

**USD 443 Board of Education**  
Ford County, Kansas

# **AGENDA**

**November 11, 2014**

## **Special Board of Education Work Session**



**Beeson Elementary School**

**Reaching  Higher**  
**Excellence, Equity, Excitement**

**BOARD OF EDUCATION UNIFIED SCHOOL DISTRICT NO. 443**

Ford County, Dodge City, Kansas

**Special Board of Education Work Session**

Tuesday, November 11, 2014 at 5:30 PM

Austen Board Room – USD 443 Administration Building

1000 N. Second Avenue

AI - Action Item DI - Discussion Item IO - Information Only
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1. Call to Order

2. Roll Call

3. Approval of the Agenda

(IO/DI) 4. Presentations by Consulting Firms to Assist the Board in Future Facilities Planning  
(pp.2-6)

**A.** Patron Insight – Rick Nobles, Stilwell, Kansas (pp. 7-18)

**B.** The DLR Group –Jim French, Overland Park, Kansas (pp. 19-33)

5. Adjourn

## **REQUEST FOR PROPOSAL FOR VISIONING, FACILITATION and BOND CAMPAIGN SERVICES**

### **REQUIRED SERVICES**

Dodge City Public Schools is seeking Visioning, Facilitation and Bond Campaign Services to assist the District in engaging the community of Dodge City in a successful bond campaign to fund the specific improvements to the educational facilities .

### **PROPOSAL**

To provide the District with the information necessary to select the most qualified Facilitator (company or individual), the request for proposals (RFP) is being solicited from those interested in providing Visioning, Facilitation and Bond Campaign Services. The RFP format outlines the information that the respondent must submit in order to be considered for selection. Respondents are limited to 15 pages, single-sided, 8½" x 11" paper, minimum 11-point font for responses.

### **BACKGROUND**

Dodge City Public Schools is in the process of an evaluation of the condition of their current facilities. It is anticipated the results of the evaluation will show the need for modifications, upgrades and building additions in the approximate range of \$50 million. Much of this work is considered vital to the long term viability of the buildings and the educational programs and services to the community. A lesser portion of this work is considered important to the usefulness of the facilities both in the short and long term.

The District is seeking the services of a consultant to assist them with their decision making and visioning process of prioritizing the work recommended within the report, looking to the future as to the long term needs and desires of the Dodge City education community, and to assess the desires and willingness to support these issues among the tax payers of the community in the form of a general obligation bond issue.

The District sincerely wants to know the opinions and desires of the patrons of the District and voting community. The scope of work identified will be accomplished in a proposed bond issue to be held in mid 2015 and may range from accomplishing part or all of the items identified in the Facilities Assessment Study, to renovations at the schools, to construction of building additions.

The District is looking for a firm that will be able to formulate a visioning process to extract from District personnel and the patrons of the District their needs and desires and to facilitate that process.

The District has retained the services of GLMV Architecture Inc. as their architect for this project. The duties of the architect will be to advise the owner on issues relating to this consultant procurement, planning and process procedure. Additionally, the architect will be responsible for diagrammatic architectural design and construction cost estimating in support of the visioning process.

### **ENROLLMENT AND CURRENT FACILITIES**

Dodge City Public Schools currently has a student population of approximately 6,700. The district is comprised of the following educational facilities: Dodge City High School (Grades 9-12); Dodge City Middle School (Grades 6-8); Comanche Middle School (Grades 6-8); Beeson Elementary; Central Elementary; Linn Elementary; Miller Elementary; Northwest Elementary; Ross Elementary; Soule Elementary; Sunnyside

Elementary; Wilroads Gardens Elementary; and Bright Beginnings Early Childhood Center.

The District is soon to be without bonded debt (2018), and would like to present a “no-tax-increase” bond issue to district patrons utilizing the continuation of the current mill levy for bonded indebtedness.

## **FACILITIES ASSESSMENT STUDY**

GLMV Architecture Inc., is in the process of studying the district school facilities within Dodge City School District for the purpose of assessing the proposed improvements. This study will look at proposed major additions to Dodge City High School, additions to Dodge City Middle School, and various improvements to the elementary schools. It is anticipated the study will be completed by early 2015. Many of the improvements will address safety and security in schools.

The draft of Facilities Assessment Document will be available for review later this year. The document will represent a factual representation of the condition of the District's facilities and the costs in 2015 dollars for any addition, modifications and improvements identified.

## **DESCRIPTION OF SERVICES NEEDED**

### **VISIONING PROCESS**

The District wishes to have the consultant establish, with the participation of the District Steering Committee, the visioning process by which the District will gain the input of administrators, staff, and citizens to formulate an approach to solving the District's facility issues, both short and long term. This process could include large workshops, town meetings, written questionnaires, telephone surveys, or other such methodologies that the consultant deems appropriate. The consultant will draft all documents and, with the participation of the Steering Committee, prepare all questions placed before the participants.

The architect will act in support of this process. Ideas that have construction consequences and their resulting costs will be studied by the architect.

### **INFORMATION GATHERING**

The consultant will be responsible for organizing and facilitating the events resulting from the established process. The District is capable of providing space for meetings, copying, bulk mailings, and providing telephone services for surveys. This consultant would be responsible for training individuals that would participate in public contact activities.

### **PROCESSING GATHERED INFORMATION**

The consultant will be responsible for interpreting and cataloging the information gathered so as to provide the steering committee clear and useful direction. The consultant will be responsible for all communications among the participants and the community.

### **BOND CAMPAIGN**

The consultant will work with the district to develop a strategy and organization of the bond campaign. Duties will include assist with creating a community campaign committee; develop a community engagement plan and calendar; educate and train committee, staff and volunteers; develop the campaign structure with volunteers and respective roles; develop a budget for the campaign; monitor the campaign committees activities and provide guidance; and other similar duties.



## REQUIRED PROPOSAL INFORMATION

The proposal shall be organized as follows:

- A. Cover Letter. Summarize in a brief and concise manner your understanding of the scope of the work being solicited by this RFP. The letter must name all individuals authorized to make representation for the Proposer.
- B. Section One. Capability of the Proposer to perform the Visioning, Facilitation and Bond Campaign Services required under this solicitation. *(20 Points)*
  1. Describe your firm, including your common services area, and general experience.
- C. Section Two. Approach to a Visioning, Facilitation and Bond Campaign Process. *(30 Points)*
  1. Describe your philosophy of service.
  2. Identify personnel who will have primary responsibility for this work. Include experience and resumes' for these individuals
  3. Describe any innovative methods or procedures that may be of interest or benefit the District.
- D. Section Three. Performance history on past school district Visioning and Facilitation activities. *(20 Points)*
  1. Describe your relevant experience as Visioning Facilitator on K-12 programs over the last five years.
  2. Give examples of successful Visioning and Facilitation work.
- E. Section Four. References of other school districts served. *(15 Points)*
  1. Provide a reference contact person and phone number for all of the individual programs listed in section D above.
- F. Section Five. Compensation and quality of written proposal. *(15 Points)*
  1. Describe how you would propose to charge for your services.
  2. Give a minimum of three examples of fees commonly charged for similar type of services as they might relate to the size of successful bond campaigns
- G. Section Six. Bond campaign experience. The information presented under this section will be used to evaluate the services related to a bond campaign.
  1. Describe your experience in assisting school districts with the passage of bond issues.
  2. List the bond campaigns you have been involved with and whether or not the campaigns were successful.

## DISTRICT INFORMATION

1. Contact Person: All questions regarding this Request for Proposal should be directed to William Hammond, Executive Director of Business and Operations, (620) 371-1001 or [hammond.william@usd443.org](mailto:hammond.william@usd443.org).
2. Addenda: All questions and clarification requests will be responded to and any changes to the documents will be done by written addendum.
3. Pre-proposal Meeting: No pre-proposal meeting will be held by the District relating to this Request for Proposal. Questions may be submitted electronically or by calling William Hammond, Clerk of the Board, at (620) 371-1001
4. The deadline for submitting Proposal is **3:00 PM on Wednesday, October 1, 2014.** Proposals may be

submitted electronically to William Hammond, Clerk of the Board, at [hammond.william@usd443.org](mailto:hammond.william@usd443.org), or mailed/delivered to:

William Hammond, Clerk of the Board  
Unified School District 443  
1000 N 2<sup>nd</sup> Avenue  
Dodge City, Kansas, 67801

Office: (620) 371-1001  
[hammond.william@usd443.org](mailto:hammond.william@usd443.org)

5. Receipt of proposals submitted electronically should confirmed by consultant/facilitator (company or individual) via telephone in order to insure receipt and compatibility.
6. Consideration should be given by the consultant/facilitator for typically-experienced delays in delivery services to Dodge City when proposals are sent via USPS, FedEx, UPS, and/or similar services.



October 1, 2014

Mr. William Hammond  
 Clerk of the Board  
 Unified School District 443  
 1000 N. 2nd Avenue  
 Dodge City, KS 67801

Dear Mr. Hammond:

Thank you for the opportunity to present our response to your Request for Proposal for Visioning, Facilitation and Bond Campaign services. We have attached the response that tracks with the expectations in your RFP, along with resumes of the two principals who would be the ones primarily involved, if we were fortunate enough to have the opportunity to be selected.

Based on the information in your RFP, it is clear that the district is nearing an ideal time to return to voters with a proposal: The end of current bonded indebtedness. Yet, your RFP also makes it clear that the district is keenly aware that the financial benefits of a "no-tax-increase bond issue" are rarely enough these days to secure voter approval. There must be a strong district/patron relationship, with shared values and understanding, and the district's decision to embark on a Visioning process well ahead of any ballot proposal sets the stage for strengthening that relationship.

We would welcome the chance to serve as your partner on this assignment, helping to create the steering committee and guiding its process, helping facilitate public meetings, gathering data, providing insight into how to publicize the work of the committee, and formulating a plan from all the data gathering and analysis. When it comes time to take a proposal to the voters, we would enjoy the opportunity to provide strategic leadership to make certain that the message of the visioning work is not lost, and that voters can see how this work informed the decision on such a proposal.

Rick Nobles and I will be the primary Patron Insight staff members responsible for your work (and the ones authorized to make decisions on Patron Insight's behalf), but we will not hesitate to tap our growing team for extra expertise, as necessary.

Thank you, again, for the opportunity to be considered. Please let me know if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Ken DeSieghardt".

Ken DeSieghardt  
 CEO/Partner





**Patron Insight, Inc.**  
**Response to Request for Proposal for**  
**Visioning, Facilitation and Bond Campaign Services**  
**October 1, 2014**

**Section one: Capability of the proposer to perform the Visioning, Facilitation and Bond Campaign services required under this solicitation**

Patron Insight believes that school districts and communities work more effectively together – for the benefit of students – when there is active, healthy collaboration, without preconceived notions about what the end result “should be.”

This focus on collaboration is found throughout the work that we do:

- In our research with stakeholder groups, seeking their input on bond issue ideas, cost options, measurement of climate and culture issues within school buildings and across districts.
- In our work with school districts, dealing with boundary changes, when having stakeholders feel as though they were heard and understood – even if the district goes in a different direction than they would wish – is critical.
- To help school districts shape messaging around ballot issues, and point volunteer efforts in the best direction, knowing that local people are the difference between ballot box success and disappointment, but that well-meaning volunteers still need direction.
- In gathering school districts and communities together after a loss at the ballot box, to work together toward a shared solution that supporters and naysayers can accept.
- In guiding school districts through the arduous process of strategic planning, and reshaping Mission, Vision and Values statements to be more up to date with current thinking and needs, without seeming like just “words on a page.”

Over the last 22 years, our firm has worked with more than 100 school districts in 11 different states, with the bulk of our work being in Kansas and Missouri. In addition to previous work with USD 443, we have worked with a number of other districts in central and western Kansas, including Liberal, Garden City, Salina and Maize.



Our team of eight professionals brings experience in research, branding, communications, facilitation and school district leadership. We are based in the Kansas City metropolitan area, and have partners with offices located in Merriam, Kansas, and in Kansas City, St. Joseph, St. Louis, and Columbia, Missouri. These offices are Spartan by nature, because school districts don't want to come see us – they want us to come see them – allowing us to keep our overhead modest and our fees very competitive.

## **Section two: Approach to Visioning, Facilitation and Bond Campaign process**

Successful Visioning begins with the creation of a committee that fits the diverse characteristics of the school district.

It is more than just having an appropriate gender, racial/ethnic and student/former student/"never" student participant mixture; the committee must include a broad spectrum of perspectives on the district's performance, direction and future.

As such, our process begins by working with the district to identify the types of individuals that would best represent the community, and then narrowing the list down to a workable committee size. Such a process is time-consuming, because the success of any campaign or initiative is driven by having the right people on the team, putting them in a position to succeed, adjusting their focus when necessary to keep them on task, and guiding them through a disciplined series of steps to reach a conclusion on the subject at hand.

That series of steps includes a great deal of planned and ad hoc communication throughout, helping to make certain that individuals who are participating are feeling heard, believing that the process is sound, and sharing their experiences in the community. While official announcements about the committee's work are important (through traditional and social media), it is the informal conversations – particularly in a community such as Dodge City – that carry just as much weight, if not more.

At all times, Patron Insight positions itself as an impartial facilitator, seeking only to reach a conclusion through a disciplined process that involves a cross-section of the community, not as a "mouthpiece" of the district. School district representatives that take part are there to serve as subject matter experts, not to steer the conversation in a particular direction (although in the case of a Bond Campaign process, such representatives typically take a more active role).

In the case of such a Campaign process, the general outline is the same as it is for the Visioning process: Find the right people, give them assignments where they can be successful, guide them when necessary, encouraging them and providing course-corrections as required.

If, in working with the school district, it is determined that public meetings that would include those outside the committee – such as the meetings suggested in the RFP – would be beneficial, our approach would be to make certain these meetings are strategic, rather than perfunctory. We would do so by eliminating the traditional "central microphone" approach to gathering input and, instead, use a combination of presentation and more

private feedback opportunities. Not only does this eliminate the possibility of grandstanding, but it also creates an environment where much more helpful feedback can be collected, and then put to use by the committee.

The individuals who will be in the lead role on any assignment for Dodge City USD 443 would be Ken DeSieghardt and Rick Nobles, the founders of Patron Insight.

Both Ken and Rick have extensive experience in similar efforts for school districts across Kansas and Missouri, from helping the Girard School District train their Bond Campaign committee, to guiding the Salina boundary process through the choppy waters of moving students from one high school to the other. Resumes of both Ken and Rick are attached. Other experienced team members will be included, as the situation dictates, but the project will be led by Ken and Rick.

### **Section three: Performance history on past school district Visioning and Facilitation activities**

Four recent assignments provide a clear picture of our experience in this area:

- The Rolla, Missouri School District was seeking to turn the update of its state-mandated Comprehensive School Improvement Plan (or CSIP) into something more than just “checking a box and getting it out of the way” – it wanted a document that would actually guide its processes for the next five years. We worked with the district to create the committee, and facilitated a series of meetings that gave people the opportunity to contribute in areas of most interest to them, leading to a document that not only answered the call to be actionable, but also built champions for the district among members of the committee along the way.
- The Camdenton, Missouri School District was dealing with a unique geographic challenge. Given that it has schools on both sides of the Lake of the Ozarks, the community had a history of supporting projects that would impact “its schools,” but opposing those on the other side of the lake. The result: Nothing was getting done. We helped create an ongoing panel that became part of the solution to this quandary. That panel helped to craft a solution that would benefit the entire district and be palatable to both “sides” of the region. The Board of Education approved the plan, as did the voters. (We were not involved with the campaign.)
- The Clayton, Missouri School District – located in an upscale suburb of St. Louis – was seeking to update its Mission, Vision and Values statements. We facilitated a committee that worked its way through a process of analysis, evaluation and writing, and then led a broad-scale quantitative and qualitative research process to test the results and finalize the language.
- As mentioned above, the Salina, Kansas School District was facing a growing imbalance in the population of its two high schools, both in terms of the sheer numbers of students and the percentage of Free/Reduced Lunch families. Yet, in a community like Salina, the allegiances to Central or South High School run strong. As such, we had to create a committee that could acknowledge this challenge and work to find an effective solution that the community could accept.

## **Section four: References of other school districts served**

For the projects mentioned above, the contact information is as follows:

Dr. Aaron Zalis  
Superintendent, Rolla Public Schools  
573-458-0100  
azalis@rolla.k12.mo.us

Mr. Tim Hadfield  
Superintendent, Camdenton R-III School District  
573-346-9213  
thadfield@camdentonschools.org

Dr. Sharmon Wilkinson  
Superintendent, School District of Clayton  
314-854-6000  
sharmonwilkinson@claytonschoools.net

Dr. Rob Winter  
Former Superintendent, Salina  
Current Superintendent, Grand Island, Nebraska Public Schools  
308-385-5900  
rwinter@gips.org

## **Section five: Compensation and quality of written proposal**

Successful school district/partner relationships – just like school district/stakeholder relationships – are driven by active collaboration, particularly at the outset, as the plan of action is being defined.

As such, if we have the honor of being selected to work with the school district, our first step would be to have such a work session, to pinpoint the exact approach that we jointly believe would be in the best interest of the district. Even recognizing that course corrections are possible along the way, having a map to begin the process is essential.

Because of this, our fee information is based on the specifics identified in the RFP, to help the district get a sense of how we structure our fees for projects of this type.

### *Visioning process*

- Large workshops (the committee meetings described above – four of them) – \$3,600
- Town Hall meetings (four of them) – \$4,000
- Telephone surveys (400 completed interviews, spread geographically across the district, in English and Spanish) – \$16,600
- Online surveys (online versions of the telephone survey for staff and for the community, in English and Spanish for the community) – \$2,000, if associated with a telephone survey, \$5,000 if a stand-alone

Subtotal for Visioning process – \$26,200, assuming the online surveys accompany a telephone survey

Subtotal for Visioning process – \$12,600, assuming the online surveys are stand-alone

#### Information gathering

--Design and participation (as appropriate) in the Town Hall meetings is shown in the section above.

--Training individuals who will play a key role in these meetings – \$1,200

Subtotal for information gathering – \$1,200

#### Processing gathered information

--Interpretation and cataloging of information gathered in the process is included in the other fees.

--Leading all communications between the participants and the community will likely be a range, based on the frequency of communication that the process requires. That range would be between \$3,500 and \$6,000, and would be negotiated with the district during the planning meeting.

Subtotal for processing gathered information – \$3,500 to \$5,000

#### Bond Campaign

--Assist with creating a community campaign committee; develop a community engagement plan and calendar; educate and train the committee, staff and volunteers; develop the campaign structure with volunteers and respective roles; develop a budget for the campaign; monitor the campaign committee's activities and other similar duties – between \$6,300 and \$8,000, depending on the schedule of committee meetings.

Subtotal for Bond Campaign – \$6,300 to \$8,000

Therefore, the total budget for the program described in the RFP ranges from \$23,600 to \$40,400, with the biggest difference being the fees for the telephone survey.

### **Section six: Bond Campaign experience**

Our experience suggests, quite significantly, that successful Ballot Issue campaigns are very much a personal matter, characterized by the simple act of people asking other people to vote for a proposal. All the campaign literature, print advertising, Web pages and other tools cannot top the power of a request from one friend to another.

Yet, even well-meaning volunteers benefit from strategic guidance, having access to effective support materials and a set of common messages to make certain that every time a potential voter hears information about the proposal, he or she is hearing the same, benefit-driven message.



Our only experience in recent years that was unsuccessful was in Dodge City, where the dynamics shifted rapidly. Candidly, we were unable to field a large enough committee, and the acute nature of the district's needs were not as well known in the community then, as they would be today. Certainly, the strategy this time would be evolved to fit the changing dynamics.

Our recent successful Bond Campaign experience includes efforts in Galena, Kansas (messaging assistance), Clinton, Missouri (full campaign assistance), Olathe, Kansas (messaging and informational material development), Girard, Kansas (training of campaign staff), and Kearney, Missouri (training of campaign staff). (We also led the campaign for the Pratt, Kansas Hospital Bond Issue.)

## RESUMES FOR PATRON INSIGHT, INC.

**Kenneth S. (Ken) DeSieghardt**

19733 Birch ♦ Stilwell, KS 66085

(913) 814-7626 (office) ♦ (816) 225-0668 (cell) ♦ [ken@patroninsight.com](mailto:ken@patroninsight.com)**SUMMARY OF QUALIFICATIONS**

- ♦ Thirty-three years of experience designing and executing successful, bottom-line focused, integrated marketing and communications programs for municipalities and other government entities, companies serving international, national and local markets, not-for-profits, and school districts.

**PROFESSIONAL EXPERIENCE****PATRON INSIGHT, INC.**  
CEO/Partner**April 2008 - Present**

April 2008 - Present

- Partner in a firm that provides research, brand development, and strategic communications consultation to school districts, municipalities and other government organizations.
- Have worked with more than 70 different public entities in Missouri, Kansas and Arkansas to date, helping them to better understand the needs and expectations of those they serve, using a variety of qualitative and quantitative research tools.

**DESIEGHARDT STRATEGIC COMMUNICATIONS, LLC****May 2001 to April 2008**

May 2001 to April 2008

**President**

- ♦ Provided strategic marketing consultation to executives and staff level professionals at client organizations -- both independently and in collaboration with agencies.
- ♦ Conducted primary research for planned 1,700-acre new home community; results indicated a need for major revisions to the developer's planned marketing strategy and position.
- ♦ Led research and marketing strategy initiative for industry association seeking to increase its membership and to enhance perceived value of association-sponsored certification program.
- ♦ Created sales force training programs and materials for major transportation company.

**BLADES & ASSOCIATES****August 2000 to May 2001**

August 2000 to May 2001

**Client Service Director/Group Director**

- ◆ Supervised staff serving existing accounts and provided direct account service to major clients at this 21-person, \$2.1 million integrated marketing communications firm.

**CORPORATE COMMUNICATIONS GROUP****November 1992 to August 2000**

June 1997 to August 2000

**Vice President**

- ◆ Provided marketing and communications consultation to client executives while serving as internal strategic lead at this \$2.0 million, 17-person integrated marketing communications firm.
- ◆ Replaced entire internal communications department at \$2.5 billion, international engineering client firm; created and launched program that presented a stronger global message and built trust among employees considering investing in the company's newly created ESOP.
- ◆ Created television documentary designed to stimulate response by potential foster parents in the state of Kansas; first year growth in foster families was 22% ahead of client's goal; initiative has since earned a Silver Award in Community Relations/Cause Marketing from the KC Chapter of the Public Relations Society of America.

November 1992 to June 1997

**Account Supervisor**

- ◆ Established and led research department; specializing in pre-election research for school districts; department was 100% accurate in predicting the outcome of elections in six separate districts.
- ◆ Created and facilitated training programs on subjects such as customer service, marketing and team building.

**HEALTH MIDWEST****September 1984 to October 1992**

August 1988 to October 1992

**Director of Communications**

- ◆ Managed the six-person corporate communications staff while maintaining offices at two locations in this 14-hospital, 8,000-employee, \$2 billion integrated health care system.
- ◆ Increased efficiency of two-person graphic design department from 35 to more than 100 projects per month.

**Director of Communications, Research Development Group**

September 1986 to August 1988

- ◆ Directed marketing communications for company's outreach division, which included businesses such as rural hospitals and nursing facilities, a physician practice management company, and a durable medical equipment supplier.

September 1984 to September 1986

**Regional Public Relations Specialist, Research Development Group**

- ◆ Led the marketing communications programs at the system's rural hospitals in Missouri, Kansas and Iowa.

**SERA LABORATORIES (company has transferred to MN)**

**November 1982 to September 1984**

November 1982 to September 1984

**Marketing Assistant**

- ◆ Created marketing programs and provided support to the sales force for this allergy/immunology reference laboratory.

**WELLCOME ANIMAL HEALTH (now called Coopers Animal Health)**

**July 1981 to August 1982**

**Advertising Assistant**

July 1981 to August 1982

- ◆ Coordinated convention participation and assisted the sales force for this animal health products manufacturer.

**EDUCATION**

- ◆ University of Kansas -- Bachelor of Science Degree in Journalism, 1981
- ◆ Certificate in Research Design and Execution from The Burke Institute
- ◆ Continuing education from the American Management Association and other leading organizations

**OUTSIDE INTERESTS**

- ◆ Family -- daughter, Aislinn (born 6/96), daughter Aine (born 9/98), wife, Sara, (a CPA)
- ◆ Screenwriting, golf, reading, spectator sports, board position with Church Development Corporation and GO Connection (entrepreneurial incubator), speaking on international adoption

**AWARDS, HONORS AND REFERENCES**

- ◆ Available upon request



## **Rick Nobles**

8025 W. 93<sup>rd</sup> Street ♦ Overland Park, KS 66212  
(913) 814-7626 (office) ♦ (913) 848-0920 (cell) ♦ [rick@patroninsight.com](mailto:rick@patroninsight.com)

### **SUMMARY:**

Capable, versatile and likable professional with over 30 years marketing, advertising and brand consulting experience with accounts such as Coca Cola, Midas, Chili's, Sprint, Subaru, the United Methodist Church, and the Dallas Cowboys.

### **EXPERIENCE:**

#### **President/Partner**

Patron Insight, Inc.

Stilwell, KS

2008—Present

- Partner in research-based public relations firm consulting with school districts and public entities

#### **Consultant**

the brand guy

Overland Park, KS

2007-2008

- Independent brand consultant working with local and regional accounts

#### **President**

Two West, Inc.

Kansas City, MO

2003-2007

- Key executive of 33-person Kansas City brand communications firm that grew from \$12 million to \$38 million during my tenure.
- Founder of Brand U, an agency seminar series ([www.brandu.org](http://www.brandu.org)) that has over 1,500 alumni, including 12 agency clients.
- Author of Brand Rant, an e-newsletter with 8,000 subscribers.
- Host of The Brand Show ([www.thebrandshow.com](http://www.thebrandshow.com)), a local radio program and iTunes podcast.
- Founder of Rapid Research ([www.rapidresearch.org](http://www.rapidresearch.org)), an agency subsidiary conducting original qualitative research.
- Founder of agency media and research departments.
- Published in MarketingProfs.com and various magazines, websites and blogs.

**Vice-President**NKH&W

Kansas City, MO

2001-2002

- Director of business development for 100-person B2B firm.

**Director of Interactive**Muller + Company

Kansas City, MO

2000-2001

- Department head, key account contact and member of agency management team for 50-person, full-service agency.

**Account Director**Sixty-Foot Spider

Dallas, TX

1999-2000

- Lead strategist/account contact for Subaru.com.

**President/Creative Director**Nobles & Associates

Dallas, TX

1991-99

- Owner of full-service advertising agency.

**Vice-President**Vance-Matthews

Beaumont/Dallas, TX

1984-1990

- Lead strategist, account service director and business development director for 50-person agency.
- Founder of healthcare subsidiary (Healthcare Marketing Group), which was the first healthcare marketing agency in Texas.
- Founder of Dallas office.

**Account Executive**Wells, Rich, Greene

Dallas, TX

1981-83

- Account service for 12-state region of Midas Muffler account.

**ACADEMIC EXPERIENCE:**

- Associate Professor  
Collin County Community College  
Plano, TX  
1991-98
- Frequent guest lecturer at local colleges and universities.

**EDUCATION:**

- BS in Advertising  
The University of Texas, 1980



# DODGE CITY USD 443



REQUEST FOR QUALIFICATIONS FOR CAMPAIGN FACILITATION & MANAGEMENT SERVICES



DLR Group



# Meet the firm

October 1, 2014

Alan R. Cunningham, Superintendent of Schools  
William Hammond, Clerk of the Board  
Unified School District 443  
1000 N 2nd Avenue  
Dodge City, Kansas, 67801

RE: Campaign Facilitation and Management Services, Expression of Interest

***Education is the best gift you could ever receive, because once you have it, no one can ever take it from you. - Unknown***

Dear Mr. Cunningham and Mr. Hammond:

DLR Group and GLMV have come together to create an exceptionally qualified team for the future of Dodge City USD 443 and to solidify your commitment to create tremendous learning environments for your students and staff. DLR Group will work collaboratively with you so that each of your vested patrons fully understand how the bond issue will have an impact on generations of children and positively change the landscape of learners in Dodge City USD 443. Additionally, DLR Group will provide engineering services to GLMV for all of the bond projects and be a resource to them for any additional professional services warranted. GLMV is agreeable to this arrangement and fully supports it. This arrangement provides Dodge City USD 443 a world class Campaign Facilitation, Management and Professional Services team with a vested interest in the outcome of a bond election.

As you review our qualifications, we ask that you take note of what sets us apart from other teams.

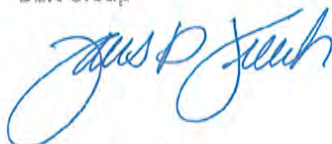
- Proven and successful experience working with Western Kansas districts to facilitate community consensus.
- Collaborative experience teaming with local partners, like GLMV.
- Our expertise in supporting a community in passing a bond issue. Our Kansas resume has no equal.
- True understanding of what 21st Century learning means to Dodge City USD 443: collaborative, hands-on, flexible, technology-rich, real-world, student-focused environments that inspire innovation and encourage creativity and problem-solving.

We get it. Our team fully understands where our strengths are. GLMV can handle the majority of the architectural work necessary while DLR Group provides the bond, facilitation and engineering services. A complicated, multi-phase project is where our team can truly benefit you due to our rich history of similar projects in Garden City, Liberal, Hutchinson and Salina, KS. Our philosophy and reputation are built on our ability to listen first in order to create successful bond plans and amazing community facilitation efforts that will meet the needs of your students, teachers and community.

**Our passion is real**, for the Dodge City USD 443 community and education. We look forward to the opportunity to make a difference in the lives of your community for generations to come.

Should you have any questions, please contact us at your earliest convenience. By execution of this letter, the members of this team commit our availability and resources to the success of your projects. We look forward to your favorable consideration.

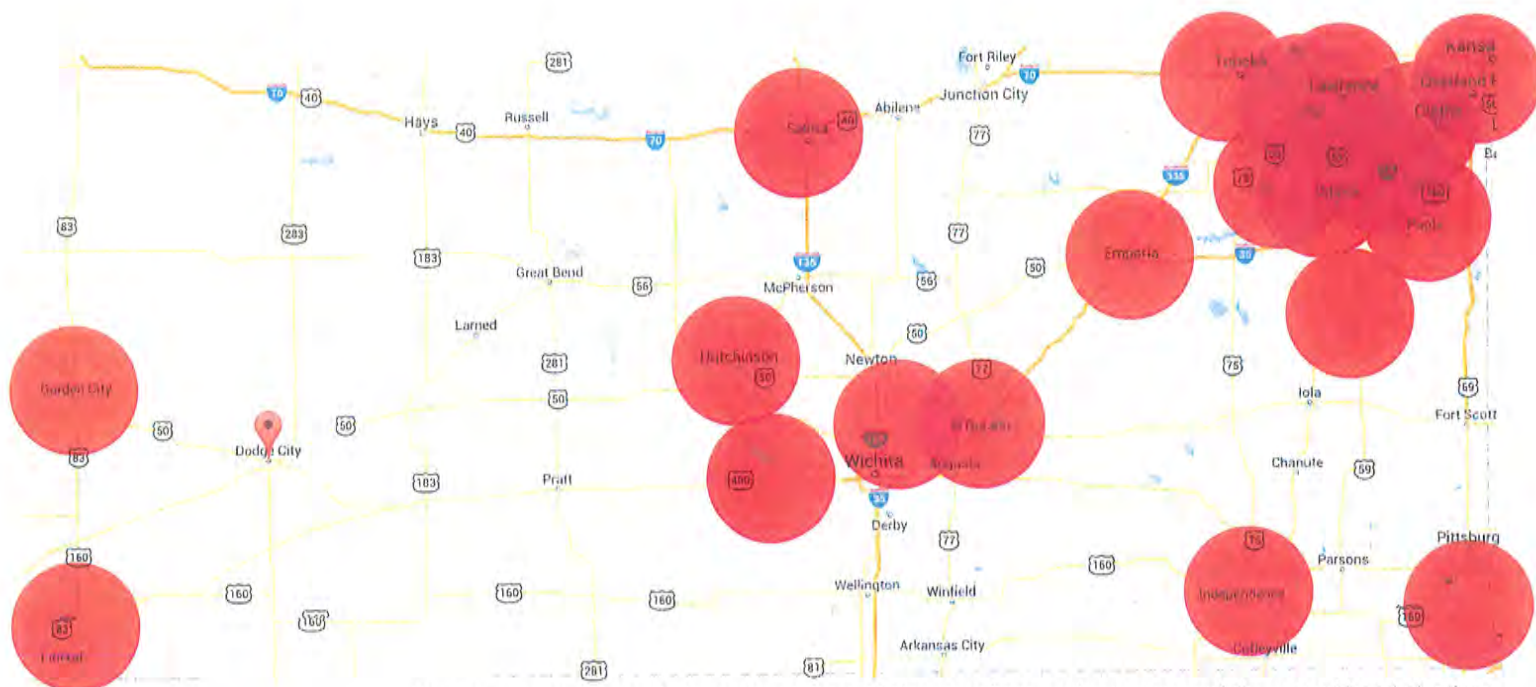
Sincerely,  
DLR Group



Jim French, AIA  
Senior Principal



John Fuller, LEED AP  
Senior Principal



This map shows some of places in the state of Kansas where we have successfully passed bond elections.



## Name &amp; Address

DLR Group

7290 W. 133rd St. | Overland Park, KS 66213

p: 913/897-7811 f: 913-897-8333

**Contact:** Jim French, Senior Principal, [jfrench@dlrgroup.com](mailto:jfrench@dlrgroup.com)

Office Locations:

Chicago

Colorado Springs

Denver

Des Moines

Honolulu

## Overland

## Overland Park

Las Vegas

Lincoln

Minneapolis

Omaha

Orlando

Pasadena

Phoenix

Portland

Riverside

Sacramento

Santa Monica

Seattle

Shanghai

Tucson

### Length of Time in Business

48 years

## Number of Employees

611 total, 68 in Overland Park, KS

## Who We Are

DLR Group is an integrated design firm providing architecture, engineering, planning, interior design, and custom campaigns for our school clients. Without successful funding, there is no project to design, with our proven approach and stellar bond passage track record - there's a reason we're the #1 K-12 design firm in the country. With professionals in offices located across the United States and in Shanghai, DLR Group combines national experience with local expertise to exercise design innovation with responsive service.

## What We Do

DLR Group provides fully integrated marketing and communication services for bond referendum campaigns to districts across the country. Our services range from developing bond promotional materials to overall campaign strategy and management.

## Where We Excel

DLR Group has professionally trained campaign experts who understand what it takes to get bonds passed. DLR Group has a proven track record with 100% of bonds passing in Kansas in the last 5 years. We understand the issues Dodge City will face, and know how to defeat apathy and capture the yes votes needed.



C. Section Two: Approach to a visioning, facilitation and bond campaign process. (30 points)

1. Describe your philosophy of service.

DLR Group is a design firm. Yes, we design and engineer buildings. But we also design and execute custom campaign approaches that successfully engage the public, parents, and entire communities like Dodge City. That engagement process leads to reducing apathy amongst our target audience – the Vested Voters. You see, apathy is the kiss of death in bond issue campaigns. That's why we focus so hard on having as little apathy as possible. It is also why we created the two track campaign approach and break our target audiences into two voting blocks. We also use automated polling and audience response systems to gauge our progress in defeating apathy. This custom approach, has helped build our stellar reputation for passing tough bond issues throughout Kansas and nationally.

DLR Group provides a tremendous amount of energy, passion and most importantly, leadership capital, in making sure your bond issue is approved; more than any other firm. Why do we place so much emphasis on the bond campaign? Simple. Without successful funding no project happens and we don't get paid. Our results in a tough state like Kansas speak for themselves: 100% of bonds passed in the state of Kansas in the last five years.

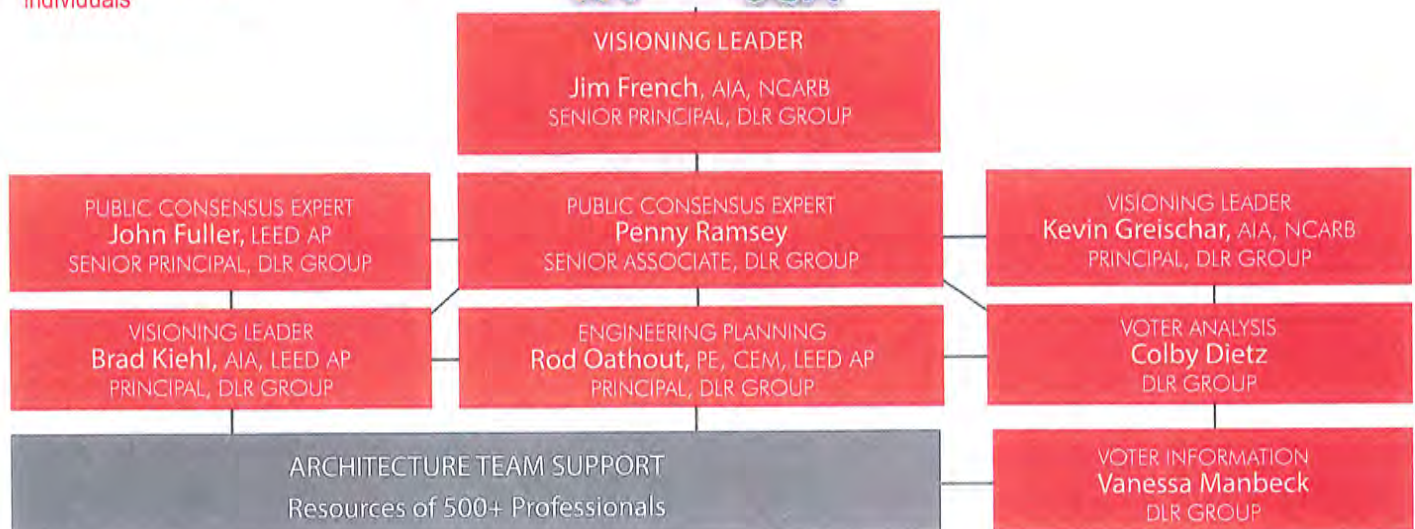
The success of DLR Group's bond campaign services can be attributed to our unique personnel and campaign strategies and philosophy of service. Coupled with our comprehensive approach to facility planning, it really works. Our philosophy of service and campaign approach can be found in numerous sections of this RFP, particularly on page 9, Section D. But in summary, what separates us from the others is the following:

We have professionally trained campaigned experts who comes to work every day not thinking about the building, but about helping you obtain funding. They have extensive experience with developing and leading dual-campaign approaches that engage a specific demographic similar to Dodge City. Our unique approach is always dual-campaign driven. Our bond team has at their disposal campaign tools and materials that generate effective and efficient results. DLR Group's campaign library is the richest in the industry. Our social media approach is time tested and proven to work in any demographic. With DLR Group, you will hit the ground running with the tools needed to succeed.

Simply said, our philosophy of service is best described as having a passion for obtaining funding. Designers love to design. Campaign experts love the campaign. Make sure you get both when you hire your bond team.

## DODGE CITY USD 443

2. Identify personnel who will have primary responsibility for this work. Include experience and resumes' for these individuals





## Jim French, AIA, NCARB

Senior Principal, Campaign Management



**Education:** University of Nebraska  
Master of Architecture  
Bachelor of Architecture

**Registrations:** Architect: KS and 13 additional states

**Years of Education Experience:** 29

**Client Reference:**

Garden City USD 457, Rick Atha,  
Superintendent, 620/276-5100

## John Fuller, LEED AP

Senior Principal, Campaign Facilitation



**Education:** University of Nebraska  
Bachelor of Science

**Registrations:** LEED Accredited Professional

**Years of Education Experience:** 28

**Client Reference:**

Garden City USD 457, Rick Atha,  
Superintendent, 620/276-5100

## VISIONING LEADER

Jim has combined his 29 years of exclusive educational planning experience with his award-winning design talents to create some of the most flexible and adaptable schools in the country. He has led the design of over \$1.5 billion in educational facilities and has a thorough understanding of 21st Century learning concepts.

**Relevant Bond Planning Experience:** *(partial listing)*

Garden City USD 457; Garden City, KS  
Salina USD 305; Salina, KS  
Liberal USD 480; Liberal, KS  
Cheney USD 268; Cheney, KS  
Circle USD 375; Towanda, KS  
Piper USD 203; Kansas City, KS  
Paola USD 368; Paola, KS  
Eudora USD 491; Eudora, KS  
Turner USD 202; Kansas City, KS  
North Little Rock School District; North Little Rock, AR  
El Dorado USD 490; El Dorado, KS  
Eudora USD 491; Eudora, KS  
Hutchinson USD 308; Hutchinson, KS

## CONSENSUS EXPERT

John Fuller's responsibilities over the past 28 years include the development of consensus building campaigns to assist in the generation of funding and political approval of community based projects. He has participated in many prior successful referendums and community approvals where he developed organizational and promotion strategies to meet the unique needs of individual clients and communities. He has helped facilitate over 500 community meetings. His success rate is incredible, with "yes" votes averaging 93% for all of his elections.

**Relevant Bond Planning Experience:** *(partial listing)*

Garden City USD 457; Garden City, KS  
Salina USD 305; Salina, KS  
Liberal USD 480; Liberal, KS  
Independence USD 446; Independence, KS  
Gardner Edgerton USD 231; Gardner, KS  
Baldwin City USD 348; Baldwin City, KS  
Eudora USD 491; Eudora, KS  
Hutchinson USD 308; Hutchinson, KS  
Piper USD 203; Kansas City, KS  
Spring Hill USD 230; Spring Hill, KS  
North Little Rock School District; North Little Rock, AR



## Penny Ramsey

Senior Associate, Campaign Facilitation



**Education:** Bachelor of Science,  
Iowa State University

**Years of Education Experience:** 10

**Client Reference:**

Salina USD 305: Jennifer Bradford-  
Vernon, Public Information Director  
785/309-4723

## CONSENSUS EXPERT

Penny Ramsey collaborates with school districts and community groups across the country to build community consensus through social media. She is responsible for educating school districts and advocacy groups on the significance of social media throughout a campaign, creating unique strategies to reach targeted voters in the community, and executing a detailed social media plan to get the "Yes" vote on election day.

**Relevant Bond Planning Experience:** *(partial listing)*

Garden City USD 457; Garden City, KS  
Salina USD 305; Salina, KS  
Liberal USD 480; Liberal, KS  
Cheney USD 268; Cheney, KS  
Circle USD 375; Towanda, KS  
Independence USD 446; Independence, KS  
Gardner Edgerton USD 231; Gardner, KS  
Baldwin City USD 348; Baldwin City, KS  
Eudora USD 491; Eudora, KS  
Piper USD 203; Kansas City, KS  
Spring Hill USD 230; Spring Hill, KS  
North Little Rock School District; North Little Rock, AR

## Kevin Greischar, AIA, NCARB

Principal, Campaign Management



**Education:** Graduate School of Design,  
Executive Education, Harvard University  
Bachelor of Architecture, Kansas State  
University

**Registrations:** Architect: AR, KS, MO, OK

**Years of Education Experience:** 31

**Client Reference:**

Salina USD 305: Bill Hall, Superintendent  
785/309-4700

## VISIONING LEADER

Kevin Greischar has been responsible for designing, reviewing and programming over 7 million square feet of educational space in over 30 years of experience. He's brought his extensive architectural knowledge and skills to the roles of Principal-in-Charge and has worked to create facilities tailored for education and extra-curricular activities.

**Relevant Bond Planning Experience:** *(partial listing)*

Salina USD 305; Salina, KS  
Liberal USD 480; Liberal, KS  
Garden City USD 457; Garden City, KS  
Cheney USD 268; Cheney, KS  
Circle USD 375; Towanda, KS  
Piper USD 203; Kansas City, KS  
Paola USD 368; Paola, KS  
Eudora USD 491; Eudora, KS  
Turner USD 202; Kansas City, KS  
Osawatomie USD 367; Osawatomie, KS  
El Dorado USD 490; El Dorado, KS  
Eudora USD 491; Eudora, KS  
Hutchinson USD 308; Hutchinson, KS  
North Little Rock School District; North Little Rock, AR



## Brad R. Kiehl, AIA, NCARB, LEED AP, CEFP

Principal, Campaign Management



**Education:** University of Nebraska  
Master of Architecture  
Bachelor of Architecture

**Registrations:** Architect: KS

**Years of Education Experience:** 22

**Client Reference:**

Liberal USD 480, Paul Larkin, Superintendent,  
620/604-1010

## VISIONING LEADER

Brad Kiehl brings to your project a breadth of project experience from educational master planning to construction administration, including cost estimating. The extent of his 20 years of experience provides him with a great grasp of the key productivity and quality issues in all phases of design and construction.

**Relevant Bond Planning Experience:** *(partial listing)*

Liberal USD 480; Liberal, KS  
Garden City USD 457; Garden City, KS  
North Little Rock School District; North Little Rock, AR  
Gardner Edgerton USD 231; Gardner, KS  
Piper USD 203; Kansas City, KS  
Spring Hill USD 230; Spring Hill, KS  
Eudora USD 491; Eudora, KS  
Turner USD 202; Kansas City, KS  
Fort Osage Schools; Independence, MO  
El Dorado USD 490; El Dorado, KS  
Hutchinson USD 308; Hutchinson, KS

## Rod Oathout, PE, CEM, LEED AP

Principal, Regional Engineering Leader



**Education:** Master of Science, Mechanical Engineering, Bachelor of Science, Iowa State University

**Registrations:** Professional Engineer: KS and 34 additional states, LEED Accredited Professional, Certified Energy Manager

**Years of Education Experience:** 22

**Client Reference:**

Hutchinson USD 308, Bob Williams, Bond Program Manager, 620/615-5575

## ENGINEERING PLANNING

Rod Oathout is the Regional Engineering Leader and is responsible for all engineering operations and business development in DLR Group's Southeast Region. Rod has over 22 years experience as a consulting engineer with a passion for integrated design, energy conservation and renewable energy systems.

**Relevant Bond Planning Experience:** *(partial listing)*

Salina USD 305; Salina, KS  
Liberal USD 480; Liberal, KS  
Garden City USD 457; Garden City, KS  
Cheney USD 268; Cheney, KS  
Circle USD 375; Towanda, KS  
Gardner Edgerton USD 231; Gardner, KS  
Piper USD 203; Kansas City, KS  
Spring Hill USD 230; Spring Hill, KS  
Paola USD 368; Paola, KS  
Hutchinson USD 308; Hutchinson, KS  
Turner USD 202; Kansas City, KS  
Osawatomie USD 367; Osawatomie, KS  
Fort Osage Schools; Independence, MO

# Colby Dietz

Voter Demographics Expert



**Education:** Kansas State University  
Bachelor of Political Science

**Years of Education Experience:** 3

**Client Reference:**

Paola USD 368: Judy Welter,  
Superintendent  
913/294-3646

## VOTER ANALYSIS

Colby uses his Political Science degree and previous political campaign experience to develop campaign strategies based on voter demographics and analysis for districts across the state of Kansas. Colby has a 100% success rate, passing more than half a billion dollars in the last 3 years.

**Relevant Bond Planning Experience:** *(partial listing)*

Salina USD 305; Salina, KS  
Liberal USD 480; Liberal, KS  
Cheney USD 268; Cheney, KS  
Paola USD 368; Paola, KS  
Piper USD 203; Kansas City, KS  
Turner USD 202; Kansas City, KS  
Osawatomie USD 367; Osawatomie, KS  
Circle USD 375; Towanda, KS  
North Little Rock School District; North Little Rock, AR

# Vanessa Manbeck

Bond Campaign Graphics and Materials



**Education:** Kansas State University  
Bachelor of Public Relations

**Years of Education Experience:** 3

**Client Reference:**

Spring Hill USD 230: Christine Splichal,  
Director of Communications  
913/592-7258

## VOTER INFORMATION

Vanessa collaborates with school districts and community groups to create campaign materials and graphics. Vanessa has helped create memorable campaign logos and materials for 15 bond campaigns in just the last three years.

**Relevant Bond Planning Experience:** *(partial listing)*

Salina USD 305; Salina, KS  
Liberal USD 480; Liberal, KS  
Cheney USD 268; Cheney, KS  
Circle USD 375; Towanda, KS  
Gardner Edgerton USD 231; Gardner, KS  
Piper USD 203; Kansas City, KS  
Spring Hill USD 230; Spring Hill, KS  
North Little Rock School District; North Little Rock, AR  
Paola USD 368; Paola, KS  
Turner USD 202; Kansas City, KS  
Osawatomie USD 367; Osawatomie, KS



### 3. Describe any innovative methods or procedures that may be of interest or benefit the District.

DLR Group uses a unique process to develop consensus in a public forum. This process and skill has been developed during the success of hundreds of bond issues. We do not dictate what needs to be considered, decided, or how much should be spent.

We create a framework of how a community can have an open discussion with each other without having one person or group control the conversation. The best decision for the community children, as a whole, is the goal of any school district and we emphasize the importance of always making the decisions based on the common goal or goals set at the beginning of our process by the community group.



Screen shot of the MindMixer site for Piper USD 203

#### D. Section Three: Performance history on past school district Visioning and Facilitation activities. (20) points

##### 1. Describe your relevant experience as Visioning Facilitator on K-12 programs over the last five years. See page 15 for client list.

DLR Group provides fully integrated marketing and communication services for bond referendum campaigns to districts across the country. Our services range from developing bond promotional materials to overall campaign strategy and management.

One school district recently sought out DLR Group's services after several failed bond referendums. We first helped build community consensus by developing a long-range facility plan for the district. Next, we worked alongside the district and the pro-bond committee to devise a campaign strategy, develop all marketing materials including web-based information, respond to negative campaign attacks and ultimately see the campaign through to passage on the first attempt.

Our two-track bond campaign approach is unique in the industry. It works within the confines of campaign laws, yet is aggressive so that apathy is reduced within the community, and most importantly, within the vested electorate. If the need is real, DLR Group can help you get your bond referendum passed.

Before undertaking a bond issue campaign, a district must establish the need for new or improved facilities. The bond request then serves as a way to solve the "problem". If there isn't a facility "problem" then why would patrons ever vote "Yes" to raise their taxes? The answer is easy, they won't. You must defeat apathy related to the target audience understanding the "problem". One of the basics of campaigning to consider is the level of apathy in the community related to the facility "problem" and the consequences of a "no" vote on Election Day. If patrons have no clue what happens after they vote "no", then you have apathy that defeats elections. We also look hard at matching the facility expectations of the community and focusing on how the facility solution makes sense to likely "YES" voters.

Voter research and "real-time" polling is a vital part of a successful bond issue campaign. Ideally, this research will start the day after the previous bond election. Careful analyses of election results are a useful tool in fashioning the strategies for success. Questions to ask include:

- What was the total voter turnout?
- How many parents voted?
- What is the age of your voting public?
- How many of the high school seniors voted?
- What is the percentage of parents who are not registered to vote?

Knowing the answers to these questions will help our bond planners develop a winning strategy. In addition to reviewing previous election results, a pre-election survey can be used to answer these questions and pinpoint exactly what information voters need to know before a bond issue election. Ideally, the survey should be completed and analyzed at least three months before the election.



Promoting a bond referendum is not an exact science; however, common variables will affect your district's campaign strategy, including:

- Tax impact
- History of the issue
- Demonstration of need
- District/community relations
- Demographics
- Feasibility studies
- Project budget
- Involvement of the local government
- Educational programs and curriculum
- Long range technology plan
- Local media
- Community's use of facilities
- Citizen sentiment/nostalgia
- Economic factors

Determining where your community stands on these issues is critical to identifying the most appropriate campaign approach. Strategies vary, but the basic elements of a successful bond referendum campaign remain the same: **communication, organization and implementation.**

#### A. Communication

The goal of any referendum effort should be: inform the public and get the supporters to the polls on Election Day. Therefore, a systematic approach to inform voters and identify "yes," "no," and "maybe" voters is crucial to passing the referendum. To assist your communication efforts, we will help you develop a committee structure; prepare a calendar of activities; offer sample brochures and public information materials; and guide you through the effort with our numerous training resources.

#### B. Organization

The key to the success of our approach is our two-track organizational structure: The District Leadership Committee who inform the school family and the Bond Steering Committee who promote the bond referendum to patrons.

##### District Leadership Committee - Mission: Defeat Apathy

This highly active committee includes internal district staff. They focus on producing and distributing factual based information paid for with tax dollars via school channels. This committee works with the School Based "Vested Party" Informers to distribute this information. They produce the factual "Manual" to share with both vested and non-vested committees to ensure consistent, accurate bond information is distributed to all. Remember, they cannot advocate!

##### Bond Steering Committee - Mission: Emotional Advocacy

This committee develops and oversees the campaign strategy to find "YES" voters, get them to the polls and convince voters about the need. Legal, schedule and financial housekeeping roles are often performed as well. The group raises campaign money and funds the Community Based "Non-Vested" Informers (promotional) Committee effort, since they must be self-supported as no tax dollars can be used for this effort.

#### C. Implementation

Planning a schedule of activities and assigning responsibility to individuals and committees will be part of the success of your campaign. To best inform voters and identify your supporters, we will help you develop a calendar of events leading up to Election Day that outlines the activities occurring each step of the way. Our message calendar is unique to the industry and helps target specific messages per week.

#### D. Success

The success of DLR Group's bond and levy campaign services can be attributed to our proven campaign strategy coupled with your comprehensive approach to facility planning. In addition, preparation of sound cost estimates gives voters the confidence that they are supporting the most appropriate solution for the money spent. We've helped numerous districts reach community consensus and run successful public information campaigns.



## 2. Give examples of successful Visioning and Facilitation work.

**Elementary School Parents**

# GET THE FACTS

**ABOUT THE LIBERAL USD 480 EDUCATION BOND ELECTION**

**LIBERAL USD 480 HAS PROPOSED A \$127.8 MILLION BOND ELECTION TO FUND:**

- Safe and Secure Entrances at All Schools
- All-Day Kindergarten
- 3 New K-5th Elementary Schools: MacArthur, North & South Locations
- Renovation of Cottonwood Int. & Sunflower Int. into K-5th Elementary Schools
- 2 New 6th-8th Middle Schools: North & South Locations
- Renovate & Incorporate West HHS Campus into a Safe, Cohesive Campus for LHS

**THE BOND ELECTION WILL COST A \$300K HOMEOWNERS \$9.99/MONTH**



**KEY DATES TO REMEMBER:**

VOTER REGISTRATION DEADLINE: APRIL 8

**QUESTIONS?**

SUPERINTENDENT PAUL J. JAMES 620-484-3310  
PUBLIC COMMENT PERIOD: WWW.LIBERALUSD.NET

**WHAT DOES THIS MEAN FOR Elementary School FAMILIES?**  **TAKE ONE**

### Liberal School District USD 480; Liberal, KS \$127.8 Million Bond Election PASSED, April 8, 2014

The Liberal School District had to overcome community distrust with the Board of Education. They did this by focusing on the community and their needs throughout the campaign process. DLR Group facilitated meetings and campaign materials alongside the district and community group. Meetings happened throughout the community including local restaurants and senior citizen centers. It was crucial that the community of Liberal decided on the solution for the district. In the end the community overwhelmingly supported the \$127.8 million dollar plan and passed it with a 76% yes vote.



Example of the Liberal "Vote Yes" Community Group's communication calendar.

**April 8, 2014**  
**Salina USD 305 Mail-In Bond Election**

**Salina USD 305 has proposed a \$110.7 million bond issue to fund...**

**Elementary School Projects**

- New classrooms, including all-day Kindergarten
- Safety and security upgrades
- Multipurpose rooms built as tornado shelters

**Middle School Projects**

- Safety and security upgrades
- Gym improvement at South Middle for equity
- Multipurpose room/lounger room built as tornado shelter

**High School Projects**

- Safety and security upgrades
- Structural improvements at South HS
- Expansion of the Career and Tech Program
- Improvements of Southwest Central HS
- New Auxiliary Gym built as tornado shelter
- New and remodeled classrooms

**Other Attendance Center Projects**

- Multipurpose rooms built as tornado shelters

**Key Dates...**

Other Registration Information: Ballots mailed to voters. Ballots due by noon. **March 14** **April 8**

The proposed solution would result in a tax increase of: **\$4.50** per month on a home assessed at \$100,000

**FOR MORE INFORMATION** 

### Salina School District USD 305; Salina, KS \$110.7 Million Bond Election PASSED, April 8, 2014

The main challenge of the Salina bond issue was the number of vested voters. The Salina community was made up or more non-vested voters than there were vested - which made defeating apathy the main goal of the election. DLR Group helped the district and community group develop custom weekly messages, brochures and numerous community meetings to build the consensus needed to pass the \$127.8 million bond referendum.



Members of the Salina "Vote Yes" Community Group.

**Quality Learning - Responsible Citizens**



**Garden City Public Schools**

**It's About Our Kids, Our Schools and Our Future**

**November 4, 2008 Bond Referendum**




**Garden City Public Schools Bond Cost**

New High School	\$92,453,224
New Central Early Childhood Center	\$ 3,500,000
Renovated Central High School	\$ 267,500
Renovated Abbe Harbert Middle School	\$ 502,500
<b>TOTAL</b>	<b>\$97,427,724</b>


**MILL LEVY COMPARISON TO OTHER SCHOOL DISTRICTS**

District	Current Mill Levy	Prop. 2008
Salina City	59.50	1.00 (new)
Salina	28.35	1.00 (new)
Garden City	42.07	1.00 (new)
Union	40.81	1.00 (new)
Garden City	30.14	46.3

**Proposed Early Childhood Center**



**Proposed New High School**



**gmcn** **DLR Group**

### Garden City School District USD 457; Garden City, KS \$97.4 Million Bond Election PASSED, November 4, 2008

The challenge for Garden City to pass their bond referendum in 2008 was the sheer size of the referendum for the size of their community. Several community meetings to gain consensus and public awareness of the referendum, several informational mailings to the community and a strong community group helped get \$97.4 million passed in a rural community at the peak of the recession.



E. Section Four: References of other school districts served. (15 points)

1. Provide a reference contact person and phone number for all of the individual programs listed in section D above.

#### **Garden City USD 457**

Rick Atha, Superintendent  
620/276-5100  
ratha@gckschools.com

#### **Salina USD 305**

Bill Hall, Superintendent  
785/309-4700  
bill.hall@usd305.com

#### **Liberal USD 480**

Paul Larkin, Superintendent  
620/604-1010  
paul.larkin@usd480.net

#### **Additional References:**

#### **Hutchinson USD 308**

Bob Williams, Bond Program Manager  
620/615-5575  
williamsr@usd308.com

#### **Spring Hill USD 230**

Bart Goering, Superintendent  
913/592-7200  
goering@usd230.org

#### **Baldwin City USD 348**

Paul Dorathy, Superintendent  
785/594-2721  
pdorathy@usd348.com

*DLR Group has been an excellent corporate partner with the Spring Hill School District since 2003. Every one of the services USD 230 has used from DLR Group has been implemented in a professional, value-oriented manner. Probably the most impressive is DLR Group's flexibility in responding to changes and unforeseen conditions. They worked well with other governmental entities and most importantly, our community, staff and parents.*

*-Dr. Bart Goering, Superintendent USD 230*



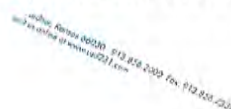
*We have worked with DLR since April 2007 regarding all aspects of our district's facilities. From long-range planning, bond issue support, design process, and construction supervision, they provided full services for our district needs. I would highly recommend DLR to any school district who would like to hire a full-service architect firm that brings all of their own engineers and experts to the project.*

*-Paul Dorathy, Superintendent USD 348*



*DLR Group really understands how to design schools to enhance learning. The building designs have been developed around the instructional and environmental needs of students and staff. Flexible spaces allow for group collaboration and individual exploration, and the pleasing colors and natural light make students feel at home in their surroundings. They are sources of pride for the community. Without reservation, I can recommend DLR Group for any school planning and design project. From beginning to end, DLR Group simply provides the most complete service and best final product of any firm I have encountered.*

*-Dr. Bill Gilhaus, former Superintendent USD 231*





F. Section Five: Compensation and quality of written proposal (15 points)

**1. Describe how you would propose to charge for your services.**

DLR Group is pleased to submit this preliminary fee proposal for professional consulting services to the Dodge City USD 443. Flexibility is what most school districts want today when choosing how to pay their bond consultant prior to a successful bond issue. We couldn't agree more. As such, other fee options are available should the one proposed not meet your needs. As with any initial proposal, the limited information available makes it difficult for us to fully understand the services you desire. Once a particular fee arrangement is verbally agreed, on we will structure a more formal contract that the Board of Education can approve.

The proposed fee approach is unique to DLR Group and is what a majority of our Kansas school clients utilize. In this fee approach, DLR Group provides planning and pre-bond issue consensus-building services on a contingency basis, with the understanding that we will not be paid for such services until the project(s) is/are funded. Upon successful passage of a bond issue, a fee of 1/3% of the total project construction cost will be due for community engagement, campaign facilitation, management services, engineering facilities assessment, planning and pre-bond referendum planning services.

Our typical community engagement, campaign facilitation and management services of this process include:

**Community Engagement:**

- Facilitate project scope development and educational meetings of stakeholders defined by our team and solicited by the school district.
- Develop the means to communicate the desires of the stakeholders and engage the community in a conversation about the districts intent. i.e. community meetings, social media, surveys (electronic and phone)
- Manage the engagement of stakeholders as information affirms or modifies the scope of work or costs.
- Define the scope of work and costs associated with the communities plan.
- Verify the communities plan as directed by the BoE and place it on a ballot for community vote.

**Develop Vested Voter Educational Campaign including the following activities:**

- Define Voter Educational Approach,
- Analyze Voter Groups and Available Vested Voters,
- Lead Biweekly Meetings with both District Committee,
- Be a Factual Resource to Community Committee(s),
- Create Messaging Calendar,
- Design and Produce One Copy of Collateral for Reproduction,
- Create Social Media Sites,
- Post Daily on Social Media Sites,
- Monitor Social Media Sites,
- Participate in Public Information Meetings,
- Phone Call Reminders to Vote
- Survey Writing
- Polling Execution

**Positives of this approach include:**

- DLR Group, not the taxpayers, takes the financial risk to develop the campaign facilitation and management services, pre-bond planning and building of community consensus (unless the District abandons the project).
- This is the lowest first-cost approach to building community consensus since you pay nothing until the project is funded.
- DLR Group has a vested interest in the outcome of the consensus building; as such, we typically invest more time under this arrangement, even if it means more risk for us to do so.
- Funds to pay the fee are generated by bond revenue. As such, the district's annual operating or capital fund does not take a hit.
- Services provided and meetings with the public can also be increased without worry of where the operating funds will come from to pay for this desperately needed level of service and communication.
- It also provides added public relations benefits for the district during the bond promotion due to the ability to state that the district has not risked any tax dollars to pay for the pre-bond plan work.

Again, we propose to provide pre-bond referendum planning design services without payment until passage of a bond election or successful funding is obtained. The only costs the district would pay prior to funding would be for out of pocket expenses that DLR Group occurs such as printing, graphic materials, surveys, mileage, travel, geotechnical reports, renderings etc.



It is our understanding at the conclusion of a successful result from the campaign, DLR Group will be retained to be the Engineers of Record, under the contract of GLMV. Post Bond Issue engineering design fees for traditional engineering and construction administration services as defined in the AIA Document B141 – Standard Form of Agreement Between Owner and Architect, we propose a professional fee (exclusive of normal and customary expenses) of:

5.75% of the MEP/S construction budget on new construction projects,  
6.00% of the MEP/S construction budget on addition projects, and  
6.75% of the MEP/S construction budget on remodel projects.

Because we have a great desire to work with Dodge City USD 443, we don't want fee to be an issue in your selection of our firm. Please call me if you have any questions regarding our fee proposal.

**2. Give a minimum of three examples of fees commonly charged for similar type of services as they might relate to the size of successful bond campaigns.**  
The fee and services described in the answer to question 1 were successfully implemented at Salina USD 305, Garden City USD 457 and Liberal USD 480.

G: Section Six. Bond campaign experience. The information presented under this section will be used to evaluate the services related to a bond campaign.

**1. Describe your experience in assisting school districts with the passage of bond issues.** See page 15 for client list.

## BOND PROMOTION

In the past 10 years we have partnered with school districts across the country to work on more than 90 bond referendums. With a pass rate of 100% in the state of Kansas in the last 5 years - we are ready to assist Dodge City USD 443.

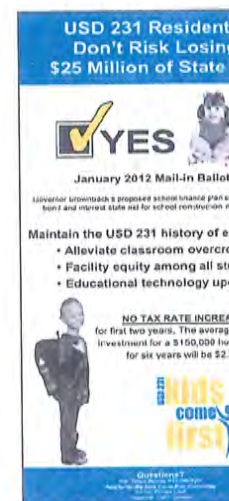
The bond services we provide include:

- Pre-Planning Services
- Fund Raising Assistance
- Campaign Organization
- Bond Referendum Promotion
- Public Meetings and Education
- Focus Groups
- Community Surveys
- Promotional Graphics and Materials
- Public Relations and Media Assistance

The success of DLR Group's bond and millage campaign services can be attributed to our unique personnel and campaign strategies. Coupled with our comprehensive approach to facility planning, it really works. We've helped numerous districts reach community consensus and run successful public information campaigns, including many in tough economic times.

Challenge your potential design firm with these five attributes that they must have to successfully help a public school district with bond and millage campaigns:

1. Election Campaign experts. Not an architect, not the designer or Principal in Charge. But a trained expert who comes to work every day not thinking about the design, but about helping you obtain funding. DLR Group employs such experts.





2. Experience with developing and leading dual campaign approaches that engage a specific demographic. Our unique approach is always dual campaign driven.
3. A track record of successfully passing election since the economy has taken a downturn.
4. Campaign tools and materials that generate effective and efficient results. DLR Group's campaign library is the richest in the industry. With DLR Group, you will hit the ground running.
5. Passion for obtaining funding. Designers love to design. Campaign experts love the campaign. Make sure you get both when you hire your design firm.

2. List the bond campaigns you have been involved with and whether or not the campaigns were successful.

**VISIONING, FACILITATION  
& CAMPAIGN MANAGEMENT**  
during **tough economics**  
**100%** of Kansas clients **PASSED**

Year	District Name	Location	Yes %	Pass / Fail	Bond Amount	Mill Increase	Annual Impact on \$100k home
2014	Cheney School District	Cheney, KS	73%	Pass	\$15,400,000	7.25	\$83.40
2014	Liberal School District	Liberal, KS	76%	Pass	\$127,860,000	9.9	\$113.88
2014	Salina School District	Salina, KS	60%	Pass	\$110,700,000	4.7	\$54.00
2014	Paola School District	Paola, KS	69%	Pass	\$17,000,000	0	\$0.00
2013	Minot Public Schools	Minot, ND	50%	Fail	\$125,000,000	51	\$230.34
2013	Turner School District	Kansas City, KS	69%	Pass	\$19,500,000	0	\$0.00
2013	Bentonville Public Schools	Bentonville, AR	70%	Pass	\$86,050,000	2.9	\$60.00
2013	Osawatomie School District	Osawatomie, KS	69%	Pass	\$3,200,000	1.58	\$18.18
2013	Circle Public Schools	Towanda, KS	59%	Pass	\$37,120,000	6.89	\$79.20
2012	Bismarck Public Schools	Bismarck, ND	85%	Pass	\$86,500,000	20	\$108.00
2012	Bentonville Public Schools	Bentonville, AR	42%	Fail	\$128,600,000	6.7	\$133.98
2012	Joplin Schools	Joplin, MO	57%	Pass	\$62,000,000	3.5	\$66.48
2012	North Little Rock Schools	North Little Rock, AR	57%	Pass	\$265,000,000	7.4	\$147.96
2012	Gardner Schools	Gardner, KS	53%	Pass	\$72,000,000	2.97	\$51.24
2011	Fort Osage Schools	Independence, MO	62%	Pass	\$7,800,000	11.88	\$22.56
2011	Spring Hill Schools	Spring Hill, KS	55%	Pass	\$39,000,000	0	\$0.00
2010	Bentonville Public Schools	Bentonville, AR	60%	Pass	\$203,000,000	3.6	\$72.00
2010	El Dorado Public Schools	El Dorado, KS	52%	Pass	\$36,100,000	8.96	\$103.08
2010	Fayetteville Public Schools	Fayetteville, AR	55%	Pass	\$51,000,000	2.75	\$54.96
2009	Ankeny Schools	Ankeny, IA	65%	Pass	\$16,400,000	0	\$0.00
2009	Independence Schools	Independence, KS	58%	Pass	\$45,100,000	3.55	\$40.80
2009	Liberal Schools	Liberal, KS	40%	Fail	\$61,275,000	8.21	\$94.44
2008	Baldwin City Schools	Baldwin City, KS	54%	Pass	\$22,900,000	10.59	\$121.80
2008	Garden City Schools	Garden City, KS	51%	Pass	\$97,427,724	9.56	\$210.00
2008	Kearney Schools	Kearney, MO	62%	Pass	\$7,250,000	0	\$0.00

# KANSAS OPEN MEETINGS LAW

(Sample Motions for Executive Session)

Madam President, I move that we go into executive session (fill in subject) in order to (fill in justification), and that we return to open session in this room at (fill in the time).

SUBJECT	JUSTIFICATION
To discuss personnel matters of non-elected personnel	Protect the privacy interests of the individual(s) to be discussed
To discuss matters affecting a student(s)	Protect the privacy interests of the business to be discussed
To discuss confidential financial data or trade secrets of a business	Protect the interests of the business to be discussed
For consultation with our attorney on a matter protected by the attorney-client privilege	Protect the privilege and the board's position in (litigation, potential litigation, administrative proceedings, etc.)
To discuss negotiations	Protect the public interest in negotiating a fair and equitable contract
To have preliminary discussions about the acquisition of real property	Protect the public interest in obtaining the property at a fair price
Matters relating to the security of the board, the school, school buildings or facilities, or the information system of the school	To ensure the security of the school, its buildings, and/or its information system is not jeopardized

**Our Mission...To prepare our students to be capable, contributing participants in a changing world.**