This recruitment profile provides background information on the City of Lawrence, Kansas and Douglas County, Kansas. It outlines factors of qualifications and experience identified as desirable traits and attributes for Candidates for the Director of Planning and Development Services position to possess. This position is a combined position that reflects the City and County’s long tradition of combined planning. The position and department staff are employees of the City of Lawrence. However, through a long-standing cooperative agreement with Douglas County, the City also provides planning assistance to Douglas County. The County has zoning and codes staff who support these functions in the unincorporated County. The profile was prepared following input from City staff, the County Administrator, and the general public, through a survey tool.

This Profile will be used as a guide in the recruitment process, providing specific criteria by which applications will be screened and individuals selected for final interview and appointment consideration.

All inquiries relating to the recruitment and selection process for the Director of Planning and Development Services position are to be directed to the City of Lawrence:

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Community Background

The City of Lawrence (pop. ~100,000) is located in Douglas County (pop. ~125,000) in northeast Kansas, just 20 minutes west of the Kansas City metro and 20 minutes east of Topeka, Kansas, the state capital. Lawrence is diverse and multifaceted, providing many of the amenities of a larger city while maintaining a strong sense of community. It has a rich and fascinating history, a wide-range of exciting cultural experiences, nationally recognized educational institutions, and some of the most unique and enjoyable shopping opportunities in the Midwest. The description, “unmistakably Lawrence,” exemplifies our distinctive and unique vibe. Additional community information is available at eXplore Lawrence.

Lawrence and Douglas County are home to the University of Kansas and Haskell Indian Nations University, institutions of higher education that add to the pride, culture, economy and lifestyle of residents. The University of Kansas, a premier research institution, has an enrollment of approximately 28,500 students and the main campus is located in Lawrence. Haskell Indian Nations University is the premier tribal university in the United States, serving approximately 1,000 students annually, representing more than 150 tribes from across the country.

Residents of Lawrence and Douglas County enjoy a high quality of academic education. The award-winning Lawrence Public Schools operates 14 elementary schools, four middle schools, two high schools, a College & Career Center, virtual school and adult education programs. Lawrence also has several private elementary schools, a private high school, several Montessori schools and a Waldorf School. Additionally, Peaslee Tech is located in Lawrence and provides technical education and apprenticeships.

In 2000, the National Trust for Historic Preservation named Lawrence as one of its, “Dozen Distinctive Destinations,” calling the city an example of one of the “best preserved and unique communities in America.” In 2010, the American Planning Association named Massachusetts Street in downtown Lawrence a, “Great Street in America,” a designation representing the gold standard in planning and reflecting strong stakeholder engagement.

Arts and culture are an important part of life for the Lawrence community. Lawrence has been ranked 12th among cities in the United States with the largest percentage of professional artists in the workforce. Lawrence is listed 8th in John Villani’s “The 100 Best Small Arts Towns in America” (4th edition-2005) for towns with populations between 30,000 and 100,000. The City of Lawrence is home to numerous not-for-profit arts organizations and takes great pride in its public art programs and cultural activities. The City of Lawrence also has three Sister Cities: Eutin, Germany; Hiratsuka, Japan; and Iniades, Greece.

Lawrence and Douglas County also take pride in numerous parks, trails and sports-related activities. The Lawrence Parks and Recreation Department oversees a park system of 54 parks. There are numerous bike and hiking trails within the City and County, and nearby Clinton Lake (and other nearby bodies of water) provide ample camping and recreational opportunities.
Community Planning and Economic Development

The national recognition Lawrence and Douglas County have received is the result of many years of visionary planning. The City of Lawrence and Douglas County have been committed to a cooperative planning effort since the late 1960s, when a combined Planning Commission was formed. This cooperation has resulted in thoughtful growth and development reflecting the goals of an engaged citizenry as well as elected and appointed officials dedicated to collaboration and controlled economic development.

Lawrence's population has seen a steady increase, growing from 65,657 in 1990 to a current estimated population of ~100,000. Major transportation routes, including Interstate 70 and K-10, in addition to a well-developed public transit system, add to the attraction of Lawrence and Douglas County as a very desirable place to live and do business. The City also maintains its own municipal general aviation airport and is within a one-hour drive of the Kansas City International Airport.

Lawrence and Douglas County possess all of the qualities of a friendly, active and culturally diverse community, making it a choice location in which to reside and raise a family. It is the perfect combination of small-town hospitality and big-city amenities. Lawrence is proud of its downtown shopping, dining and entertainment area, which is the top tourist attraction in the State of Kansas and has been described as one of the most vibrant in the Midwest. Situated in an atmosphere of friendliness and hospitality is Lawrence's Massachusetts Street — "Mass" Street or "Mass" to the locals. "Mass," which has been called one of the most beautiful main streets in America, is lined with eclectic locally-owned boutiques, a few national retailers, charming restaurants and entertainment establishments, offices, service businesses, and housing. It also serves as the center for government activities.

City and County Government

Lawrence operates under the Manager/Commission form of government with an appointed City Manager. The City Commission consists of five officials elected at large. Three City Commissioners are up for election every two years. The two top vote recipients serve four-year terms, and the third-place candidate serves a two-year term. The City Commission elects a Mayor and Vice Mayor annually at the first meeting in December.

The City Commission passes resolutions and ordinances, establishes policies for the City, approves the budget and hires the City Manager. The current City Manager was appointed in mid-2019. The City is a full-service City with an adopted 2020 budget of $235.4 million and approximately 850 employees.

Douglas County is governed by three Commissioners who are elected for four-year terms. The Commissioners appoint a County Administrator to administer the day-to-day operations of the County. The current County Administrator was appointed in mid-2019 and was the former Assistant County Administrator. The County has a $119.85 million budget adopted for 2020 and has approximately 400 full-time employees.
The City of Lawrence operates by the below standards and values.

**Mission:** We are committed to providing excellent City services that enhance the quality of life for the Lawrence Community.

**Vision:** The City of Lawrence - supporting an unmistakably vibrant community with innovative, equitable, transparent, and responsible local government.

**Organizational Values:** The City of Lawrence has five organizational values: Character, Competence, Courage, Collaboration, and Commitment.

The City of Lawrence has an adopted [Strategic Plan](#), which will undergo revision in early 2020.

Douglas County, Kansas operates by the below mission statement.

**Mission:** To provide for the safety and well-being of the citizens of Douglas County through the professional and efficient delivery of essential public services in response to the needs of Douglas County citizens.

**Director of Planning & Development Services**

This position provides leadership and direction for the Lawrence-Douglas County Planning Office, which is responsible for the administration of city land use regulations and professional planning advice to the Lawrence City Commission, the Douglas County Commission, Planning Commission, and various committees. The Director is a City employee, oversees a City department and reports to the City Manager on day-to-day operations. The Director reports to the Douglas County Administrator for matters pertaining to the unincorporated county planning issues. Douglas County also provides budgetary support for the position and department. The Director provides staff support to the Lawrence-Douglas County Metropolitan Planning Organization (MPO) Policy Board, the MPO Bicycle Advisory Committee, the MPO Technical Advisory Committee, the Regional Transit Advisory Committee, and the Affordable Housing Advisory Board.

The department is divided into five divisions: Planning, Building Safety, Code Enforcement, Community Development, and Lawrence-Douglas County Metropolitan Planning Organization. Services include building permitting, code enforcement, community development, affordable housing, contractor licensing, floodplain administration, historic resources, rental licensing and MPO staffing, coordination and administration. The department has approximately 37 full-time employees.

Pictured: Outdoor dining along “Mass” Street.

Pictured: Community building in Lecompton, Kansas, which is a town in Douglas County.
Challenges and Opportunities

The City and County just finished a several year effort to complete and adopt a new Comprehensive Plan, Plan 2040, which will guide growth and development for the next 20 years. Plan 2040 was completed in-house and involved numerous hours of engagement with elected officials, appointed officials, citizens and stakeholders.

The Director of Planning and Development Services can expect to work closely with City and County officials and staff to address the following issues and challenges:

- Proceeding with implementation steps outlined in Plan 2040.
- Assisting with addressing challenges of affordable housing in the Lawrence community.
- Assisting with implementation steps identified in the Downtown Master Plan, currently underway.
- Continuing outreach efforts to engage the community and create an open and transparent planning process that’s fair to all.
- Assisting with redevelopment opportunities.

Candidate Qualification Criteria

The Director of Planning and Development services must lead by example, continuing the long tradition of collaboration between the city and County on planning, land use and development issues. The Director must be a strong administrative leader, a facilitator and, at heart, a planner. Most important, the Director must know when to call upon each of these attributes to most effectively further the goals of the City of Lawrence and Douglas County.

The following factors of education, experience, management style, and personal traits have been identified as ideal attributes for the Director of Planning and Development Services to possess in order to function effectively in the position.

The starting salary is $124,778-$137,256 +/- DOQ. Residency in the City of Lawrence is required within six months of appointment.

Education and Experience

The following is a list of desired education and experience qualifications for this position.

Possession of a baccalaureate degree is required; a graduate degree in urban or regional planning, public administration, or related field is highly desirable.

Seven to 10 years of experience in local government, urban planning, and/or development activities involving urban/suburban/rural planning, neighborhood planning, historic preservation, and transportation planning, including at least five years of managerial experience.

A record of continuing professional education and training, keeping “current” with appropriate development concepts and management techniques and practices.

A record of experience that demonstrates the ability to see the “big picture” as well as to conceive and develop detailed innovative and imaginative cooperative planning solutions to difficult or complex issues.

Experience and ability to direct and monitor the activities of a highly visible and multi-task departmental organization, following up on
projects and assignments to ensure timely and effective completion.

Experience with comprehensive community development/redevelopment, historic preservation, land use, rehabilitation and redevelopment strategies and programs to address related needs, issue and opportunities throughout the City and County.

Be knowledgeable of the political and technical complexities and community relations aspects of developing and implementing land use plans and administering zoning enforcement/regulatory provisions.

Experience in intergovernmental relations and the ability to interact personally with other jurisdictions, public interest groups and constituencies, private sector developers, and government and related agencies in a constructive, cooperative and supportive manner.

Experience and ability to interact successfully and positively in a participatory climate, working openly and effectively with diverse interests and opinions represented by elected officials, staff and a variety of citizens, business, development, institutional, and intergovernmental interests; fully embrace public participation and transparency and seek ways in which to enhance the citizen’s role in the planning process.

Experience in serving in a participatory, suburban/urban/rural, culturally and economically diverse region.

Demonstrate record of success in managing in an environment where public scrutiny and public debate regarding City and County activities, planning, development, and related activities are vigorous.

Experience in visioning and development strategic planning practices which anticipate future opportunities, issues and concerns, assisting in development of short and longer-range plans, providing a sense of direction to a complex, multi-interest organization.

Possess working knowledge or thorough orientation to the policy, administrative, and organizational relationships inherent in City and County government.

Success in developing and maintaining effective working relationships with the City Manager, County Administrator, City Commissioners, County Commissioners and members of various Boards and Commissions. Ability to identify issues affecting the growth and development of a suburban/urban metropolitan area and provide staff direction for analysis and development of policy recommendations for the City Manager and County Administrator.

Have sufficient experience to evaluate the Department’s organizational structure, staffing and operations, all toward delivery of City and County services in a customer friendly, progressive, cost-effective, consistent, impartial and ethical manner.

Sound personnel and supervisory experience with the ability to effectively direct, motivate, and coordinate the work of others. Experience in the development and administration of performance measures and benchmarking.

Demonstrated ability and experience to unite diverse interests toward the objective of developing and implementing City and County planning, zoning and environmental laws in a positive win-win manner. Complete familiarity with the difficult balancing role of a facilitator of development and a fair and effective regulator of development.
Management Style and Personal Traits

The following is a list of desired management style and personal traits for this position.

Be willing to take an active role toward facilitating a climate of trust between City officials, County officials, staff, public interest groups, applicants and citizenry, so all may work together in a respectful manner, striving to address issues and opportunities in a way that serves the best interests of the City and County.

Have particularly strong interpersonal skills with the ability to develop trusting and cooperative relationships between and among peers, staff, elected officials, and the community at large; be open-minded, encourage engagement and transparency, be a consensus and coalition builder, helping to pull things and people together.

Manage the day-to-day business of the Department by delegating broadly to professional staff, be accessible to and supportive of staff, providing strong administrative leadership to staff, focusing their attention and efforts on the implementation and administration of City and County policies and regulatory procedures.

Be a highly adaptable professional who can accept and work effectively in a climate of political assertiveness and interaction, calling for timely administrative responsiveness with strong emphasis on results.

Have the experience, maturity, professional stature and personal style which will establish early credibility with City and County officials, staff, employees and the community at large.

Be open-minded, a strong listener, and encourage broad participation and contribution toward program solving and goal achievement by staff while also being a decisive administrator.

Be able to provide effective leadership, supportive counsel, and direction to experienced Department staff as well as encourage and fully utilize the skills of the Department’s varied workforce.

Be committed and conscientious in administering a Departmental communications system which provides timely information and recommendation to the City Manager’s Office, County Administrator, City Commission, and County Commission.

Keep the City Manager and County Administrator informed of major activities and operations of the Department with particular sensitivity toward keeping supervisors abreast of issues/incidents which have city or county-wide implications, with special attention toward avoiding “surprises.”

Have the maturity, self-confidence and strength of professional convictions to provide leadership and function effectively in a highly participative and spirited political climate, not be a “yes” person, and be able to firmly and diplomatically say “no” as well as straightforwardly present professional views, concerns, and implications of proposed policy action which may be under consideration, have a “thick-skin”, accepting criticism without personal offense.

Genuinely seeking the input of staff and relevant departments in decisions affecting the operations and related procedure which affect the Department’s level of services and responsiveness in all it serves.

Have a commitment to regular training and career development for self, staff and employees, including ongoing coaching and development of staff toward attaining job satisfaction, high morale and productivity.

Be capable of attracting, developing, motivating and retaining highly
qualified professional staff, following a strong team management approach in services delivery and administration of Departmental programs and activities.

Be well organized and provide prompt, thorough and fully responsive implementation and follow-through on policy decisions and directives.

Be a strong, decisive, even-tempered, results-oriented manager who develops staff and subordinate personnel through coaching and clear and timely direction.

Possess professional maturity and leadership ability to effectively advocate, represent, and support Departmental actions, while maintaining a cooperative, flexible posture toward all involved.

Be a proactive, anticipatory manager who can identify and take the initiative in addressing the opportunities well prior to the development of issues or crises.

Be fair, firm, and consistent with regard to matters of employee interaction and actions, avoiding favoritism.

Have a background of complete integrity, a high sense of professional and personal ethics, lead and motivate personnel by personal example.

Have the ability to effectively handle multiple priorities and projects; utilize information/computer and related technology to the fullest extent possible.

Have proven superior skills in oral and written communications and be adept at meeting and interacting with people from a wide variety of backgrounds and attitudes in a pleasant, positive, and genuine manner.

Have and maintain a sense of humor.

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**Professional Announcement**

The following, or similar, is released for insertion in appropriate professional publications and websites.

**Director of Planning and Development Services**

Lawrence, KS (population ~100,000) and Douglas County, KS (population ~125,000) are seeking a talented municipal executive with a strong planning and inspection services background to lead the Planning and Development Services Department. The City of Lawrence and Douglas County have had a combined city-county planning office and a combined Planning Commission since the 1960s. The Planning and Development Services Department has approximately 37 full-time employees, including an assistant director and a strong professional team of division managers. The 2020 adopted budget for the department is approximately $4.88 million, including CDBG grants, HOME funds and transportation grants. The Director will report to the Lawrence City Manager for day-to-day operations and to the Douglas County Administrator for matters pertaining to unincorporated county planning issues. Successful candidates must have a bachelor’s degree in urban planning, public administration, public policy or related field; a master's degree is highly desirable. In addition, candidates must have seven to ten years of increasingly responsible experience in land use planning, inspection services or directly related field. Demonstrated management and administrative leadership skills are extremely important as well as the ability to work collaboratively with elected and appointed officials, staff, members of boards and commissions, and an active, engaged citizenry. Candidates must display the ability to serve as both regulators and facilitators of quality development; the ability to translate complex planning and land use issues for varied stakeholders and decision-makers; and a strong desire to work in a well-established cooperative planning environment. Starting salary: $124,778—$137,256 +/- DOQ. Residency within Lawrence City Limits is required within six months of employment. The successful candidate must pass a post-offer City physical and drug screen. Interested candidates should submit a cover letter, resume and application online at lawrenceks.org/jobs. Review of applications begins January 13, 2020. Position open until filled.