



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

ADDRESS: P.O. Box 110, Rosemount, MN 55068  
PHONE: 651.429.8391  
WEB: <http://www.flinthillscac.org>

Originally Developed and Approved: December 1998  
Revised: April 2018

## Contents

PURPOSE OF THIS DOCUMENT .....	4
MISSION .....	5
GUIDING PRINCIPLES .....	5
ADVISORY ROLE & DECISION-MAKING AUTHORITY.....	5
ADVISORY COUNCIL GOALS AND OBJECTIVES.....	5
MEMBERSHIP.....	6
<i>Area to be Served</i> .....	6
<i>Community Member Representation</i> .....	6
<i>Selection Criteria and Process</i> .....	6
<i>Advisory Council Community Membership - Privacy Policy</i> .....	7
<i>Flint Hills Resources Member Representation</i> .....	7
<i>MN School of Environmental Studies, Student Member Representation</i> .....	7
Size and Quorum of the Advisory Council.....	8
Terms of Service for Advisory Council Members.....	8
Advisory Council Member Absences .....	8
Removal of Advisory Council Members .....	8
Life of the Advisory Council/Biennial Evaluations.....	8
Compensation/Reimbursements .....	9
ADVISORY COUNCIL MEMBER ROLES, RESPONSIBILITIES AND EXPECTATIONS.....	9
General Duty of All Advisory Council Members.....	9
Community Advisory Council Member Roles, Responsibilities and Expectations .....	9
Flint Hills Resources Member Roles, Responsibilities and Expectations .....	10
ADVISORY COUNCIL MEMBER CONFLICT OF INTEREST POLICY.....	11
ADVISORY COUNCIL'S USE OF COMMUNITY ADVISORS AND INDEPENDENT TECHNICAL EXPERTS.....	11
Community Advisors .....	11
Contract Technical Experts/Independent Consultants .....	12
MEETINGS OF THE ADVISORY COUNCIL .....	14
Frequency and Location.....	14

Meeting Facilitation and Agenda Development ..... 14  
Conduct of Meetings..... 14  
Advisory Council Meeting Guidelines ..... 14  
Advisory Council Meeting Principles and Practices ..... 15  
ADVISORY COUNCIL APPOINTED COMMITTEES..... 15  
PRODUCTS OF THE ADVISORY COUNCIL ..... 16  
ROLE OF THE ADVISORY COUNCIL FACILITATOR AND ADMINISTRATOR.. 16  
COMMUNICATIONS WITH THE COMMUNITY AND THE MEDIA..... 17

## 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 Advisory Council in 1999. The full Council reviews and revises the document at its annual retreat, or as deemed necessary by the members of the Advisory Council.

## MISSION

The Community Advisory Council (CAC) to Flint Hills Resources (FHR) is a group of individuals representing local community interests affected by the operations of FHR Pine Bend LLC located in Rosemount and Inver Grove Heights, MN.

The purpose of the CAC is to provide two-way communication between the community and FHR Pine Bend Leadership. It provides members with an opportunity to discuss issues and make recommendations to FHR regarding environmental, health, and safety issues of concern to the people living or working within close proximity to the refinery. It also provides a mechanism for FHR to solicit direct feedback from the community regarding refinery operations and plans.

## 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 Advisory Council, and approval by 2/3 of those voting members present.

## ADVISORY COUNCIL GOALS AND OBJECTIVES

The Advisory Council Goals and Objectives will be reviewed, updated and approved at the Advisory 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:

<b>Community</b>	<b>Members</b>
Rosemount	Four with preference given to those living within closest proximity to the refinery
Inver Grove Heights	Four with preference given to those living within closest proximity to the refinery
Coates	Two with preference given to those living within closest proximity to the refinery
Hastings	Two
Apple Valley	Two
Eagan	Two
Empire Township	One
Vermillion Township	One
Nininger Township	Two

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 the student member, 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 Advisory 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 Advisory 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 Council staff, independent from FHR, who use 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 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.

#### *Student Member Representation*

A student from a school from within the Advisory Council's represented communities may be appointed to a one-year term on the Advisory Council. The student member may serve up to a two one-year terms, and will be a full voting member of the Advisory 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 Advisory Council members present or in direct contact during a vote. No voting by proxy will be accepted.

A quorum is  $\frac{2}{3}$  of the active voting membership. If all 23 voting member positions on the Advisory Council are filled, 15 voting members will constitute a quorum.

## Terms of Service for Advisory Council Members

New Advisory 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 two terms (for of 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 student. Equally qualified new candidates will be given preference over former members.

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

## Advisory Council Member Absences

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

## Removal of Advisory Council Members

The Advisory Council retains the right to ask for the resignation of members who do not comply with the Advisory 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  $\frac{2}{3}$  majority of the voting membership present. Voting may only occur if a quorum as defined above is present.

A member will be removed if FHR provides evidence of a conflict of interest. This does not require FHR to provide proprietary information.

## 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 Advisory



Council for discussion, evaluation, and to determine if concerns can be resolved. 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.

## ADVISORY COUNCIL MEMBER ROLES, RESPONSIBILITIES AND EXPECTATIONS

### General Duty of All Advisory 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 Advisory Council Member Roles, Responsibilities and Expectations

#### *Participation in Advisory Council Meetings and Committees*

- Follow the Advisory Council Meeting Guidelines as outlined in the Advisory Council's Operating Practices.
- Attend regularly scheduled Advisory Council meetings. Members are to inform the Advisory Council administrator if they are unable to attend a meeting. Three consecutive and unexcused absences will be considered a vacancy and the Advisory Council may begin the process of securing a replacement for the member in question.
- Bring community member concerns that relate to the Advisory Council's mission to the attention of the full Advisory 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 Advisory Council and the neighbors and communities they represent.
- Be accountable to the neighbors and communities represented. Bring community member Advisory Council/FHR related questions, comments or concerns to the attention of the full Advisory Council.
- Advisory Council members are encouraged to annually attend a City Council or Township meeting to publicly notify government officials of their role on the Advisory Council. Members will be provided with Advisory Council information sheets for use at these meetings. Advisory Council members representing the

same areas are asked to coordinate their presentations to local government officials/attendance at City or Township meetings. Advisory Council members are also asked to briefly report back to the full Advisory Council about their presentations at these meetings.

- Alert the Advisory Council of community events that may be appropriate for the Advisory Council to participate in to promote the Advisory 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 Advisory Council, and not on behalf of the full Advisory Council or Flint Hills Resources, Flint Hills Resources is also asked not to speak to the community or the media on behalf of the Advisory Council.

#### *Member Orientation and Ongoing Education*

- Prior to their first Advisory 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 Advisory Council mentor for a minimum of their first three Advisory Council meetings. Communicate with their mentor in between meetings as needed, to develop a better understanding of the work of the Advisory Council.
- Promote a meeting environment that supports the ongoing learning of all members and mentoring of new members.
- Participate in regular and ongoing Advisory Council educational opportunities.
- Agree to seek out additional or background information from Advisory Council members and/or FHR as needed to better understand a particular issue or concern.

#### [Flint Hills Resources Member Roles, Responsibilities and Expectations](#)

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.

## ADVISORY COUNCIL MEMBER CONFLICT OF INTEREST POLICY

The Advisory 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 Advisory Council, Advisory 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 Advisory Council deliberations that may result in the Advisory 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 Advisory Council and/or any of its activities.
- Advisory Council members are required to disclose any of the above conflict of interests and to recuse themselves accordingly from all Advisory Council deliberations on the matter.
- Solicit financial contributions, in-kind donations, or endorsements from FHR, subsidiaries of Koch Industries, and/or individual Advisory Council members or staff, on behalf of any nonprofit charitable organization, political campaign, or religious or civic organization.

To avoid conflict of interest, Advisory Council members are asked to adhere to and to disclose any of the following to the full Advisory Council, either in writing or at the start of a Advisory 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.
- An Advisory Council member, or his or her family member, may not solicit a Advisory Council member or a FHR or Koch Industries representative, while attending a CAC meeting or serving on the Advisory 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 MN Pollution Control Agency, 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 Advisory 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 Advisory 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 Advisory Council activities or operations.

#### II. Process and Criteria for Selecting a Consultant/Expert

- a. An Advisory 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 Advisory Council for their review and approval.
  1. If the Advisory Council approves (per Advisory Council decision making guidelines) and FHR agrees to finance, the consultant/expert is hired.
  2. If the Advisory Council approves but FHR does not agree to pay for the consultant/expert, the FHR plant manager will present the full Advisory Council with FHR's rationale for not supporting the Advisory Council's decision and/or providing payment for the consultant's services.
  3. At this point, the Advisory 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 Advisory 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 Advisory Council will strive to maintain the integrity of the Advisory Council and to promote public confidence in its work by minimizing the potential for conflict of interest when selecting an outside consultant/expert.

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

- a. Having worked for FHR as a consultant or an employee in the past 10 years.
- b. Involved in a lawsuit with FHR – currently or in the past.
- c. Being related to any member of the Advisory Council, including FHR or MPCA representatives.
- d. 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 Advisory 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 every two months, September – May. The schedule of meetings starting in September of each year will be determined at the May retreat. Meetings are held the second Monday of the month at a time and location approved by Advisory 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 Advisory 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 Advisory 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

Advisory Council members will work together with the Advisory Council facilitator to conduct productive and respectful meetings.

Common courtesies and civility are practiced. Examples include:

- One person speaks at a time, as called upon or recognized by the Advisory 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 Advisory Council facilitator may elect not to call on a person for a second time until others have had a first opportunity to speak.

Advisory Council members request that members of the public who attend and participate in Advisory Council’s monthly meeting adhere to Advisory Council Meeting Policies and Practices and the Advisory Council Meeting Principles and Guidelines. The Advisory Council Facilitator will work with the members of the Advisory Council and the public to ensure the Advisory Council meeting policies, practices and meeting guidelines are followed.

### Advisory Council Meeting Principles and Practices

- 1) The Advisory Council invites and encourages members of the public to attend monthly Advisory 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 Advisory 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.

## ADVISORY COUNCIL APPOINTED COMMITTEES

The Advisory Council may elect to form committees to implement the goals created by the Advisory Council at its annual planning retreats. Generally speaking, Advisory Council committees and goals will form around the three focus areas outlined in the Advisory Council’s mission statement: environment, health and safety, or community

outreach/communication. Members of the Advisory Council may volunteer for committees, which will to meet outside regularly scheduled Advisory Council meetings.

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

The Advisory Council may elect to produce educational or promotional materials. Advisory Council members will be responsible for determining the intended audience, content, and who will develop, produce and distribute the materials. In addition, Advisory 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.

## 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.

Duties 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, and (6) engaging and supervising an administrator.

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 Advisory Council communications with members and the community at large, and (7) drafting other materials as requested by the Advisory Council, and (8) providing additional administrative support to the facilitator and 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 Advisory 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.