

JOB DESCRIPTION I

Position Title - Executive Director

Minimum Education Required - Bachelor's degree from an accredited college or university.

Minimum Experience Required - Four years experience of a professional and responsible nature in the field of economic development, industrial promotion, city or county management or state or federal program management; at least eighteen months of which should have been in working with multi-agency cooperative ventures.

Establishment of Experience Record - In establishing the record of minimum experience, the following shall govern:

1. The applicant's work shall show a progressively increasing level of responsibility.
2. The applicant's work shall show independent initiative and the ability to exercise independent judgement and decision making in development, promotion or management activities.
3. The applicant's work must show a clear understanding of the relationships among public policies of different governmental units; and their effect upon, and the way in which they are affected by, development, promotion or management decision.
4. The applicant's work shall show a substantial understanding of the principles of public relations and management which would be pertinent to direction of a multi-county regional planning commission.

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4. The applicant's work shall show a substantial understanding of the principles of public relations and management which would be pertinent to direction of a multi-county regional planning commission.

5. Represent the commission at such meetings and at such times and places as the commission shall direct.
6. Maintain complete records of the work of the commission and of the funds received and expended therefor all within the framework of rules, regulations, by-laws and the laws of Kansas which may be pertinent thereto.
7. Such other activities as the commission may direct, such as:
 - a. establish and maintain a data file and library
 - b. provide technical and advisory assistance in planning, management and development activities to local governments
 - c. provide adequate supervision of consultants
 - d. provide for the preparation of elements of comprehensive plans and the supporting studies therefor as necessary.

APPENDIX J

JOB DESCRIPTION

Position Title - Assistant Planner

Minimum Education Required - Bachelor's Degree from an accredited college or university with a specialization in regional planning or a related field such as public management, economics, geography, sociology or engineering.

Minimum Experience Required - None

Establishment of Experience Record - Not Applicable

General Description of Work To Be Performed - Under the supervision of the planning director, the assistant planner shall be primarily responsible for the conduct of research and the preparation of draft reports related to the regional planning process. More specifically he shall:

1. Assist the director in preparing the annual work program for the commission.
2. Conduct research in the field and otherwise as may be necessary to provide an adequate base for preparing draft planning reports.
3. Prepare drafts of reports required by the approved annual work program.
4. Represent the director at meetings and conferences as the director may deem necessary and appropriate.
5. Such other things as the director may specify and direct.

APPENDIX K

JOB DESCRIPTION

Position Title - Researcher-Draftsman

Minimum Education Required - Graduation from an accredited high school.

Minimum Experience Required - Two years as a cartographic draftsman.

Establishment of Experience Record - The applicant shall submit to the director clear prints or original tracings of at least four examples of work demonstrating his cartographic ability. The work shall be such as to demonstrate his knowledge of basic cartographic principles and his knowledge of the use of both ink and pencil mediums. A certificate attesting to graduation from a recognized drafting school with an emphasis on cartographic drafting may be substituted for one year of experience. A transcript from an accredited college or university showing satisfactory completion of at least 9 semester hours of cartography courses may be substituted for one year experience.

In no event may education substitute for more than one year of experience.

General Description of Work to be Performed - Under the supervision of the planning director, or such assistant planner as the director may specifically designate, the researcher-draftsman shall perform limited research and all drafting required in the regional planning process. More specifically he shall:

1. Assist in field research as directed following suitable direction and training by the supervising planner.
2. Work with the planning director and the assistant planner to lay out all maps, charts, diagrams and other graphics as may be required for the regional planning process.
3. Perform such other work as the director may specify and direct.

APPENDIX L

JOB DESCRIPTION

Position Title - Secretary-Bookkeeper

Minimum Education Required - Graduation from an accredited high school.

Minimum Experience Required - Two years satisfactory employment in a position demanding adequate shorthand, typing and bookkeeping skills.

Establishment Of Experience Record - The applicant shall submit the names of at least two individuals who can attest to the competence of the applicant in the skills of shorthand, typing and bookkeeping and to the employment of the applicant in the utilization of those skills for at least two years. The planning director shall have the right to test the applicant in each of those skills as he deems appropriate.

The applicant may substitute education for work experience as follows:

1. Successful completion of a course of training in a recognized secretarial college with an emphasis on shorthand, typing and bookkeeping may substitute for 1 year experience.
2. A transcript from an accredited college or university demonstrating the successful completion of at least 6 semester hours in shorthand; 3 semester hours in typing and 6 semester hours in accounting may substitute for one year experience.
3. Under no circumstances may education substitute for more than one year experience.

General Description of Work To Be Performed - Under the supervision of the planning director, the secretary-bookkeeper shall perform all pertinent secretarial and bookkeeping tasks required by the activity of the

commission and the department. More specifically the employee shall:

1. Take minutes of all commission meetings and prepare summaries thereof for appropriate distribution.
2. Perform all dictation and typing tasks required by the director.
3. Maintain account records for all funds received and expended by the commission and the department.
4. Maintain all personnel records required by the department.
5. Maintain the library, report files and correspondence files required by the department.
6. Perform such other secretarial and bookkeeping tasks as the director may specify and direct.

APPENDIX M

A RECOMMENDED PROCEDURE FOR SELECTING A PROFESSIONAL PLANNING CONSULTANT
and

SERVICES AND FEES OF A PROFESSIONAL PLANNING FIRM,

Excerpts extracted from SELECTING A PROFESSIONAL PLANNING CONSULTANT and
ADMINISTRATION OF THE RFP, reprinted with permission from AIP, June 15, 1973.

"A RECOMMENDED PROCEDURE FOR SELECTING A PROFESSIONAL PLANNING CONSULTANT"
PREAMBLE. Prospective clients seeking professional planning services from consulting firms are sometimes perplexed as to what procedures should be followed in order to assure the selection of a qualified firm. However, the process of choosing a planning consulting firm is similar to that of seeking engineering or architectural services. Proper procedures in the selection of a planning firm can help the client avoid wasted motion and common pitfalls in contract negotiations and execution. Note that nothing in these guidelines shall be construed to prohibit a client from negotiating with a single consulting firm. This procedure applies equally to contractual relationships between public agencies and those between public agencies and private enterprise.

A RECOMMENDED PROCEDURE. The following basic procedural steps are recommended as an ethical, business-like, and systematic approach to the task of selecting a planning firm. 1. Define the nature of the planning work or development problem sufficiently to permit proper choice of consultants to be considered for the work. 2. Consider the general qualifications of a number of firms which appear to be capable of meeting the requirements of the assignment. The size of the planning firm is not an indication of competence or suitability for the particular planning work or project being

considered. (A community or private organization which needs help in identifying sources of planning consulting services may obtain information from the American Institute of Planners, the American Society of Consulting Planners or the official planning assistance agency in its state.) 3.

Choose for interviews one or more (preferably not more than three) firms which are believed to be the best qualified. 4. Interview the selected firms separately, explaining fully the proposed assignment and the selection procedure to be followed. Carefully examine the qualifications of each firm by interviewing not more than one at a time, scheduling at least an hour for each interview and spacing interviews to allow adequate time for deliberation on each firm. Take into account especially the following criteria:

(a) *Experience and Reputation.* Since planning problems are usually very complex, it is essential that the client be fully satisfied that the firm has had a varied experience. This will enable it to put the client's problems in the proper perspective. Direct experience in planning, in either a consulting or public planning agency capacity is a reliable source of know-how in the planning field, where success may depend upon the application of solutions successfully attempted elsewhere.

(b) *Background of Personnel Available.* A professional planning education on the part of personnel to be assigned is important, but this should not be the exclusive criterion used in selection. Many professionals in allied fields such as architecture, engineering, social or political science, have achieved a high level of excellence in planning on the strength of many years of relevant experience. Impressive academic credentials alone in allied fields, without planning experience, usually should not be considered a substitute for such experience.

(c) *Workload.* Reputable firms do not overload their staffs with responsibility for more projects than they can comfortably discharge. Frequently, at the time of the selection process, the client has no control over the precise time when the program will start. This is especially true in federally-assisted programs, where the time gap between approval of the program and authorization to proceed can sometimes exceed one year. Therefore, unless the program is to commence immediately, the client's best assurance that the proper staff will be available at the appointed time is the firm's reputation for promptness of performance and effectiveness of work.

(d) *Availability of All Required Fields of Expertise.* Complex planning programs may require special expertise which a given firm may prefer to subcontract or perform in association with another. In such instances, the availability and reputation of all subcontractors or associate team members should be as carefully considered as that of the principal contractor.

(3) *Professional Responsibility.* Membership of at least one of the firm's principals in the American Institute of Planners, or of the firm as a whole in the American Society of Consulting Planners, offers assurance that the firm's conduct is governed by a strict Code of Professional Responsibility.

(f) *Equal Employment Responsibility.* Reputable firms encourage and provide equal opportunities of employment for qualified women and members of all minority groups.

5. List the firms you have interviewed in order of desirability, based on capability for carrying out the assignment. 6. Contact your first choice and agree upon a detailed program of work and a mutually satisfactory fee. This should be the first time there is any discussion of fee. 7. In the event that it is found impossible to agree upon the work program, fee or

other contract details, notify the firm in writing that negotiations are being discontinued. Then begin negotiation with the next firm on the list.

ADDITIONAL CONSIDERATIONS. Some pitfalls exist that can stall or frustrate negotiations. Once recognized, they can be readily avoided. Here are four examples:

1. *Avoid Mass Interviews:* It is possible to interview too many consulting firms. The proper use of pre-interview selection techniques will enable the client to interview a few qualified consulting firms in depth and provide sufficient data for a sound selection decision. A successful pre-interview selection process should provide consulting firms an opportunity to submit information which would explain the nature and extent of services, innovative approaches, if any, and availability for future work. In order for such information to be most relevant to the client's problems, a short prospectus describing the problem or the proposed planning program should be made available to all prospective consultants. The client should also make every effort to determine the experience of prior clients with consultants being considered.

2. *Avoid Competitive Bidding:* Clients are advised not to deprive themselves of competent professional assistance by insisting on a bid in competition with others. Competition is desirable; but it should be on the basis of professional competence and experience. Specific work assignments and fees should be discussed only after a consultant is selected. This should not be deemed to preclude the consultant from citing cost experience elsewhere on projects of similar magnitude and complexity or from discussing a likely cost range, it being understood that the final cost will be a function

of the final scope of services agreed upon. If the client is subject to budgetary restraints, he should make them known to all pre-selected consultants. Be wary of planners offering "loss-leader services," discounts, rebates, or any other form of cut-rate pricing of professional planning services.

3. *Avoid Non-Written Agreements:* For the protection of both client and firm, the client should always execute a written agreement with a planning consulting firm. As a minimum, this agreement should specify the work to be done. Although special demands of the consulting firm may arise during the course of a work program, the firm cannot be expected to do work outside of its contract with the client, unless the contract fee is amended accordingly.

4. *Avoid Penalty Clauses, Performance Bonds, or Other So-Called "Incentive" Features:* These are unnecessary provisions in a professional service agreement. Such devices can provoke a reduction in the quality of service to the client and place emphasis upon less important aspects of the agreement.

MUTUAL RESPONSIBILITY. The client has his responsibilities in the selection and hiring of a planning consulting firm as outlined here. Equally important to the client, however, is the professional obligation of the planning consulting firm to perform its work competently, in a professional manner and with a sense of social responsibility. The American Institute of Planners and the American Society of Consulting Planners govern the ethical conduct of their members through their Codes of Professional Responsibility.

"SERVICES AND FEES OF A PROFESSIONAL PLANNING FIRM"

PREAMBLE. The purposes of this section are to: (1) promote a better understanding between the client and the planning consulting firm as to

the nature of services to be rendered and methods of determining fees for such services; (2) reduce the variation of methods used in calculating fees; and (3) assist the client in understanding common methods the planning firm uses in determining a fair value for its services. To these ends, the major types of planning firm services are outlined here, and consideration is given to the ordinary factors involved in computing a fee for such services that will be fair both to the client and to the planning consulting firm.

GENERAL CONSIDERATIONS. It is not possible to establish standard fee schedules to govern the charges of professional planning consulting firms. Variables may be based on the extent and breadth of a consultant's education and experience as well as on the variety, quality and character of his work. A consultant with an established reputation may demand higher fees than one less well known. A consultant may be more competent in certain areas of professional work, or more innovative, than others and may be worth higher fees because of the special services which he can render. The scale, complexity and importance of the work also will be factors in charges of a consulting firm.

The basic standard of compensation should be the value of the planning firm's services to the client. In general, fees are based on the scope and complexity of the work as measured by the time of professional personnel required to successfully complete it; the experience, education, training and reputation of the firm's personnel; and the kind and quality of planning service which the firm is prepared to provide. Though it is impossible to set standard fees, it is feasible to outline criteria and factors involved in establishing fees. These factors and criteria are outlined here under four major headings:

- I. Major types of services performed
- III. Cost factors
- II. Types of financial arrangements
- IV. Professional ethics

I. MAJOR TYPES OF SERVICES PERFORMED. The following list is not intended to be complete; rather it is representative of planning consultant services.

(a) Reconnaissance Surveys and Work Program Development: This may include working with state and local officials and agencies in surveying needs and opportunities relating to physical, social and economic development and structuring a work program outlining the kinds of planning activities that should be undertaken to deal with the issues identified.

(b) Planning Agency Organization and Administration: This may involve advising planning agencies in staffing, organizing and developing programs required to carry out a variety of planning and development related activities. It could involve services offered in-residence on a continuing or periodic basis.

(c) Preparation of Long- and Short-range Plans, Policies and Programs: This would include analyzing development problems in depth, establishing objectives, shaping alternative policies and programs, and evaluating their impact as a basis for preparing comprehensive community and regional plans.

(d) Technical Assistance and Special Planning Studies: Such work might involve the provision of advice on urgent development problems or on matters dealing with such issues as intergovernmental relations or federal aids; or it could pertain to special functional areas of concern at all government levels (e.g., annexation policies, feasibility studies, business area development, job training programs, low-income housing and urban renewal strategies, programming and budgeting aspects of developmental programs, and recommendations on development codes and ordinances).

(e) *Project Planning:* This involves the preparation of specific plans for areas under unified control such as new communities, shopping centers, college campuses, industrial parks, urban renewal and other similar projects.

(f) *Provision of Assistance and Testimony in Court Cases:* Often consultants assist in preparing cases in zoning and planning-related development litigation and in providing expert testimony. Whether working for a public or private client, a key element of these services is the ability of the consulting firm to provide advice based on an understanding of community interrelationships that focus on public policy development decisions. The range of services which a firm is in a position to provide will depend upon the disciplines and experience encompassed by its personnel.

The work involved in performing planning services may relate to the following 12 areas of professional specialization recognized by the American Institute of Planners and the American Society of Consulting Planners.

1. Administration for planning and development.
2. Comprehensive physical planning.
3. Resource development.
4. Social planning.
5. Transportation planning.
6. Urban design.
7. Research methodology.
8. Economic planning.
9. Environmental sciences planning.
10. Renewal planning.
11. Planning law.
12. Programming and budgeting.

II. *TYPES OF FINANCIAL ARRANGEMENTS.* The amount and kinds of work the consultant does will depend upon the size and complexity of the area involved and kind of local staff resources and data available. The following are common financial arrangements used for the provision of planning and related services.

(a) *Lump Sum Fee for all Contracted Services:* This arrangement is of advantage to the client due to its relative ease of budgeting. However, it can be a problem for the client and the consultant, since it is difficult to anticipate unknown factors which could be involved. In fairness to both parties, there should be a definite statement of time limits and a provision for the adjustment of the fee. It is, of course, necessary that the program and responsibilities of the consultant be carefully specified in enough detail to preclude mutual misunderstanding.

(b) *Fixed Fee for Professional Planning Services--Plus Actual Amount of Other Expenses:* Beyond a fixed fee, the firm is paid the cost incurred in connection with the work based upon the actual costs incurred. Such costs would include, in addition to payroll and general office overhead, materials, printing and other out-of-pocket costs directly chargeable to the job. It is usual to set a limit of reimbursable costs in the contract providing for this type of financial arrangement, or to provide that such costs shall not be incurred without prior approval of the client.

(c) *Fee as Fixed Percentage of Expenses:* Compensation is based on the firm's technical payroll, multiplied by an agreed-upon factor, to arrive at the total compensation. This method may be combined with a fixed fee or per diem compensation for the personal services of the consulting firm's staff if considerable time of such staff is required. It is difficult for

the client to budget unless a maximum compensation is included. This arrangement has the advantages of removing the greater part of uncertainty from the consulting firm's calculations in a large undertaking while offering the client a simple method of determining and auditing fees as well as maximum feasibility in establishing the scope of services that he needs.

(d) *Per Diem Fees:* This method may apply to any of the firm's personnel, including its principals. It always requires explicit understanding as to what constitutes a "day" and how travel time and expenses are to be allocated. This arrangement is especially advantageous for irregular or indefinite assignments. Court testimony is a common example.

(e) *Contingency Fee:* This method involves work by the consulting firm on the basis of compensation to be determined later and measured by the benefits accruing from the service. This is a difficult method for use in planning studies. It requires contractual agreements that will clearly disclose the basis upon which the contingency fees will ultimately be computed. However, this method would be unethical in all cases where the professional planner acts or purports to act as an impartial expert rather than as an advocate.

III. *COST FACTORS.* In calculating fees, a planning consultant must include the costs of operating a professional office. In addition, there is the time that must be spent in arranging for consulting work and attending professional meetings, as well as time for vacation and illness, none of which time can be charged to a client. Furthermore, every consultant must keep the nucleus of a competent staff in readiness to serve at all times. Basically, the costs of every job include:

(a) *Personnel:* Principal's time, technical staff time (including that of specialists whether on the staff or under subcontract) and clerical staff time.

(b) General Overhead Costs: Fringe benefits, vacations, illness, rent, telephone, equipment, insurance, taxes, professional memberships and conferences, reference library, and other usual expenses involved in the operation of a professional office.

(c) Other Project Expenses: Such items as travel and subsistence, materials and supplies, or typical subcontractor items such as renderings, models and the like.

APPENDIX N

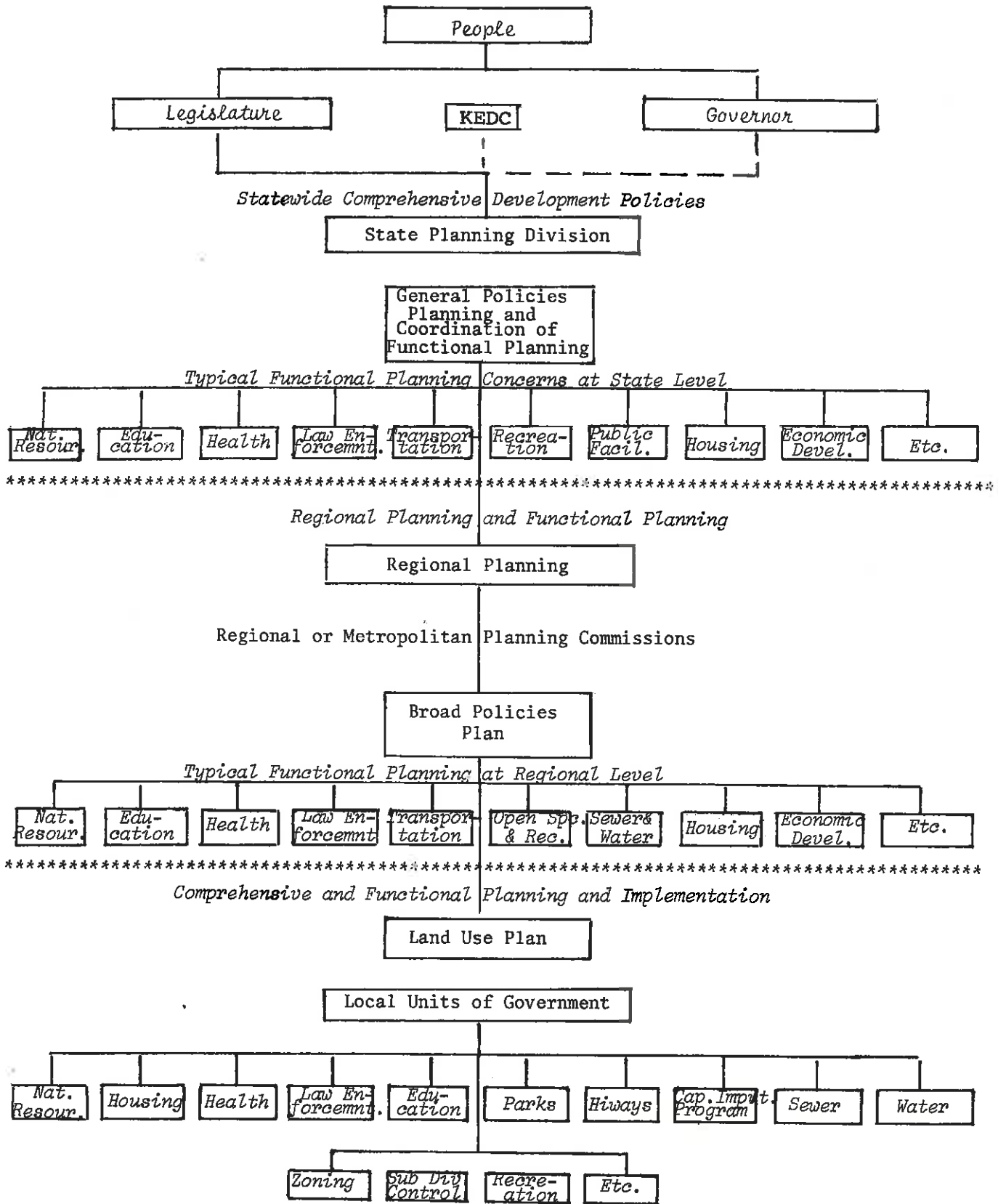
FACTORS CONSIDERED BY THE STATE PLANNING DIVISION IN MAKING "701" FUNDS AVAILABLE TO REGIONAL PLANNING COMMISSIONS *

1. Staffing
2. Overall Program Design
3. Annual Work Program
4. Past progress of the regional planning commission
5. Local financial contributions
6. Population of planning jurisdiction
7. Total "701" funds available for distribution
8. Urgency of regional problems
9. Geographic area of planning jurisdiction
10. Number of local units of government represented by
the commission and the percentage of total such number
constitutes
11. Apparent attitude of the citizenry and governmental leaders
toward area-wide cooperation
12. Number of programs being coordinated by the regional planning
commission

* No priority among factors is indicated or implied by the order of listing.

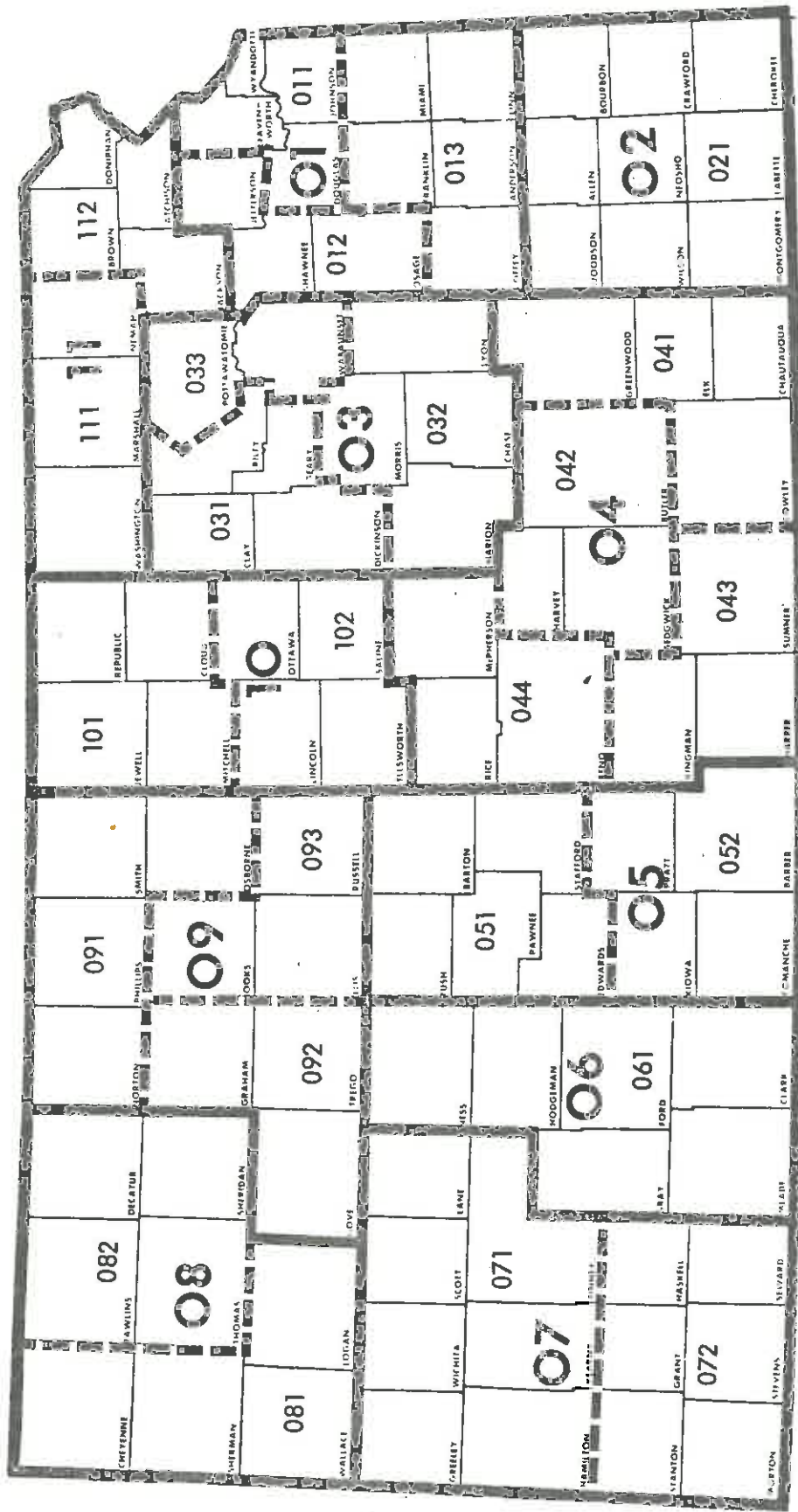
APPENDIX O
STATE, REGIONAL AND LOCAL PLANNING RELATIONSHIPS
IN KANSAS

(Adapted from Diagram of Resource Development Division, Soil Conservation Service, 1970.)



PLANNING REGIONS AND SUB-REGIONS OF KANSAS
 (Revision No. 2, Oct., 1967)

APPENDIX P



LEGEND

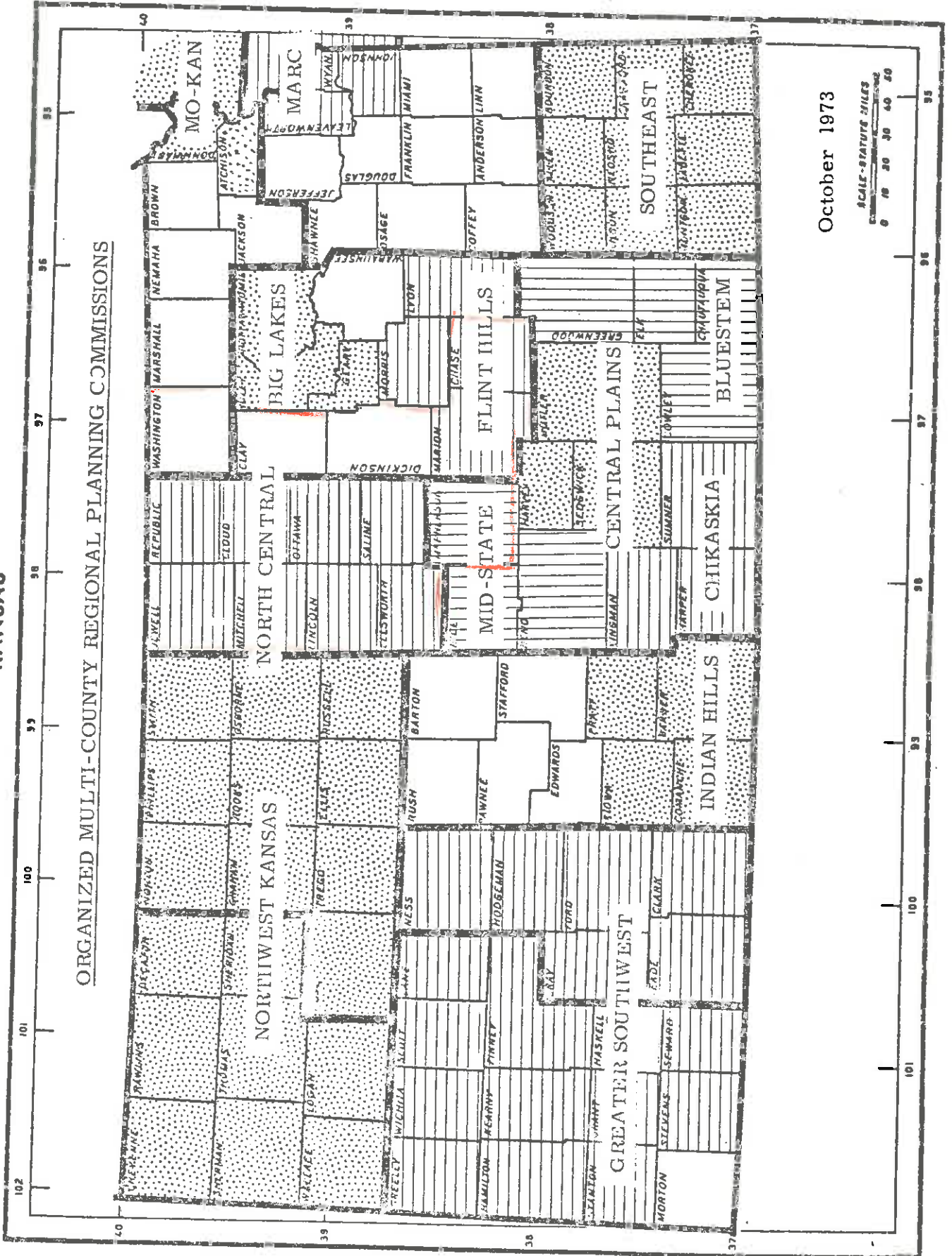
REGION

SUB-REGION



PLANNING DIVISION, KDED

APPENDIX Q
KANSAS



APPENDIX R
EXECUTIVE ORDER

RELATING TO THE INTERGOVERNMENTAL COOPERATION
ACT OF 1968, PUBLIC LAW 90-577, AND THE
ESTABLISHMENT OF PLANNING AND DEVELOPMENT DISTRICTS
WITHIN THE STATE OF KANSAS

WHEREAS, the Intergovernmental Cooperation Act of 1968, Public Law 90-577, places certain responsibilities upon the states for coordination of Federal, State and local plans and projects; and

WHEREAS, the Office of Management and Budget, charged by Congress for implementation of said Act has issued Circular A-95 pertaining thereto; and

WHEREAS, there has been increasing recognition at all governmental levels of the need for the delineation of State districts or regions; and

WHEREAS, the provisions of a number of Federal, State and local assistance programs require planning and development regions in order that communication and coordination among and between the planning and related efforts of all units of government be more expeditiously accomplished; and

WHEREAS, it is deemed desirable to establish and preserve the eligibility of State and local governments to participate in the aforesaid assistance programs and also to provide a framework of organization which will improve communication and promote effective coordination and participation in public programs; and

WHEREAS, it is the responsibility of the State to encourage local initiative in developing organizational and procedural arrangements for coordinating comprehensive and functional activities and to avoid overlap, duplication, and competition between local planning activities; and

WHEREAS, the State must exercise its leadership in delineating and establishing a system of planning and development regions which provide a consistent geographic base for the coordination of Federal, State and local development programs; and

WHEREAS, the laws of Kansas provide for cities and counties to join together for the purpose of planning under KSA 12-716 - 12-721; and

WHEREAS, KSA 74-5009 provides that the Planning Division of the Kansas Department of Economic Development is the Official State Planning Agency for the State of Kansas; and

Region 09
The Counties of:

Ellis
Gove
Graham
Norton
Osborne
Phillips
Rooks
Russell
Smith
Trego

Region 10
The Counties of:

Cloud
Ellsworth
Jewell
Lincoln
Mitchell
Ottawa
Republic
Saline

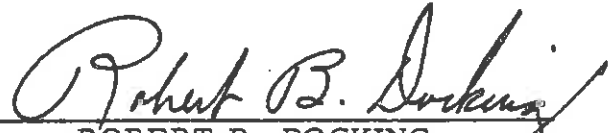
Region 11
The Counties of:

Atchison
Brown
Doniphan
Jackson
Marshall
Nemaha
Washington

FURTHERMORE, local governmental units are encouraged to jointly participate in regional planning and development commissions within this system of regions to enhance intergovernmental cooperation for the purposes of comprehensive planning and development and the administration of State and Federally supported programs within the State of Kansas as authorized by the provisions of law, and

THIS ORDER contemplates that if compelling cause develops for changes in regional boundaries in the process of local consent to regional organization the appropriate revisions to this order will be considered.

Done this 15th day of February, 1971.


ROBERT B. DOCKING
GOVERNOR OF KANSAS


ELVILL M. SHANAHAN
SECRETARY OF STATE