



Regional Planning Organization Project

SUMMARY

RPO Project Steering Committee Members

Counties Represented

Geary County
Pottawatomie County
Riley County

Cities Represented

City of Junction City
City of Manhattan
City of Wamego

Institutions Represented

Governor's Military Council
Flint Hills Regional
Task Force
Kansa State University
Fort Riley Deputy Garrison
Commander

Chambers Represented

Junction City Chamber
Manhattan Chamber
Wamego Chamber

Introduction

The Regional Planning Organization Project is a collaborative effort in the 3-county region of Geary County, Pottawatomie County, and Riley County to design a new organization—a Regional Planning Organization (RPO)—to help address common challenges in new ways. A project Steering Committee composed of key elected officials and chamber of commerce directors, and representatives of Kansas State University, Fort Riley, and the Flint Hills Regional Task Force has guided the RPO Project. The project components include:

- a strategic plan to address its initial activities,
- a structure and bylaws to define its organization,
- a budget to identify potential revenues and expenditures,
- an operations manual to guide its potential policies and procedures, and
- other items critical to launching the new regional organization.

The Steering Committee was assisted by a Technical Management Team of key professional staff and a group of consultants assembled by Bucher, Willis & Ratliff Corporation, including regional experts Bill Dodge and Ron Thomas, and the *Center for Engagement and Community Development* at Kansas State University.

The Steering Committee met monthly from April, 2009 through ____, 2009 at which time the committee turned its responsibilities over to the FH Regional Council—the product of the project.

The 3-county region has a population of approximately 122,000 (2008 Census Estimate). It has 22 municipalities; the three largest are Junction City, Manhattan and Wamego. In addition to Geary, Pottawatomie and Riley Counties, a new regional organization could also serve adjoining counties, especially Clay, Dickinson, Morris, and Wabaunsee Counties. (**Note:** To be modified based on the participation of the other four counties. Add map exhibit once know FHRC membership)

The relocation of the home base of the 1st Infantry Division to Fort Riley has already had an impact on the region during this decade. By Fiscal Year 2011, Fort Riley is scheduled to be the base for 19,000 soldiers, compared to about 9,500 prior to the Base Realignment and Closure (BRAC) study in 2005. The recent announcement of Kansas State University to house the National Bio and Agro-Defense Facility (NBAF) research facility will further impact the commercial, industrial and research-institutional sectors of the regional economy.



The region has a long history of regional cooperation.

RPO Project Technical Management Team

County Appointed Officials

Geary County Clerk
Pottawatomie County
Administrator
Riley County Zoning
Administrator

City Appointed Officials

City Manager, Junction City
City Manager, Manhattan
City Manager, Wamego

Institution Appointed Official

Fort Riley: Plans, Analysis, and
Integration Director

Throughout the 1990s, the Tri-County Congress brought local leaders together to dialogue on regional issues. In this decade, the expansion of Fort Riley resulted in launching a continuing series of regional initiatives, culminating in adoption of two post-BRAC plans, both of which called for creation of a regional planning organization:

- the *Strategic Action Plan and Growth Impact Assessment for the Flint Hills Region* (2006), and
- the *Flint Hills Regional Growth Plan* (2007).

In addition, Fort Riley established a Community Partnership Council to engage public, private, and educational stakeholders in its planning process. The Junction City, Manhattan, and Wamego Chambers of Commerce hold annual, and mid-year retreats on timely topics. Their joint mid-year retreat in July, 2009 focused on the RPO Project. This history of regional cooperation is matched by a wide range of interlocal agreements, especially between cities and their counties, such as the joint planning boards for Junction City and Geary County and for Manhattan and Riley County, and the Pottawatomie County Economic Development Corporation.

AN RPO will assist community leaders and citizens to address regional challenges.

Regions are the new communities of the 21st century. RPOs—sometimes called regional councils (of governments) or regional planning commissions—are created by local governments to take advantage of the opportunities offered by common challenges. RPOs provide services desired by their members, and assist them in securing funds from federal and state agencies, and from other funding sources, for agreed-upon actions to address common challenges.

RPO Potential Benefits

The potential benefits of an RPO for our region include:

- Coordinating informed, integrated responses to common challenges by providing neutral meeting places and skilled professional assistance—for example, responding to Fort Riley's desire to have a single point of contact and common place to discuss topics that cut across our region.
- Helping take advantage of federal/state funding opportunities, such as:
 - federal appropriation requests,
 - becoming an Economic Development District to pursue common economic development activities and funding,
 - becoming a Metropolitan Planning Organization to prepare transportation plans and receive federal funding, and
 - assisting members to assure that all of our region's population is counted in the 2010 decennial census.
- Providing members with assistance in preparing grant applications, training staff and citizens, and preparing local plans/model codes.



- Building state/national relationships, by participating in state/national dialogues on common challenges and preparing joint initiatives for state/national support.

The RPO will provide our region with the capacity to facilitate regional coordination, communication and monitoring and will allow us to speak more effectively with one voice. It will assist local governments and others to better coordinate efforts in areas such as economic development, military relations, environment, emergency preparedness, data coordination, grant applications, growth planning, population forecasting, workforce education, housing and community development, and transportation planning.

The RPO will have a board of directors nominated by its members—the region's general purpose local governments—and will address opportunities and facilitate joint actions only with the board's approval.

The RPO Project engaged stakeholders in designing the RPO.

The RPO project sought ideas and support from project stakeholders and the public-at-large in numerous ways. These included two rounds of meetings with local government governing bodies and the public—in the 3-county region and with officials from the other four counties in the outlying 7-county region—participating in the joint mid-year Chambers of Commerce retreat in July, posting materials on the project website www.rpoproject.com, issuing monthly press releases, and conducting an Open House for final public input in fall, 2009.

Our region has successfully undertaken regional efforts on an informal, project-to-project basis. It has had experience in dividing up the local costs of conducting these activities, shifting from equal shares to population-based sharing in recent activities. Regional stakeholders have participated in or are aware of successful interlocal and regional cooperation efforts. As a result of these experiences, however, regional stakeholders realize they need an ongoing, professional, neutral capacity to address current and especially emerging regional challenges.

RPO Bottom Line Recommendation

**Bottom Line: The RPO Project Steering Committee recommends
launching the FH Regional Council (FHRC).***

(* FHRC will be used until an official name is selected by the SC.)



Section One

FH Regional Council Strategic Plan

The RPO Project leaders—the Steering Committee (SC) and Technical Management Team (TMT), facilitated by the consultant team—explored a cross-section of regional councils to evaluate their activities. The SC/TMT conducted an analysis of the potential opportunities and threats to launching the FHRC and the potential strengths and weakness of the FHRC.

With this background, the RPO Project developed a mission for the FHRC, which answers the question:

Defining a Mission

What does the FHRC offer to the region in the foreseeable future?

The RPO Project developed a vision for the FHRC, which answers the question:

Visioning

**What does the FHRC have the potential to be
Ten-to Twenty-years in the future and beyond?**

Then, the RPO Project developed goals for the FHRC, which answers the question:

Goal Setting

**Where should the FHRC be focusing its activities
in the first three years?**

Finally, it developed a strategic plan for the FHRC, which answers the questions:

What actions should the FHRC take?

Strategic Planning

What strategic initiatives could it pursue in the first three years?

**What are the potential results—accomplishments—could it achieve
in the first three years?**

The results of the July 15, 2009 Joint Chamber Retreat and other stakeholder meetings were used to guide the development of goals and action steps. The FHRC Strategic Plan will be revised and adopted by the FHRC in its initial year of operations.



RPO Vision

FHRC Vision

The northern Flint Hills region of Geary, Pottawatomie and Riley Counties is flourishing with an exceptional Heartland lifestyle, world-class knowledge economy, and inspiring Tallgrass Prairie environment. The accomplishments of the individual and distinct communities of the region have been through an extraordinary level of trust, cooperation and mutual support. The achievements have been gained with the vision, leadership, assistance and expertise of the FHRC including the contributions of partners, such as Kansas State University, Fort Riley, and local chambers of commerce.

RPO Mission

FHRC Mission

The FHRC is a voluntary service association of the local governments of Geary, Pottawatomie and Riley Counties and other civic leaders to provide service of mutual benefit to the region best gained from cooperation and partnership. Through open communications, excellent data resources and professional expertise of the highest standards, the FHRC provides leadership support and technical assistance across all government and civic sectors of the three counties and beyond, as requested. The FHRC achieves success through equitable, cost efficient sharing of resources, and mutual efforts to bring new resources and added value for benefit to the region as a whole.

RPO Goals

FHRC Goals

The RPO Project developed goals for the FHRC to set forth where should the FHRC be focusing its activities in the first three years:

Regional Service Goal

Goal 1 – Serving the Region

Develop the regional capacity for planning resources in support of a vital, sustainable region including transportation, economic development, water and other natural resources, data/GIS resources and others as continuously identified by the agency board.

Local Service Goal

Goal 2 – Serving the Region’s Communities

Provide timely, cost effective, expert professional services to the member communities of the region that are continuously revised and improved to support the region as a place of livable, economically vital, and sustainable distinct communities.

Organizational Goal

Goal 3 - Creating the Organization

Create an effective regional organization in service to all of the communities in the region operating with the highest level of integrity and professionalism.

**Funding Resource Goal****Goal 4 – Funding a Sustainable Regional Organization**

Ensure continuous support from state and federal funding sources in support of the regional agency mission and goals. Local funding will provide the resources for local requirements, grant matches and other supplemental funding necessary for successful agency operations. The agency will operate in an entrepreneurial spirit that seeks effective use of available funding and new resources to support its regional mission.

The FHRC should consider the range of programs available to full service regional agencies in developing its annual work plan. Regional agency services, while as varied in type as regional agencies are in number, support and funding, come from three main sources:

- Traditional planning and service areas, such as economic development and transportation,
- New and emerging planning and service areas, such as homeland security, energy, and green infrastructure, and
- Other regional agency functional service areas, such as grant-writing and pass through funding to members.

Potential FH Regional Council Results

The FHRC will determine the priority activities to pursue in revising and adopting the FHRC Strategic Plan. Potential FHRC accomplishments in the initial three years could include some of the accomplishments listed on the following table, and other accomplishments as opportunities for cooperation are brought to the region by members of the FHRC.



Regional Service Goal

FHRC Potential Accomplishments

Potential FHRC Accomplishments	Year 1	Year 2	Year 3
Regional Legislative Agenda	✓	✓	✓
State of Region Report	✓	✓	✓
Collaborate with Joint Chamber Retreats	✓	✓	✓
Regional Economic Development Plan	✓		
Regional Economic Development District		✓	
Regional Transit Study		✓	
Metropolitan Planning Organization	Preparation Studies	Preparation Studies	✓
Regional Data Base	Housing Data Base	Economic Development Data Base	Transportation Data Base
Regional Publications	FHRC Brochure, Quarterly One-Page Report	Quarterly One-Page Report, Regional Challenge Series 1, 2	Quarterly One-Page Report, Regional Challenge Series 3, 4
Other Regional Plans (Transportation, Tourism, Housing, Watershed, Regional Center)		✓	✓

Local Service Goal

FHRC Potential Accomplishments

Potential FHRC Accomplishments	Year 1	Year 2	Year 3
Full Count Census & Reporting	✓	✓	✓
Local Planning Assistance Projects	✓	✓	✓
Member Program Joint Grant Applications (transportation, data, housing, homeland security, local planning, energy, etc.)		✓	✓



Organizational Goal

FHRC Potential Accomplishments

Potential FHRC Accomplishments	Year 1	Year 2	Year 3
Execute Members Agreement	Before Year 1		
File Incorporation Papers	Before Year 1		
Establish FHRC/Hold Organizational Meeting	Begin Year 1		
Adopt Bylaws and Budget	Early Year 1		
Secure Office/Install Communications Systems	Early Year 1		
Hire Executive Director	Early Year 1		
Adopt Operations Manual	Early Year 1		
Hire Key Staff	First Half Year 1		
Secure IRS Tax Exemption	✓		
Equip Office	✓ Basic Operations	✓ Data Systems	✓ Transportation Systems
Execute Key Contracts (financial management, audit, office software/groupware, etc.)	✓	✓	✓
Hold Regular Board Meetings	✓	✓	✓
Hold Biennial Board Retreat	✓		✓
Hold Annual Meeting/Conference		✓	✓
Develop Working Relationships with other Regional Organizations (Fort Riley CPC, Kansas State University, NCRPC, etc.)	Memoranda of Understanding (MOUs)	Joint Activities	Joint Activities
Consider New Members	✓	✓	✓



Funding Resource Goal

FHRC Potential Accomplishments

Potential FHRC Accomplishments	Year 1	Year 2	Year 3
OEA Grant (5 years)	✓	✓	✓
EDA Economic Development District Grant		✓	✓
Pre-MPO Certification Grant and MPO Certification Steps		✓	✓
Member Program Joint Grant Applications (transportation, data, housing, homeland security, local planning, energy, etc.)	One	One	Two
Regional Cooperation Fund			✓

Bottom Line: the FHRC will provide tangible benefits to the region in its initial three years.



Section Two

FH Regional Council Structure

Address common concerns

The SC/TMT considered various options for structuring the FHRC. It especially benefited from the counsel of the excellent staff at two Kansas regional organizations—the North Central Regional Planning Commission and the Mid-America Regional Council. The recommended legal structure for the FHRC is a nonprofit corporation that has the purposes, functions and powers to address the common concerns facing its members and design and pursue strategies of actions to address them.

Recommended Membership

FHRC Members

The SC/TMT recommends that the members of the FHRC be the general purpose local governments who execute and remain in compliance with expectations in the Members' Agreement. Whereas all regional stakeholders—from corporate CEOs to individual members of the public—are critical participants in FHRC activities, general purpose local governments need to serve as the sponsors and primary supporters of the FHRC. The founding members only need to execute the Member's Agreement. Future members need to be approved by existing members.

Recommended Board

Board of Directors

The SC/TMT considered the range of key regional stakeholders. It considered various criteria for selecting directors, including:

- The Board of Directors needs to meet state and federal guidelines for its composition, such as over 50% of the members must represent general purpose local governments, especially elected officials.
- The Board of Directors has balanced membership so no particular interests can dominate and decisions require a consensus among members.
- Key regional stakeholders need to be represented on the FHRC Board of Directors or its principal committees.

Voting Members

The SC/TMT recommends the following voting directors for the FHRC Board of Directors (items in quotation marks are from the draft FHRC bylaws):

“Appointed Directors: From time to time, and for so long as they are members of the Council, Geary County, Pottawatomie County, and Riley County, and the City of Junction City, the City of Manhattan, and the City of Wamego shall each have the power to appoint one (1) member of the board of directors.



Elected Directors: Before the Council's annual meeting, those members of the Council that are public agencies, political subdivisions, or municipalities residing or located in any one member county (but excluding those listed in Section 5.3(a) above) shall have the power to collectively elect, from among themselves, one local elected official.

At-Large Directors: At the annual meeting, the members may elect additional members of the board of directors by a majority vote, as long as the additional members are less than the sum of appointed and elected directors.”

Non-Voting Members

The SC/TMT recommends the following non-voting directors of the FHRC Board of Directors:

“Non-Voting Advisory Directors. In addition to the director positions outlined above, the board of directors, acting by majority vote, may appoint non-voting advisory directors representing major area-wide citizen interest. Such non-voting members shall serve at the pleasure of the board of directors. Notwithstanding the foregoing, and unless specifically elected by the members of the Council as full directors of the Council, the following persons, or their respective designated representatives, shall serve as ex-officio directors of the board:

- The President of Kansas State University;
- The respective presidents of the Junction City, Manhattan, and Wamego Chambers of Commerce;
- The Secretary of the Kansas Department of Transportation;
- The Chair of the Flint Hills Regional Task Force;
- The Chair of the Governor’s Military Council; and
- The Garrison Commander at Fort Riley, Kansas.”

Voting Procedures

Consensus that respects all interests

The SC/TMT especially considered the criteria of simplicity and maintaining a balance in the votes of the board of directors. It was especially concerned that the voting process encouraged finding a consensus among directors on all decisions, and, if necessary, keeping the directors working on a decision until they found a consensus that respects all interests and prevents domination by particular interests.

The SC/TMT recommends providing one vote for each director. Most votes require a simple majority vote. A 75% super majority vote is required to add members or territory to the Council, remove a member or director, approve annual member assessments, or amend the bylaws of the Council. Proxy voting is not permitted.

Once the FHRC is established, the SC/TMT recommends that it monitor voting to assure that it continues to encourage building a consensus before making decisions.



Critical to carrying out the mission, vision, and activities

Purposes, Functions, and Powers

The SC/TMT considered the purposes, functions, and powers of the sample of regional organizations mentioned above. It selected purposes that were consistent with the mission and vision developed in the FHRC Strategic Plan. It selected the functions and powers that are critical to carrying out the mission, vision, and activities desired by members, but built in member checks and balances to assure that any action taken was supported by members. It also recommends a limitation on the planning and zoning power and authority of the FHRC:

“Limitations on Powers. Notwithstanding anything herein to the contrary, the Council shall not have the power or authority to exercise the rights or duties of cities or counties set forth in the Kansas planning and zoning act, K.S.A. 12-741 et seq., or the ordinances or resolutions enacted by the members of the Council pursuant thereto.”

Member Assessments

Criteria of fairness and meeting the local costs

The SC/TMT especially considered the criteria of fairness and meeting the local costs of the FHRC. The local dues need to cover all costs that cannot be met with other funds, especially from state and federal governments, such as for attending state and national conferences and providing snacks/meals at FHRC events. It can also cover some or all of the local matches for state, federal, foundation, and other funding.

The SC/TMT recommends building on the precedent used to finance the local share of the RPO Project. It recommends that the member assessments be calculated on a per capita basis, using the most recent U. S. Census estimate. Municipal members will base their assessments on their populations; counties will base their assessments on unincorporated areas outside of incorporated municipalities.



Section Three

FH Regional Council Budget Framework

The SC/TMT recommends a framework for preparing a start-up budget for the FHRC. Preparing a start-up budget for a new organization is always a challenge. It is difficult to determine specific budget needs, or quantify them. Revenues are still being pursued. Expenditures are still being explored. Expensive items, such as office space rental, depend upon the options selected. Routine expenditures, such as postage and supplies, are difficult to project until there is some real experience.

A framework of budget guidelines

Therefore, the SC/TMT has developed a framework of budget guidelines that the FHRC can use to draft and modify its start-up budget. It identifies the most likely revenues and expenditures, which can be estimated and modified with the launching of the FHRC. The budget framework is based on a couple of key assumptions:

- First, the initial staffing required to launch the FHRC will require three full time staff persons—an Executive Director, Planner, and Operations Manager. The SC/TMT recommends that staff be hired at salary levels that are comparable to similar positions in member governments.
- Second, the exact amount of expenditures by budget category is difficult to predict. The SC/TMT gathered information on the indirect cost rates that regional organizations negotiate with federal funding agencies, along with information on types of expenditures to expect in regional organizations.
- Third, the budget framework is based on the revenues and expenditures required by a fully operational FHRC. The FHRC will not be fully operational when it is launched in 2010. It will probably take the first few months to hire staff, set up the office, and launch initial activities. This will save some normal operational costs in the first year, but they might be more than offset by start-up costs, such as purchasing critical equipment or renovating office space.

Based on these assumptions, launching the FHRC could require an annual budget of approximately \$475,000 per year to make it fully operational. Staff costs should be lower in first year, as staff is being hired; however, initial equipment and office costs might be higher. Costs will probably increase each year with the cost of living. Additional resources would be needed to carry out activities that require special expertise or equipment, but, it is anticipated that they would be supported by particular sources of funding.



Sources of Revenues

The potential major sources of funding for meeting these expenditures during the FHRC start-up—the initial five years—include member assessments and federal funding. The federal funding would be from the Department of Defense's Office of Economic Adjustment (OEA) and the Economic Development Administration (EDA), as well as federal funding through the state from the Kansas Departments of Transportation (KDOT). Other potential sources of revenues that merit early attention are for data gathering/analysis and services to members. Finally, the FHRC could begin to explore other sources of outside funding, such as for programs that favor cooperative planning and provide support for member projects.

Bottom Line

Initially, the FHRC will depend on member assessments and OEA funding. Since outside funding usually requires matches of at least 10% to 20%, it would be appropriate to set member dues at a level that would cover local matches as well as local costs that cannot be covered with outside funding. A membership assessment of \$0.50 per capita would generate approximately \$60,000 per year for grant matches and local costs. Ideally, OEA would provide a start-up grant of about \$400,000 annually to cover the balance of costs for the initial five years.

Member assessments and OEA funding

By the second year, the FHRC can qualify as an Economic Development District and start receiving federal EDA funding (approximately \$50,000 annually). By the third or fourth year, it can qualify as a Metropolitan Planning Organization and start receiving federal DOT funding through KDOT (less than \$100,000 annually based on initial discussions with KDOT staff in July). The SC/TMT recommends that regional stakeholders immediately advocate for transportation legislation that assures that the region qualifies as an MPO in 2010. However, even if the FHRC qualifies for both of these programs, they alone will probably not keep the FHRC solvent.

Over the first five years, the FHRC will address other common concerns raised by its members. As it does, it should identify new opportunities for joint activities and open up new doors to outside funding. FHRC directors and staff will need to continually explore opportunities for future funding, especially programs that favor cooperative/regional applications.

The SC/TMT recommends that the FHRC set a target to become independent of OEA start-up funding by the fifth year. By then the OEA start-up grant will expire, although, it is hoped, that the FHRC can continue to apply for special OEA grants as it provides a place for Fort Riley to have contact with stakeholders across the region.



**90 percent of operating costs
from state and federal
sources and foundations**

The member costs of the FHRC are estimated to be around 10 percent of the annual operating costs, with some variation on a year to year basis. With entrepreneurial initiatives, the FHRC should be able to generate 90 percent of its operating costs from foundations and state and federal agencies.

Finally, the FHRC should begin to prepare plans and attract additional program funding, some of which would be passed through to member governments. Members should be able to obtain an incredible return on their investment in the FHRC during the initial five years.

Section Four

FH Regional Council Operations Manual Framework

The SC/TMT explored operations manuals of respected regional councils of governments. From these sources were drawn provisions that address the policies and procedures that are critical to effectively operating the FHRC. The Operations Manual will be revised and adopted by the FHRC in its initial year of operations, under the direction of its executive director. The Operations Manual is organized into ten major topical sections:

Ten major topical sections

- General Office Procedures,
- Doing Business with the FHRC,
- News and Media Relations,
- Compensation and Benefits,
- Time and Leave,
- Values and Ethics,
- Performance Management and Staff Development,
- Personnel Actions,
- Travel, and
- Miscellaneous Provisions.

The Attachment to the RPO Project Report presents the draft FHRC Operations Manual Framework.



Section Five

Launching the FH Regional Council

The FHRC will need equipped office space for a staff of three or more paid staff and various interns and volunteers as well as for analyzing and storing data and other regional information. It will also need access to meeting spaces for small to large gatherings and parking for staff, interns and volunteers, and meeting attendees.

FHRC Office Space Options

In addition, it would facilitate FHRC activities if it could access space in each of the member jurisdictions, on a periodic basis, to host board and stakeholder meetings throughout the region. Or, this space could be used to facilitate public access to FHRC staff, such as by posting a FHRC employee in Wamego on the second Tuesday of each month from 9:00 to Noon.

Ideally, sufficient office space can be provided in one location to house staff, interns, and volunteers, as well as regional data systems, and small meetings. Larger meetings could be held in another location(s) as long as the FHRC could use the space on a priority basis.

Finally, the FHRC office space needs will change over time. Initially, the FHRC could use space that might only be available for a few years. Over time, it will want to have a more stable setting to meet the special needs of data systems, meeting rooms, and unique programs, such as storing transportation monitoring equipment. Some of this space might be scattered throughout the region, especially to address special program needs.

FHRC office space needs will change over time.

For at least the first couple of years, the SC/TMT explored various options for FHRC office space. It explored the availability of office space in municipal and county offices, but found it limited and potentially needed on short notice to meet jurisdictional needs. It considered Kansas State University, which also has limited office space and even more limited parking, especially for stakeholder meetings. It explored the old armory building but found that creating office space would require renovation. It explored commercial office space, with the assistance of Linda Weiss, and found available space from \$12 per square foot plus taxes to \$18 per square foot covering most costs. It looked for a potential friend of regional cooperation, who might want to make regional cooperation part of his/her legacy, without success.



Finally, the Fort Riley Deputy Garrison Commander explored office space at Fort Riley and found sufficient space to meet initial FHRC needs. The Post is offering four two-office suites in Carr Hall. The building is open 24/7 and will be wheelchair accessible to the two suites on the first floor once external renovations are completed. It also has access to adequate parking for small meetings. The office space will be available for at least the first four years of the FHRC; and Post personnel have offered to work with the FHRC to facilitate access to the base, including issuing entry permits to staff, board members, and other regular visitors to the FHRC office.

Bottom Line

Explore creating a regional center in the future.

The SC recommended that the FHRC take advantage of the offer of office space at Fort Riley for at least the initial four years of the FHRC. It further recommends exploring creating a regional center in the future.

The remainder of the RPO report presents a FHRC Executive Director Prospectus and legal documents required to launch the FHRC; the Articles of Incorporation and the Members' Agreement. Finally, electronic appendices that contain detailed information on public outreach activities and background information on preparing the FH Regional Council Strategic Plan are available on the RPO Project website.

For more information, please contact (Note: To Be Determined)



Project Schedule

April 2009—Phase I: Project Initiation

- Initial Steering Committee Meeting
- Scope of Work Adopted

May 2009—Phase II: Project Implementation

- SC/TMT meeting—Dialogue on RPO Vision, Mission, and Goals and Initial Thoughts on RPO Action Plan; Review Communications/Public Engagement Strategy
- Drafted RPO Vision, Mission, and Goals and Initial Thoughts on RPO Action Plan
- Launched Stakeholder Education Strategy
- Launched preparation of RPO operations manual
- Formed a small working team composed of administrative directors from participating jurisdictions, RPO administrative directors from other regions, and BWR team members to prepare the RPO Operations Manual.

June 2009

- Attended NARC conference—May 30 to June 1/2
- SC/TMT meeting—Review Results of May Meeting, Dialogue on RPO Action Plan and Initial Thoughts on RPO Structure
- Draft RPO Strategic Plan
- Continue Stakeholder Education Strategy

July 2009

- Hold SC/TMT meeting -- Review Results of June Meeting, Dialogue on RPO Structure and RPO Budget
- Draft RPO Structure and RPO Budget
- Continue Stakeholder Education Strategy

August 2009

- Hold SC/TMT meeting Review Results of July Meeting; Dialogue on RPO MOU, RPO Office Location, and Launching RPO
- Draft RPO MOU/Office Location
- Continue Stakeholder Education Strategy

September/October 2009 (One or two meetings and/or two months if required)

- Hold SC and TMT meetings -- Review/revise/accept draft RPO Strategic Plan, RPO Structure, RPO Draft Budget, RPO MOU, and RPO Operations Manual; Dialogue on Launching RPO
- Make final edits in project products
- Continue RPO implementation Continue Stakeholder Education Strategy

November/December 2009 (One or two meetings and/or two months if required)

For more information,
please access the project
website,
www.rpoproject.com



- Hold last SC/TMT meetings/first RPO meetings. Continue RPO Implementation
- Continue pursuit of RPO funding
- Continue Stakeholder Education Strategy



**SUCCESSFUL
COLLABORATION**

The Collaborative Premise

If you bring the appropriate people together in constructive ways with good information, to make decisions and so people can trust, they will create authentic visions and strategies for addressing the shared concerns of the community.

- David Chrislip

Necessary Conditions

- Broad Based Involvement – participants must represent all communities.
- Credible, Open Process – the process must be fair and not dominated by any one group or sector. The process must allow time to build relationships, skills and a shared understanding of the issues before moving to visions and strategies.
- Involvement and commitment of high-level, visible leaders.
- Strong leadership of the process.
- Interim successes to build confidence.
- Celebration and communication of successes.

Success Factors

1. History of collaboration and cooperation.
2. Political/social climate is favorable.
3. Shared vision.
4. Concrete and attainable goals and strategies.
5. Skilled convener.
6. Open and frequent communication – formal and informal.
7. Mutual respect, understanding, and trust.
8. Members value collaboration as benefit to all.
9. Ability to compromise.
10. Flexibility and adaptability.