$ 540	\$ 540	\$ -	\$ 1,080	8
<b>Phase: Foundation of Facts</b>					
2.1 Snapshot Summary & Analysis	\$ 5,400	\$ 5,400	\$ -	\$ 10,800	80
2.2 Planning Advisory Committee Workshop #2	\$ 1,080	\$ 1,080	\$ -	\$ 2,160	16
<b>Phase: Community Visioning &amp; Needs</b>					
3.1 "Big Ideas" Community Workshop #1	\$ 3,510	\$ 1,080	\$ 600	\$ 5,190	38
3.2 Virtual Town Hall #1	\$ 1,080	\$ -	\$ -	\$ 1,080	8
3.3 Planning Advisory Committee Workshop #3	\$ 1,080	\$ 540	\$ -	\$ 1,620	12
<b>Phase: Forecast the Future</b>					
4.1 What If Scenario" Development	\$ 2,430	\$ 2,970	\$ -	\$ 5,400	40
4.2 "Scenario" Community Workshop #2	\$ 1,080	\$ 540	\$ 600	\$ 2,220	16
4.3 Virtual Town Hall #2	\$ 1,080	\$ -	\$ -	\$ 1,080	8
4.4 Planning Advisory Committee Workshop #4	\$ 1,080	\$ 540	\$ -	\$ 1,620	12
<b>Phase IV: Formulate a Fit</b>					
5.1 Craft a Preferred Direction	\$ 3,510	\$ 1,080	\$ -	\$ 4,590	34
5.2 "Direction" Community Workshop #3	\$ 1,080	\$ 540	\$ 600	\$ 2,220	16
5.3 Virtual Town Hall #2	\$ 1,080	\$ -	\$ -	\$ 1,080	8
5.4 Planning Advisory Committee Workshop #5	\$ 1,080	\$ 540	\$ -	\$ 1,620	12
5.5 Draft Plan	\$ 4,320	\$ 1,080	\$ -	\$ 5,400	40
5.6 Planning Advisory Committee Workshop #6	\$ 1,080	\$ 540	\$ -	\$ 1,620	12
5.7 Final Comprehensive Plan	\$ 5,400	\$ 1,080	\$ -	\$ 6,480	48
5.8 Adoption Process	\$ 810	\$ 540	\$ -	\$ 1,350	10
<b>Strategic Plan</b>					
5.1 Agenda Development	\$ -	\$ -	\$ 1,200	\$ 1,200	8
5.2 Strategic Plan Workshop	\$ 1,080	\$ -	\$ 2,400	\$ 3,480	24
5.3 Strategic Plan Framework	\$ -	\$ -	\$ 1,350	\$ 1,350	9
<b>Subtotal: Labor</b>	<b>\$ 51,435</b>	<b>\$ 18,360</b>	<b>\$ 6,750</b>	<b>\$ 76,545</b>	<b>562</b>
<b>Expenses for Printing</b>	<b>\$ 1,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000</b>	
<b>TOTAL:</b>	<b>\$ 52,435</b>	<b>\$ 18,360</b>	<b>\$ 6,750</b>	<b>\$ 77,545</b>	

### Team Blended Hourly Rates:

Vireo	\$	135	
Piper - Wind	\$	135	
Novak Consulting	\$	150	and \$165 for additional services



## Certificates of Insurance

ACORD®		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 10/22/2014		
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.						
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).						
PRODUCER Cretcher Heartland LLC 4551 W. 107th St., Third Floor Overland Park KS 66207		CONTACT NAME: Certificate Department PHONE (A/C No. Ext.): 913.341.8998 FAX (A/C No.): 913.643.4148 E-MAIL: Certificates@CretcherHeartland.com ADDRESS: Cretcher Heartland.com				
INSURED Patti Banks Associates dba Vireo 929 Walnut, Ste. 700 Kansas City MO 64106		INSURER(S) AFFORDING COVERAGE				
		INSURER A: Travelers Indemnity Company		NAIC # 25658		
		INSURER B: Evanston Insurance Co.		35378		
		INSURER C: Charter Oak Insurance		25615		
		INSURER D:				
		INSURER E:				
		INSURER F:				
COVERAGES CERTIFICATE NUMBER: 1876841855 REVISION NUMBER:						
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS						
INSR LTR	TYPE OF INSURANCE	ADDL INSR	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
C	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC		6805252L264	10/22/2014	10/22/2015	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$500,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COM/OP AGG \$2,000,000
C	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		6805252L264	10/22/2014	10/22/2015	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$10,000		CUP7396Y229	10/22/2014	10/22/2015	EACH OCCURRENCE \$5,000,000 AGGREGATE \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N N/A	XEUB8108Y556	10/22/2014	10/22/2015	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$500,000 E.L. DISEASE - EA EMPLOYEE \$500,000 E.L. DISEASE - POLICY LIMIT \$500,000
B	Professional Liability		AE823164	10/22/2014	10/22/2015	Each Claim 1,000,000 Aggregate 1,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required) For Informational Purpose Only.						
CERTIFICATE HOLDER  Sample Certificate Patti Banks Associates dba Vireo 929 Walnut, Ste. 700 Kansas City MO 64106				CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 		