



Community Advisory Council to Flint Hills Resources
General Operating Policies and Practices

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August 2014 REVISION
(Revisions appear in italics)

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Revised, August 2014

PURPOSE OF THIS DOCUMENT

This document outlines the purpose, and a complete set of general operating practices and policies for the Community Advisory Council to Flint Hills Resources (Advisory Council or Council), formerly named the Community Advisory Council to Koch Petroleum Group. The document was originally prepared by M.T. Johnson & Associates in 1998 for the members of the Koch Community Advisory Council Steering Committee (Steering Committee) to assist in the design and implementation of a community advisory panel/council (CAP) for Koch Refining Company/Petroleum Group (Koch), now Flint Hills Resources (FHR) in Rosemount, MN. It was reviewed and accepted by the members of the Steering Committee in the fall of 1998, and then transferred to the members of the Advisory Council for their initial and ongoing review, revision and approval.

The original document was based on the findings of interviews conducted with 10 Koch employees and over 40 community members, most of who lived within close proximity of the refinery. The interviews were conducted to determine Koch's and community members' interests and concerns regarding the development of a CAP. In addition, to assure an effective CAP design, academic research was reviewed and national CAP facilitators were interviewed to identify the "best practices" of CAPs throughout the United States.

The document was first reviewed, revised and accepted by the Council in 1999. The full Council reviews and revises the document at its annual retreat, or as deemed necessary by the members of the Council.

Community Advisory Council to Flint Hills Resources **General Operating Policies and Practices**

MISSION

The Community Advisory Council to Flint Hills Resources is a group of individuals representing the diverse interests affected by the operations of FHR located in Rosemount, MN.

The purpose of the Advisory Council is to provide two-way communication between the community and the management FHR. It provides members with an opportunity to discuss issues and make recommendations to FHR regarding environmental, safety, and other issues of concern to the citizens living within close proximity of the refinery. It also provides a mechanism for FHR to receive direct feedback from the community regarding refinery operations and plans.

Further, the purpose of the Advisory Council is to provide the community and FHR with an opportunity to participate openly and collaboratively in addressing and solving problems.

GUIDING PRINCIPLES

- **Serve as to a credible and trustworthy voice** for our community and neighbors through transparency and in all our deliberations and decision-making.
- **Respect and encourage differing perspectives** by promoting open dialogue and questions at our meetings.
- **Seek out input from our neighbors and community members** to ensure that we are representing their interests and delivering on our mission.
- **Gather and analyze credible data for making informed decisions and recommendations** on environmental and safety topics relevant to refinery operations.
- **Value a trusted and productive partnership** between community representatives and the refinery management.

ADVISORY ROLE & DECISION-MAKING AUTHORITY

The Advisory Council will serve as an advisory group rather than a decision-making body for FHR; it will make recommendations to FHR and FHR will consider implementing each recommendation. The Advisory Council will strive to discuss issues openly and make its decisions and recommendations using consensus rather than voting as a decision-making process. Not all discussions will result in recommendations. Prior to making recommendations regarding more technical or complex subjects, the Advisory Council may elect to secure third party technical assistance or expert consultation. The FHR's plant manager will respond to each recommendation in a manner and time frame established and agreed upon by the Advisory Council and the plant manager.

The Advisory Council will strive to reach decisions and make recommendations by consensus. Decisions or recommendations not reached by consensus will require a quorum of the Council, and approval by 75% of those voting members present.

COUNCIL GOALS AND OBJECTIVES

Developed by the members of the Advisory Council committees at the Council's annual planning retreats.

MEMBERSHIP

Area to be Served

The Advisory Council serves the cities and townships directly surrounding FHR including the cities of Rosemount, Inver Grove Heights, Coates, Hastings, Eagan and Apple Valley, and the townships of Empire, Nininger and Vermillion.

Community Member Representation

Geographic: All community members must live in the area to be served. *The cities and neighbors most immediately impacted by the refinery will be allocated more Advisory Council representation than those living further away from the refinery, but still within the area to be served. Specific representation will include:*

Cities

Rosemount	4 members total, preference given to those living within closest proximity to the refinery
Inver Grove Heights	4 members total, preference given to those living within closest proximity to the refinery
Coates	2 members, preference given to those living within closest proximity to the refinery
Apple Valley	2 members
Eagan	2 members
Hastings	2 members

Townships

Empire	1 member
Vermillion	1 member
Nininger	2 members

If qualified candidates for membership from each geographic location cannot be secured, then the CAC may select new members from other areas, taking care to maintain member geographic and other diversity interests.

Selection Criteria and Process

The Advisory Council as a whole is designed to represent the diversity of the communities served. Members will be chosen both for their demographic characteristics and for the interest or expertise they bring to the Advisory Council.

Diversity will be sought with regards to age, gender, ethnicity, income, educational background, occupation, technical expertise (those with technical backgrounds and those without), and those with children and those without. *Except for members from the School for Environmental Sciences, the CAC will be comprised of adults (over 18 years of age) who permanently reside in the defined geographic areas.*

Members should be interested in the community, dependable, willing to commit to attend meetings, and be interested in fulfilling the Advisory Council's mission. They should be curious and interested in learning more about issues that concern the community and the refinery. Advisory Council members should have good communication skills, especially listening skills. They should be comfortable working in a group, and respectful of other opinions, however different from their own. Members should be able to discuss controversial issues in a constructive way, neither diminishing their concerns nor making personal attacks. For documentation of the Council's member selection process, please see the, "Manual for the Annual Selection of New Members to the Advisory Council to Flint Hills Resources."

Advisory Council Community Membership Privacy Policy

The Advisory Council wants current, future, and potential members of the Advisory Council to understand its commitment to personal privacy and how it uses individual's personal information. The Council recognizes that everyone expects and deserves privacy and security of their personal data. Protecting the privacy of all personal information is a responsibility the Advisory Council takes very seriously.

The Advisory Council collects, retains, and uses limited personal data on membership applications for the sole purpose of facilitating the membership selection process in an effort to achieve diversity in the composition of the Advisory Council. Precautionary measures are taken to safeguard applicants' and members' privacy and the confidential information they provide to the Advisory Council. The Advisory Council holds all personal data in strictest confidence. It is accessible exclusively to an independent project consultant who uses the information only to evaluate the appropriateness and eligibility of applicants for the Advisory Council. No information is provided or made available to any other parties, including FHR or the Advisory Council itself.

Flint Hills Resources and the Minnesota Pollution Control Agency Member Representation

Members on the Advisory Council from FHR will include the plant manager, the director of environmental affairs, an hourly staff person selected by FHR's union, and the director of community affairs. Only the plant manager and the union representative will be voting members on the Council.

At the discretion of the Advisory Council, one member from the management team of the Minnesota Pollution Control Agency (MPCA) may serve on the Advisory Council. The representative will be selected by the MPCA, and will be a non-voting member of the Council.

MN School of Environmental Studies, Student Member Representation

The MN School of Environmental Studies located in Apple Valley, MN will be invited to annually appoint a high school student representative to the Advisory Council. The student member may serve up to a two-year term, and will be a full voting member of the Council.

Size and Quorum of the Advisory Council

Approximately 26 people may serve as members of the Advisory Council, 23 of whom will be voting members. All Advisory Council meetings will require a quorum. An active voting member is any of the 23 possible voting Council members present or in direct contact during a vote. No voting by proxy will be accepted.

A quorum is two thirds of the active voting membership. If all 23 voting member positions on the Council are filled, 15 voting members will constitute a quorum.

Terms of Service for Advisory Council Members

Community members shall serve staggered terms of two, three and four years. At the first official meeting of the Advisory Council, one-third of the members may elect to serve a two year term and the remaining members will balance member rotation by selecting either a three or four year term. The Advisory Council may elect to renew the terms of members serving two-year terms.

Following the initial rotation design, new Council members shall serve 3-year terms. No member will serve more than two consecutive terms or 6 years. If a member fills a vacant position, he/she is expected to finish out the term and may then elect to serve an additional term, not to exceed a total of 6 years.

Any person who has served (for any length of time) on the CAC may not apply for membership for three years after leaving the CAC. This policy does not apply to the School for Environmental Sciences student. Equally qualified new candidates will be given preference over former members.

Members from FHR or the MPCA may be replaced by FHR or the MPCA due to changes in staff and management.

Council Member Absences

Three consecutive unexcused absences are considered a vacancy; the Advisory Council administrator will notify the Council facilitator if this occurs. A Council member with three consecutive unexcused absences will receive a phone call from the Council facilitator or administrator concerning the unexcused absences and the Council policy. Unless an acceptable explanation is given, following the telephone contact, the facilitator will first notify the full Council and then send written notification of the vacancy to the Council member. Following written notification, the Council may begin the process of securing a replacement for the member in question.

Removal of Council Members

The Council retains the right to ask for the resignation of members who do not comply with the Council's General Operating Practices, including conflict of interest policies and practices. If

consensus cannot be reached in such a situation, the decision for removal of a member will be made by a 75% majority of the voting membership present.

Life of the Advisory Council/Biennial Evaluations

The Advisory Council is expected to be ongoing, however, it will remain in existence as long as the community members and the plant manager of FHR find it useful. If anyone wishes to disband the Advisory Council, the matter will be brought to the full Council for discussion, evaluation, and to determine if concerns can be resolved. The Advisory Council will be evaluated biennially. The evaluation should be conducted by an independent agency and evaluated against the practices, goals and other criteria as initially established by Advisory Council and the original Steering Committee.

Compensation/Reimbursements

Members are not compensated for their participation on the Advisory Council. Child Care (standard hourly rate x length of the meeting) will be reimbursed and paid for by FHR.

COUNCIL MEMBER ROLES, RESPONSIBILITIES AND EXPECTATIONS

General Duty of All Council Members

The role of all Advisory Council members will be to participate collaboratively in open and frank discussions with the other members of the Advisory Council, and to join with other members of the Advisory Council in addressing and solving problems.

Community Council Member Roles, Responsibilities and Expectations

Participation in Council Meetings and Committees

- Follow the Council Meeting Guidelines as outlined in the Council's Operating Practices.
- Attend regularly scheduled Council meetings. Members are to inform the Council administrator if they are unable to attend a meeting. Three consecutive and unexcused absences will be considered a vacancy and the Council may begin the process of securing a replacement for the member in question.
- Serve on one Council's committee or work team.
- Bring community member concerns that relate to the Council's mission to the attention of the full Council and FHR.
- Promote a meeting environment that encourages dialogue, questions and the transparent sharing of information and data.

Community Liaison and External Communications

- Serve as liaisons between the Council and the neighbors and communities they represent.
- Be accountable to the neighbors and communities represented. Bring community member Council/FHR related questions, comments or concerns to the attention of the full Council.

- Council members are encouraged to annually attend a City Council or Township meeting to publicly notify government officials of their role on the Council. Members will be provided with Council information sheets for use at these meetings. Council members representing the same areas are asked to coordinate their presentations to local government officials/attendance at City or Township meetings. Council members are also asked to briefly report back to the full Council about their presentations at these meetings.
- Alert the Council of community events that may be appropriate for the Council to participate in to promote the Council's mission and activities.
- When speaking to the community or the media, individual members are asked to speak for themselves as members of the Council, and not on behalf of the full Council or Flint Hills Resources, Flint Hills Resources is also asked not to speak to the community or the media on behalf of the Council.

Member Orientation and Ongoing Education

- Prior to their first Council meeting, new members will be required to attend an orientation meeting and asked to become familiar with the *Community Advisory Council to Flint Hills Resources General Operating Policies and Practices*.
- Work with an assigned Council mentor for a minimum of their first three Council meetings. Communicate with their mentor in between meetings as needed, to develop a better understanding of the work of the Council.
- Promote a meeting environment that supports the ongoing learning of all members and mentoring of new members.
- Participate in regular and ongoing Council educational opportunities.
- Agree to seek out additional or background information from Council members and/or FHR as needed to better understand a particular issue or concern.

Flint Hills Resources and Minnesota Pollution Control Agency Member Roles, Responsibilities and Expectations

Flint Hills Resources

Flint Hills Resources plant manager will provide the leadership for FHR on the Advisory Council.

The hourly staff/union representative and the plant manager will participate in the Advisory Council's decision-making on behalf of FHR. No other representative of FHR may participate in Advisory Council decision-making, unless deemed otherwise and approved by the members of the full Advisory Council.

Additional members from FHR's staff may be involved in Advisory Council meetings, as deemed necessary and requested by FHR or the Advisory Council for reporting, discussion, or consultation purposes.

Minnesota Pollution Control Agency

The MPCA representative will serve as liaison between the Council and the MPCA. Liaison role will include the following:

- Act as resource to the Council and its committees, as requested or required, to ensure informed deliberations prior to Council decision-making on environmental concerns.
- Serve as an ongoing member of the environmental committee and serve, as needed, on other Council committees.
- Provide for appropriate representation from the MPCA on technical matters to assist the Council with its deliberations and analysis of environmental data.
- Provide regulatory agency perspective and input on FHR compliance with MPCA and EPA regulations. Answer Council member questions or concerns in areas that the MPCA has regulatory authority.
- As requested by the Council, provide and review the MPCA historical data on FHR.
- As requested by the Council, bring Council member concerns to MPCA management for their review and consideration.
- Examples of Council meeting topics the MPCA may provide input on include, but are not limited to, the following: Title V Permitting, Health Risk Assessments, Placement of Air Monitors, Emergency Notification, Air Monitoring Data Review and Analysis, Greenhouse Gases, Water Remediation

MPCA Representative Reports to:

- Division Director of the MPCA's Industrial Division.
- Reports quarterly to the Division Director, or as needed, to ensure a productive liaison relationship between the Council and the MPCA.

Additional members from the MPCA staff may be involved in Advisory Council meetings, as deemed necessary by the Advisory Council or the MPCA, for reporting, discussion or consultation purposes.

COUNCIL MEMBER CONFLICT OF INTEREST POLICY

The Council will strive to maintain the integrity of its mission and to promote public confidence in its work by minimizing the potential for perceived or actual conflict of interest among its current members.

While serving on the Council, Council members may not participate in any of the following activities:

- Seek employment or contract work with FHR or any subsidiaries of Koch Industries.
- Enter into any Council deliberations that may result in the Council member, a family member (family member defined as spouse, sibling, child, parent or grandparent), or employer receiving professional or financial gain or profit from the Council. Council members are required to disclose any of the above conflict of interests and to recuse themselves accordingly from all Council deliberations on the matter.
- Solicit financial contributions, in-kind donations, or endorsements from FHR, subsidiaries of Koch Industries, and/or individual Council members or staff, on behalf of any nonprofit charitable organization, political campaign, or religious or civic organization.

To avoid conflict of interest, Council members are asked to adhere to and to disclose any of the following to the full Council, either in writing or at the start of a Council meeting, as soon as becoming aware of the potential conflict of interest:

- A family member being hired by FHR or any subsidiaries of Koch Industries.
- Becoming involved in lawsuit involving FHR or any subsidiaries of Koch Industries.
- A family member or employer receiving professional or financial gain or profit from FHR or any subsidiaries of Koch Industries.
- A Council member, or his or her family member, may not solicit a Council member or a FHR or Koch Industries representative, while attending a CAC meeting or serving on the Council.

ADVISORY COUNCIL'S USE OF COMMUNITY ADVISORS AND INDEPENDENT TECHNICAL EXPERTS

Community Advisors

To educate themselves on complex issues or data, the Advisory Council may wish to invite a community advisor to an Advisory Council meeting to provide outside information or consultation. Community advisors could include no cost consultations from an array of state, county and city departments, including but not limited to safety, planning, public health and environmental management. Additional advisors may also be secured from local and national universities, institutes, industry representatives, and nonprofit agencies.

Contract Technical Experts/Independent Consultants

Prior to making recommendations on complex, technical matters or data, the Advisory Council may elect to secure the paid services of an independent expert/consultant.

The following is the Council's criteria and process for the selection of a paid independent consultant or technical expert.

I. Considerations for Determining When to Utilize an Outside, Independent Consultant

- Need for an objective point of view or analysis.
- Need for a technical or subject matter expert.
- Need to discover "Best Practices" to assist the Council in formulating appropriate recommendations.
- Need for an expert who has the demonstrated experience necessary to digest and present complex data in layman's terms.
- Need for an outside evaluation of Council activities or operations.

II. Process and Criteria for Selecting a Consultant/Expert

- a. A Council committee proposes, sponsors and endorses the need for a third party expert/consultant.
- b. The committee prepares a short (one page) document stating:
 1. The NEED for the Project Consultant.
 2. The Project GOALS and DESIRED OUTCOMES
 3. The Consultant DELIVERABLES and TIMELINES
 4. A brief listing of a COST/BENEFITS ratio for

hiring vs. not hiring a consultant. This list may include a list of possible ALTERNATIVES to hiring/paying for an outside consultant/expert, including the use of community resources/experts.

- c. The committee then secures the names and background information on 2 or 3 possible candidates. Candidates must:
 1. Have appropriate training, experience or education as demonstrated via their resume or other professional documentation.
 2. References that can support the candidate's experiences and skills. (Also, see "I." above).
 3. Disclose Conflict of Interest Information (See below. "III.").
 4. Provide competitive, market rates for their services.
- d. Committee forwards finalist candidate to the full Council for their review and approval.
 1. If the Council approves (per Council decision making guidelines) and FHR agrees to finance, the consultant/expert is hired.
 2. If the Council approves but FHR does not agree to pay for the consultant/expert, the FHR plant manager will present the full Council with FHR's rationale for not supporting the Council's decision and/or providing payment for the consultant's services.
 3. At this point, the Council and the sponsoring Committee may elect to secure outside funds for the consultant via forming community partnerships and/or fundraising efforts.

-Or -

The sponsoring committee may elect to meet with the FHR plant manager and negotiate the terms of an acceptable agreement for hiring the outside consultant/expert.

If the sponsoring committee elects to negotiate with FHR, the Council facilitator - or a third party neutral mediator approved by the sponsoring committee and the FHR plant manager - will assist the parties in developing an acceptable negotiated agreement.

III. Process and Criteria for Selecting a Consultant/Expert: Conflict of Interest Considerations

The Council will strive to maintain the integrity of the Council and to promote public confidence in its work by minimizing the potential for conflict of interest when selecting an outside consultant/expert.

The Council will require each consultant candidate to provide full disclosure of any possible conflict of interest with the FHR or the Council. Conflict of Interests may include, but not be limited to the following:

- o Having worked for FHR as a consultant or an employee in the past 10 years.
- o Involved in a lawsuit with FHR – currently or in the past.

- Being related to any member of the Council, including FHR or MPCA representatives.
- A documented bias toward the subject matter or issue to be examined that might lead to a perception of lack of consultant/expert objectivity.

In considering a consultant candidate, and prior to a vote on the approval or disapproval of a consultant, the full Council must first review and discuss the disclosed conflict of interest information and vote to accept the consultant as a candidate based on their conflict of interest disclosure.

MEETINGS OF THE ADVISORY COUNCIL

Frequency and Location

The Advisory Council meets monthly, September – May. Meetings are held the second Monday of the month at a time and location approved by Council members. Meeting locations may vary to make attendance convenient for members of the Advisory Council as well as members of the public interested in attending Council meetings.

Meeting Facilitation and Agenda Development

A professional, neutral facilitator will run all the meetings and serve to coordinate and administer the ongoing efforts of the Advisory Council. At the close of every meeting, the members of the Advisory Council will review the next meeting's draft agenda and meeting topics. Every Council meeting agenda will include an opportunity for public comment.

Conduct of Meetings

Members will abide by the operating principles and meeting guidelines as developed by members of the Advisory Council.

The Advisory Council will operate in an informal but orderly manner, using consensus rather than voting as a decision-making process. This does not mean that all discussions are meant to result in consensus recommendations.

A professional facilitator conducts meetings. All members will be encouraged to participate in discussions.

Advisory Council Meeting Guidelines

- 1) Council members will work together with the Council facilitator to conduct productive and respectful meetings.
- 2) Common courtesies and civility are practiced. Examples include:
 - One person speaks at a time, as called upon or recognized by the Council meeting facilitator.
 - We listen to one another to understand and establish a shared understanding of the issues at hand.
 - “Reality Checks” are conducted and encouraged. In other words, we agree to ask questions or request additional information when we are uncertain or unclear about the information being shared.
 - Differences of opinion are respectfully expressed and shared. In some cases after listening to one another, members may “agree to disagree.”
 - We work to encourage inclusive, participatory dialogue. For instance, the Council facilitator may elect not to call on a person for a second time until others have had a first opportunity to speak.
- 3) Council members request that members of the public who attend and participate in Council's monthly meeting adhere to *Advisory Council Meeting Policies and Practices* and the *Advisory Council Meeting Principles and Guidelines*. The Council Facilitator will work with the members of the Council and the public to ensure the Council meeting policies, practices and meeting guidelines are followed.

Meeting Observers/Guests

Advisory Council meetings are open to the public. The Advisory Council retains the option to meet in closed session. A section of each meeting room will be set-aside for observers. Each agenda will include an opportunity for meeting observers to make comments related to the mission and scope of the Advisory Council. Additional opportunities may be provided as time permits. All observers will be asked to introduce themselves and provide their name on a meeting sign in sheet.

Advisory Council Meeting Principles and Practices

- 1) The Advisory Council invites and encourages members of the public to attend monthly Council meetings.
- 2) Members of the public will be invited to present brief remarks during the public comment portion of the meeting. Remarks will be limited to 3 – 5 minutes, depending upon the number of individuals interested in speaking to the Advisory Council at any one meeting.
- 3) Members of the public interested in presenting more in-depth information or inquiry of the Advisory Council, should contact the relevant Advisory Council committee or the Council facilitator to seek more formal input or time at an Advisory Council meeting.
- 4) During Advisory Council meetings, at the end of Advisory Council member question and discussion periods, members of the public will be invited to ask questions pertaining to the subject being discussed. The facilitator will request and refer all other public questions or comments to the appropriate Advisory Council committee or to FHR for discussion at another time.
- 5) Members of the public wishing to provide comment to the Advisory Council and/or who attend Advisory Council meetings are asked to check-in with the Advisory Council meeting facilitator prior to the start of the meeting. Whenever possible, prior to the meeting, visitors will be introduced to the Advisory Council member representing their area.

COUNCIL APPOINTED COMMITTEES

The Council may elect to form committees to implement the goals created by the Council at its annual planning retreats. Generally speaking, Council committees and goals will form around the three focus areas outlined in the Council's mission statement: environment, safety and community outreach/communication. Every member of the Council will be expected to serve on one of the Council's committees. Every effort will be made to minimize the need for committees to meet outside regularly scheduled Council meetings. Each committee will appoint a chair or co-chairs who will be responsible for providing committee leadership and assisting the committee in meeting its annual goals.

PRODUCTS OF THE ADVISORY COUNCIL

The Advisory Council will produce the following items on a routine basis.

Meeting Announcements: The facilitator (administrator, or other person assigned by the facilitator) will prepare and distribute the announcements. They will be sent to the Advisory Council membership, the Steering Committee and others upon request.

Meeting Notes: The facilitator (administrator, or other person assigned by the facilitator) will prepare a draft of the meeting notes and distribute it to the Advisory Council membership. Each meeting will include an opportunity for the Advisory Council to approve the notes, revising if necessary.

All approved monthly meeting notes will be posted on the Council's website for review by community members and the public. Approved meeting notes will also be emailed directly to area public officials, and others, as requested by any interested party or as identified by members of the Advisory Council.

Membership List: The Council administrator will maintain an up-to-date membership list with members' contact information and distribute it periodically to the Advisory Council. The list may not be distributed to any group or individuals outside the Advisory Council without the Advisory Council's prior approval.

The Council and its Committees may also produce periodic reports documenting their research and Council activities. All reports, once approved by the Council, will be posted on the Council's website.

The Advisory Council may elect to produce educational or promotional materials. Council members will be responsible for determining the intended audience, content, and who will develop, produce and distribute the materials. In addition, Council members will be responsible for determining if funds are available for the production and distribution of the materials, or for developing a plan to secure funding.

FINANCIAL RESOURCES

Funding for the Advisory Council will be provided by FHR. Funding includes mailings and administrative costs of supporting the Advisory Council, facilitator and Administrator fees, meeting materials and refreshments, the Council's website, publications, community outreach efforts and reimbursement for childcare necessary for meeting attendance.

Additional funds will be provided by FHR for the payment of independent consultants, and other projects, as deemed significant and necessary to the Advisory Council operations and mission. (See above, *Advisory Council's Use of Community Advisors and Independent Technical Experts* for a selection process for the hiring of an outside consultant.)

ROLE OF THE ADVISORY COUNCIL FACILITATOR AND ADMINISTRATOR

A professional, independent facilitator will be used for all Advisory Council meetings. In general, the facilitator's job is to assure an effective and balanced group process. The role of the facilitator in the initial meetings will be to assist the Advisory Council in (1) developing collaborative skills, (2) developing a set of meeting principles and guidelines, including the establishment of a consensus decision-making process, (3) further developing or refining its general operating practices, and (4) establishing a set of prioritized goals and/or issues to be addressed by the Advisory Council.

Additional ongoing duties will include: (1) preparing agendas after the Advisory Council selects the topics, (2) facilitating the Advisory Council meetings, (3) enforcing meeting principles and guidelines and/or reminding the Advisory Council to do so, (4) assisting the group in managing or resolving its conflicts, and (5) tracking Advisory Council suggestions and seeing that the group determines how to deal with them.

The role of the administrator will include: (1) preparing meeting notices and distributing them, (2) preparing meeting notes for the Advisory Council's approval, (3) keeping lists and maintaining files, (4) arranging presentations for the involvement of independent consultants and/or community resources, (5) tracking and reporting attendance to the facilitator and the Advisory Council, (6) handing all Council communications with members and the community at large, and (7) drafting other materials as requested by the Advisory Council.

Coordination and administrative duties may be conducted by an individual other than the facilitator, as selected and managed by the facilitator, unless otherwise arranged by the Advisory Council and the facilitator.

The facilitator works at the discretion of the Advisory Council.

FHR pays for the facilitator, including all coordination and administrative services provided by the facilitator, or assigned and managed by the facilitator. The Advisory Council will work with FHR when hiring or replacing a facilitator, and will strive to satisfy the needs of the Advisory Council, while complying with FHR's fiscal considerations.

COMMUNICATIONS WITH THE COMMUNITY AND THE MEDIA

Communications with the Community: The Advisory Council will communicate with the community through the following forums and methods: annual community meetings, attendance at public and/or community meetings, occasional mailings, articles in local community papers, development and maintenance of a website, a voice mail box for public comment, and other methods as identified and approved by the Advisory Council.

Media Relations and New Releases: The Advisory Council will develop and distribute press releases and media notices concerning the Advisory Council and its activities. FHR may not promote or publicize any information about the Advisory Council without the Advisory Council's prior approval.

Spokesperson: Individual members do not speak for the Advisory Council as a whole unless authorized by the Council to do so. The Advisory Council members do not speak to the media or the community on behalf of FHR. FHR does not speak to the community or the media on behalf of the Advisory Council. The Advisory Council may identify and authorize a member(s) to serve as an official media spokesperson(s) for the Advisory Council.

RELATIONSHIP BETWEEN THE ADVISORY COUNCIL AND THE STEERING COMMITTEE

The Koch Community Advisory Council Steering Committee worked with a consultant to establish the Advisory Council. The Advisory Council is to serve independent of the Steering Committee.

The members of the original Steering Committee will serve to support the ongoing efforts of the Advisory Council, as deemed necessary, and when requested by the Advisory Council.