

FLINT HILLS REGION

Flint Hills Regional Council
Joint FHEDD Steering Committee & Board of Directors

October 29, 2021



Roll Call / Quorum

Clay County

Voting Board Member

1. Clay Center – James Thatcher
2. Wakefield – Chris Dumler

Dickinson County

Voting Board Member

1. Herington – Debi Urbanek

Non-Voting Board Member

- Chapman – Mark Campbell

Geary County

Voting Board Member

1. Geary County – Trish Giordano
2. *Junction City – Tim Brown

Lyon County

Non-Voting Board Member

1. Reading – Tonya Coppock

Morris County

Voting Board Member

1. *Council Grove – Sharon Haun
2. Morris County - David Fox

Non-Voting Board Member

- Dwight – Heather Brown
- White City – Susan McKenzie

Pottawatomie County

Voting Board Member

1. *Pottawatomie County – Dee McKee
2. * Wamego - Richard Weixelman
- 3a. St George Deb Werth
- 3b. Westmoreland Jeff Rosell

Non-Voting Board Member

- Onaga - Sarah McKinsey

Riley County

Voting Board Member

1. *Manhattan – Linda Morse
2. Riley County - Kathryn Focke

Non-Voting Board Member

- Leonardville - Deandra Anderson
- Ogden - Angela Schnee

Wabaunsee County

Voting Board Member

1. *Alma – Pam Bales
2. Wabaunsee County - Nancy Hier
- 3a. Alta Vista Ryan Armbrust
- 3b. Eskridge Dolly Mercer

Non-Voting Board Member

- Harveyville - Roy Rickel

Ex-Officio

Non-Voting Board Member

1. Fort Riley – Ben Van Becelaere / Kelly Paskow
2. Kansas State University - Linda Cook

AGENDA

1. CALL TO ORDER / ROLL CALL / QUORUM
2. REVIEW FHEDD DRAFT PLAN
3. CONSIDER APPROVAL OF SEPTEMBER MINUTES
4. CONSIDER APPROVAL OF SEPTEMBER FINANCIAL REPORT
5. 2020 AUDIT REPORT
6. NEEDS ASSESSMENT DEMONSTRATION
7. SKILLSFIT DEMONSTRATION
8. REVIEW OF 2021-2022 BUDGET
9. NEW BUSINESS
6. BUILD BACK BETTER REGIONAL CHALLENGE & PROGRESS HIGHLIGHTS
7. COMMUNITY UPDATES
8. ADJOURN

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New Business

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Consider approval of the 2020 Audit

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Consider adoption of the 2021-2022 Budget

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Consider authorization to enter Master Service Agreement with Stantec for Grant Writing Services, and if awarded, grant administration and implementation services

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Consider Letter of Support for Museum Art & Light

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AGENDA

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Build Back Better Regional Challenge

Designed to assist communities nationwide in their efforts to build back better by accelerating the economic recovery from the coronavirus pandemic and building local economies that will be resilient to future economic shocks.

PHASE



Concept Proposal

PHASE



Project Implementation

Phase I application will focus on projects to establish a regional talent pipeline, centering on healthcare, and incorporating other areas such as IT, biosecurity/life sciences, etc. This application would be in partnership with the technical education and higher education institutions throughout the region (as desired), aiming to address the critical talent shortages in these areas, while working to create a system to help retain workers to our region.

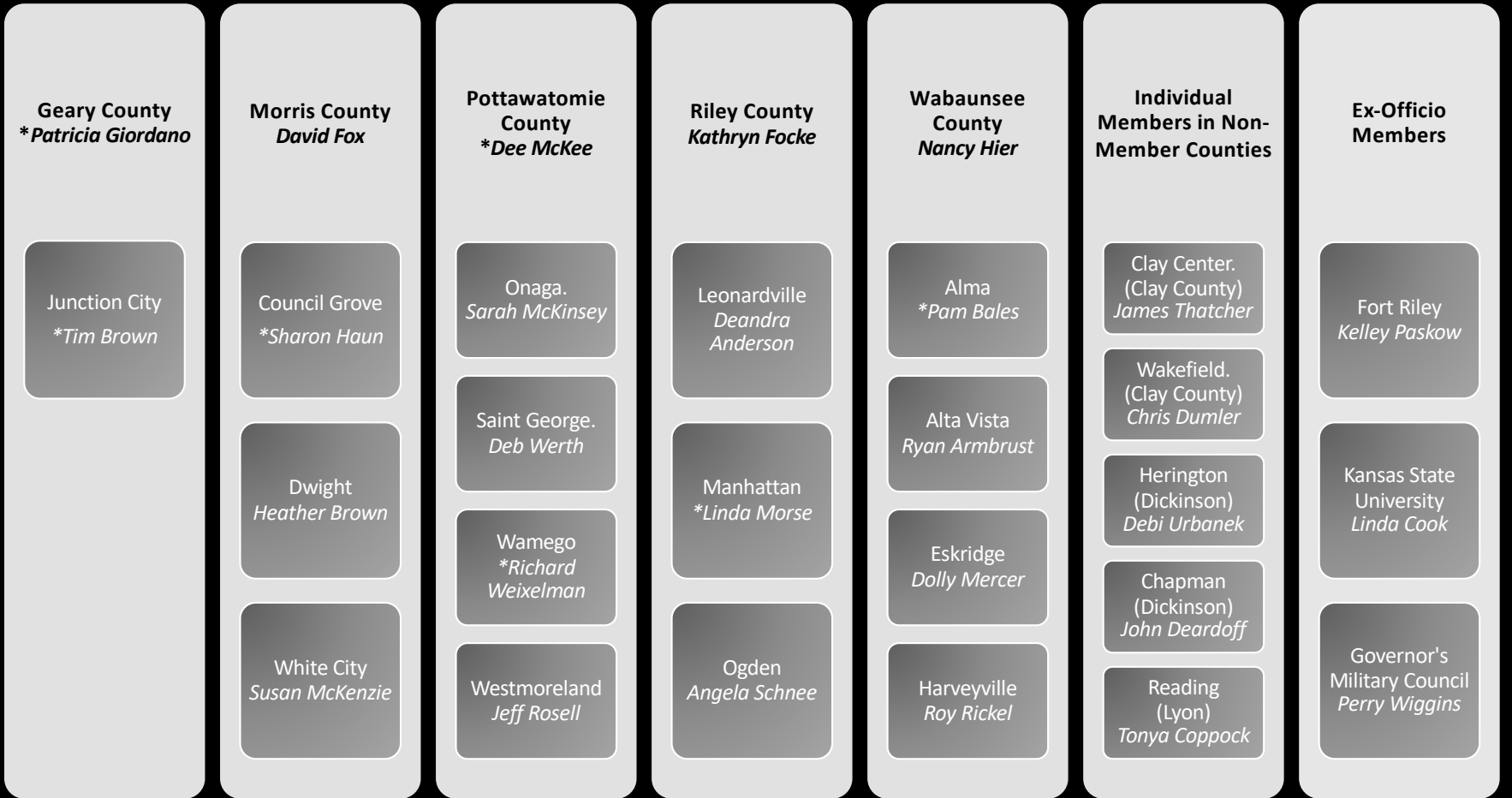


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Community Updates

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Community Updates



Flint Hills Economic Development District – EDA Designation
(Chase County & Lyon County are also within FHEDD District, but are not a current members of FHRC)

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Questions?

Grant Budgets Active in 2021

	Multi-Year Grants	Federal Share	FHRC Cash Match	Donated Cash Match	In-Kind
1	2018 OLDCC (OEA) - JLUS I	\$402,394	\$14,998	\$0	\$29,772
2	2020 OLDCC (OEA) - JLUS II	\$466,421	\$15,670	\$0	\$36,155
3	2021 OLDCC (OEA) - Supplement	\$120,295	\$6,332	\$0	\$0
4	2021 EDA Partnership Planning	\$70,000	\$11,856	\$39,299	\$26,749
5	2016 EDA Partnership Planning	\$42,409	\$42,409	\$0	\$0
6	2020 EDA CARES	\$399,886	\$0	\$0	\$0
7	2018 EPA Brownfields	\$600,000	\$0	\$12,000	\$0
	Total	\$2,101,405	\$91,265	\$51,299	\$92,676

This table represents the grant budgets of multi-year grants active in 2021.

FLINT HILLS REGION

Joint FHEDD Steering Committee & FHRC Board of Directors October 29, 2021 8:00 am – 10:00 am

Join Zoom Meeting: <https://us02web.zoom.us/j/81896190238>

Meeting ID: 818 9619 0238

Invited: Directors from Member Jurisdictions, Fort Riley, Kansas State University, Governor's Military Council, Community Stakeholders – Open to the Public

- | | |
|---|---|
| 1. Welcome / Roll Call / Establish Quorum | Richard Weixelman, President |
| 2. Review of the Flint Hills Economic Development District Plan Update | Christy Rodriguez & Team |
| 3. Review & Approval September Board Meeting Minutes | Richard Weixelman, President |
| 4. Review & Approval of September Financial Report | Richard Weixelman, President |
| 5. 2020 Audit Report | Tim Chewaka, CMA |
| 6. Demonstration of the Needs Assessment System | Michael Munday, MBM |
| 7. Demonstration of SkillsFit (Skills2Career) | Levi Szymanowski, EMSI BG |
| 8. New Business | Richard Weixelman, President |
| a. Consider approval of the 2020 Audit Report. | Christy Rodriguez |
| b. Review and consider adoption of 2021/2022 Budget. | Christy Rodriguez |
| c. Consider approval of Master Service Agreement with Stantec for Grant Writing Services, and if awarded, grant administration and implementation services. | Janna Williams |
| d. Briefing on Museum Art and Light - EDA Travel, Tourism & Outdoor Recreation & Consideration of a Letter of Support | Marissa Jones-Flaget, Recovery Planner & Grant Specialist |
| 9. Build Back Better Regional Challenge & Progress Highlights | Christy Rodriguez & Team |
| 10. Community Updates | Round Table |
| 11. Adjourn | Richard Weixelman, President |

The next regularly scheduled Board meeting will be Monday, November 29, 2021.

Enhancing the economic viability and improving the quality of life through regional collaboration in the Flint Hills

FLINT HILLS REGION

Flint Hills Regional Council Board of Directors Meeting Minutes September 17, 2021 Zoom Meeting

Present from Board: **Pam Bales**, City of Alma Council Member; **Mark Campbell**, City of Chapman, City Administrator; **Ben Van Becelaere**, Fort Riley; **Nate Butler (representing Tim Brown)**, City of Junction City Commissioner; **Dee McKee**, Pottawatomie County Commissioner; **Kathryn Focke**, Riley County Commissioner; **Deb Werth**, Saint George Council Member; **Nancy Hier**, Wabaunsee County Commissioner; **Richard Weixelman**, City of Wamego Commissioner.

Absent from Board: **Ryan Armbrust**, City of Alta Vista Council Member; **James Thatcher**, Mayor City of Clay Center; **Heather Brown**, City of Dwight; **Dolly Mercer**, Mayor of Eskridge; **Kelley Paskow**, Fort Riley; **Trish Giordano**, Geary County Commissioner; **Perry L. Wiggins**, Governor's Military Council; **Roy Rickel**, City of Harveyville; **Debi Urbanek**, City of Herington Council Member; **Linda Cook**, Kansas State University, Chief of Staff; **Deandra Anderson**, City of Leonardville; **Linda Morse**, City of Manhattan Commissioner; **David Fox**, Morris County Commissioner; **Angela Schnee**, City of Ogden Zoning Administrator; **Sarah McKinsey**, City of Onaga; **Tonya Coppock**, City of Reading; **Chris Dumler**, City of Wakefield Mayor; **Jeff Rosell**, City of Westmoreland; **Susan McKenzie**, City of White City.

Guests: **Terry Butler**, Resident, City of Junction City; **Jack Allston**, Executive Director, Pottawatomie County Economic Development Corporation; **Jim MacGregor**, Wabaunsee County Economic Development Director.

Present from Staff Support: **Christy Rodriguez**, Executive Director; **Janna Williams**, Regional Planner; **Marissa Jones-Flaget**, Recovery Planner & Grant Specialist; **Ashton Hess**, Intern.

- 1. Welcome** **Richard Weixelman, President**
Called the meeting to order at 8:05 a.m. Roll Call. Quorum established at 8:08 a.m.
- 2. Review & Approval of August Board Meeting Minutes** **Richard Weixelman, President**
Nancy Hier stated she was not shown in attendance on the minutes although she attended. Pam Bales moved to approve the minutes as corrected. Nancy Hier seconded. Board voted unanimously to approve. Motion carried unanimously. August Board Meeting Minutes were approved as corrected.
- 3. Review & Approval of August Financial Report** **Richard Weixelman, President**
Pam Bales moved to approve the August Financial Report as presented. Kathryn Focke seconded. Board voted unanimously to approve. Motion carried unanimously. August Financial Report was approved as presented.
- 4. New Business** **Richard Weixelman, President**
 - a. Review and consider adoption of 2021 Budget**
Christy Rodriguez asked the Board to table this item for one month. Christy stated that she would like to take the Board through a "Grant Budgeting 101" to go through the budget items that she will be sending for the Board to review and then to act at the next meeting. Pam Bales moved to table the budget discussion to next month. Kathryn Focke seconded. Board voted unanimously to table the budget discussion to next month. Motion carried unanimously.
 - b. Consider Authorization to Accept Award in the amount of \$126,627 and enter agreement with the Department of Defense, Office of Local Defense Community Cooperation, for a supplemental grant to develop a sustainability plan, make policy improvements and provide grant management training for FHRC staff, and authorize \$6,322 in match funding to meet the approved 5% reduced match requirement.**
Christy Rodriguez stated that yesterday evening the FHRC received official notice from the Department of Defense (DoD) that FHRC is being awarded \$126,627. Christy stated that this is the supplemental agreement we

have been working on where the DoD says they value FHRC and what we do for Fort Riley and the surrounding communities. DoD wants to provide us assistance to stabilize and become a more sustainable organization. The DoD asked how they could help, and we outlined three fundamental things: The first is to undergo a sustainability planning process to help identify who we are as an organization and strategies to generate revenue, different ways we can branch out further with the staff and resources we have, and how can we overcome our debt.

Christy advised that we will be issuing, upon the Board's approval to provide authorization to accept this award, a request for proposals to help us hire a firm to start this process this fall. Christy indicated that the goals would be to wrap this planning process up in a matter of a few months, with it being completed by December or early 2022.

Christy stated the second item is to update our policies which currently may not be sufficient regarding compliance with grant requirements. Presently, staff has been using volunteer time to make policy improvements. The DoD has indicated that with this award they will provide funding to help support staff salary to work on policy improvements. Christy stated that she has hired Sasha Kane, a temporary employee, to assist her with these updates. Sasha has over 25 years of grant management experience and for 22 of those year managed about \$25 million over 17 different grant programs, and we will be modeling our policies after policies Sasha has developed in the past.

Christy stated the last component is to provide grant management training for staff. Staff will be attending a virtual two-day grant management training next week, provided by the National Grant Management Association. No travel expenses will be incurred.

Christy stated the DoD understands the FHRC's financial position and agreed to reduce the 10% match requirement to 5%. This new grant will be added as a supplemental grant to our existing 2020 grant, which was set to expire December 31 of this year, but was automatically extended for a year due to COVID-19. This grant will be treated like that of how our EDA grant works with the supplemental CARES grant. Christy requested the Board to consider authorization to accept the award and commit the match of \$6,322, which is part of the overall award amount. Deb Werth asked for clarification on if the \$126,627 includes the 5% match. Christy stated it does include the 5%, so the federal portion of the award would be approximately \$120,000.

Pam Bales moved to approve and accept the award as presented, including the reduced match requirement. Deb Werth seconded. Board voted unanimously to approve. Motion carried unanimously.

c. Financial Update

Christy Rodriguez stated it was important to take a deeper dive into our finances and have a discussion, so the Board understands the details of what we are doing and our status. On February 12th the Board voted to pursue a tentative three-year debt payoff plan. About five years or six years ago, the Board voted to take out a line of credit in the amount of \$150,000. The Flint Hills Regional Council is not an organization that generates revenue, so it is difficult to pay off the debt. We depend heavily on grants to support our operations and those restricted grant funds are not eligible for debt payments. We rely on membership dues for debt payments.

Christy stated that ~\$70,000 of our ~83,000 membership dues has been applied toward our EDA Partnership Planning Grant match requirement. This obligation ended on March 31, 2021. Prior to applying for a new grant, Christy reached out to Economic Development partners to seek a mix of in-kind and cash match contribution so that FHRC could meet this match requirement. As membership dues are not adequate to support operating expenses, debt payments and EDA and DoD match obligations. When Janna Williams was Interim Director, she entered into an improved agreement that was at least requiring payments of \$1,500 monthly, which had not been done before. This agreement has a balloon payment due January 2022. Christy's outreach efforts to our EDOs and the City of Junction City, was successful, as six entities agreement to contribute to all but ~\$4,000 of the \$70,000 match requirement.

Christy stated that staff reached out to other districts throughout the United States, and they do use in-kind contributions to this is limited as to how much in-kind time can be applied. We modeled our grant budget after another council's grant budget using similar percentages of in-kind and cash. The commitments from six (6)

entities enabled us to retain our Flint Hills Economic Development District designation, which is important for future funding. These commitments enabled FHRC to apply for another three-year Partnership Planning Grant. Based on this change, FHRC can make higher payments toward our debt over the next three years--2021 being year one. The interest rate of the loan is 4.5% through Central National Bank. Increased payments began in April 2021. Christy indicated that this tentative three-year plan works if we can sustain the grant awards that we receive to support operations on a continual basis. We have a lot of grants coming to an end soon, so we need to make sure we are applying for and receiving new awards to help us sustain operations over time.

We have been working on a strategy all year long and have been making progress. At the beginning of 2021, FHRC requested an extension and lower interest rate. Central National Bank (CNB) came back and said you will have to: 1) demonstrate substantial progress on the debt payment this year and 2) present a plan to Central National Bank for how you intend to pay off the balance so that CNB can feel comfortable to extend the timeline. The sustainability plan that the FHRC Board just approved will be a formal plan that we will submit back to Central National Bank in December or January. FHRC staff want to be able to communicate to our pay-off game plan using our Sustainability Plan as the formal document to distribute to our membership and Central National Bank.

In August, Christy requested an extension through December 2023. Central National Bank recognized our efforts and they tentatively said to come back in December and work on a one-year extension. They want to revisit annually. They seem willing to work with us as long as we continue to make progress.

Christy presented two charts illustrating the three different payoff scenarios and the debt paid-to-date.

Pam Bales stated that Christy has done a great job. Kathryn Focke asked for details on where the debt came from. Christy stated that it is her understanding that in 2015 there was a Board decision to take out a line of credit. Central National Bank thought this line of credit would be temporary in nature for just one year. Christy believes this decision was made to continue to fund staff positions at times there were gaps in funding due to the timing of grants being awarded.

Jack Allston stated he remembers a strategic planning contract that Jeff Adams was running and although it got drawn out a bit it got finished up. Jack stated that plan is the basis for the Flint Hills Economic Development District. At the point the District began, was when the FHRC organization went into debt. Jack stated the whole strategic planning process which was the first Comprehensive Economic Development Strategy (CEDs) that the organization did and when that was over that Jeff Adams stayed on longer to help implement. Christy concurred with Jack's comments and stated that the debt was incurred the year the organization became an economic development district.

Christy stated that the FHRC was incorporated in 2010. In 2010, there were not as many jurisdictions but there was a baseline to support operations with membership dues. In 2015, we became a district designated by EDA and took on the 50% match requirement for EDA Planning Partnership funding. At that point is when the \$70,000 per year was due. Out of \$83,000 in membership dues, \$70,000 is going towards that match. The remaining amount goes towards match for our DoD grants. Christy stated that last year we had \$900 of operating funding that was not tied to grant match obligation. Christy stated the timeline aligns and that was a five-year commitment. The Board had the option to end that agreement at any point. It is year-to-year where you are submitting your budget, scope, and match obligation letter.

Jack Allston stated that he thought the organization started as the Big Lakes Development Commission. Jack Allston and Christy provided background as to how the Flint Hills Regional Council was incorporated.

Christy stated the path the organization is on is stable if our economic development partners are consistent in providing match for the next two years upon budget review on an annual basis. Christy noted that there is always a chance it could change.

Christy stated that when she came on board in June 2020, we had three (3) grants. All of them were a mess. All active grants required the removal of ineligible expenses and budget amendments, and none of the grants had indirect cost as a part of the approved budget. We asked all the agencies to allow us to retroactively incorporate

indirect costs. Christy stated that a celebration for today was that we were able to submit a budget amendment for our 2018 EPA Brownfields Grant, which was the last one to clean-up. There were some interesting things happening on the EPA side as well as FHRC was assigned an EPA grant manager that approved what we thought were budget amendment in the past. FHRC was more recently informed that this person did not have the authority to approve those amendments. The EPA requested FHRC to resubmit everything back to the original approved budget. Why our financials look the way they do is because we were basing it off our communication with the EPA. FHRC submitted a lengthy document last week and will hopefully get the amendment and grant extension approved. The grant period is currently set to end September 31st, but FHRC is requesting an extension through December 31, 2021 to wrap up the two Area Plans and a few more environmental assessments that EPA was slow to approve.

Christy presented all grant budgets active in 2021. Christy noted that the cash match shown is not just one year, in many cases spread over multiple years.

Christy presented the break-down of the grant match obligations for 2021.

Christy provided overview of the grants active this year. Christy took the Board through a presentation breaking down the budgets for each grant.

Jack Allston noted that the grant match for the Department of Defense, Office of Local Defense Community Cooperation (OLDCC) supporting the implementation of the Flint Hills/Fort Riley Joint Land Use Study is very important and provided value to Pottawatomie County. Jack Allston suggested to the Board that if there are communities getting values from the grants, to send them a bill for an appropriate match amount. Jack Allston added that if a community is not getting value to not bill them.

Christy presented general grant budget fundamentals. Deb Werth asked if the FHRC has a standard indirect cost rate. Christy stated that FHRC uses the 10% de minimis rate, since our expenses are not that much that rate has worked so far.

Christy continued presenting grant information. Christy stated the next RFP the Board would be seeing is for a dashboard to help track the implementation progress of the Flint Hills Economic Development District Plan. As part of the EDA Partnership Planning the Flint Hills Regional Council has purchased an Affiliate Membership through Kansas Main Street to help send people throughout the region to Kansas Main Street training opportunities. Christy congratulated Junction City on being a Kansas Main Street Community.

Christy provided an overview of the EDA 2020 CARES grant budget noting that this grant ends June 2022. Christy finished presenting on all active budgets. Christy then presented the draft budget spreadsheet the Board will be receiving.

Deb Werth inquired if funds received from the EDA will cover the office and personnel expenses three years from now when the debt is paid off. Christy stated that is a difficult question, as the Board would be making decisions as to different initiatives they would want to take on. It would depend on the direction of the Board if there were initiatives or another grant funding they would like to pursue. Christy stated she thinks it will always be a combination of multiple grants to piece it together. Christy noted that we could simplify the organization to just DoD and EDA Partnership Planning grants, but it is unknown if the economic development organizations would continue to contribute to future grant match requirements. Christy stated that those are some of the things we want to work through during that sustainability planning process.

5. Announcements & Progress Highlights

Christy Rodriguez, Director & Team

Christy Rodriguez announced the Wamego Community Foundation Match Day and Geary Community Match Day were upcoming on October 7th and October 12th.

Christy Rodriguez provided an update on the 2021 Work Plan and reminded the Board that the updated Work Plan can be found online.

Ashton Hess provided an overview of the regional strengths, weaknesses, opportunities, and threats (SWOT) survey
FHRC Board of Directors September 17, 2021

that will be incorporated into the region's Comprehensive Economic Development Strategy (CEDS). Ashton reported that 67 responses had been received so far and summarized the top five SWOTs identified on the survey. The survey is available online for the public. Ashton stated that the major themes included business and industry, education, and quality of life/talent attraction. The findings were consistent with previous reports and research that had been conducted. Christy stated that we are asking for an extension from the EDA on our CEDS Plan Update submission to November 20, 2021. The Steering Committee meetings will be held in October, and a 30-day comment period will take place in November.

Marissa Jones-Flaget provided a summary of the grant writing assistance we have been asked to provide for the EDA Travel, Tourism, and Outdoor Recreation grant opportunity. We are also working on a Build Back Better Regional Challenge Phase 1 application. Marissa introduced the Kansas Homeowner Assistance Fund and providing regional data on the Kansas Emergency Rental Assistance Program. Richard Weixelman asked for clarification on the difference between the applications in process. Christy and Marissa provided clarification.

Janna Williams provided an update on the Office of Local Defense Community Cooperation Phase II Grant and stated that the Green Valley Transportation Plan is ongoing. The Junction City Housing Condition Assessment Report should be completed this month. The North Central Regional Planning Commission is completing the comprehensive plans for the counties affected by the UAS Corridor, and the Military Infrastructure Resiliency and Action Plan held its kick-off meeting on August 17th.

Janna Williams provided an update on the EPA Brownfield Coalition Grant and presented the investment this grant has had in each county. We submitted a budget amendment and extension to the end of the year. We are wrapping up the Junction City Area Plan and the Plaza West Area Plan in Manhattan. Janna stated that we took on another site in Manhattan, and we are helping them with a Phase II environmental assessment.

Janna Williams stated we are in the process of applying for the next EPA grant but that there have been many changes over the last few weeks. The EPA is no longer doing coalition grants, but another comparable program is available that will meet our needs. We have posted an RFP, seeking assistance to write and implement the grant.

Janna Williams provided details on the Pottawatomie County Courthouse study being conducted through the EPA Technical Assistance Program. An internal meeting was held on September 10th to review the scope.

6. Community Updates

Round Table

Junction City: Nate Butler stated that he has no updates to share from Tim Brown but indicated that he is happy to hear us recognize Junction City's recent Main Street designation.

Pottawatomie County: Dee McKee stated that they are more interested in getting our basic survey done with Brownfields and there are so many other projects that have to do with energy, its adaptation and modification, that undertakes the valuation of our county and our future growth, which is a significant piece of looking at what makes our county survive if the coal and oil changes occur.

Saint George: Deb Werth stated that one of the latest projects they have been working on is parking downtown. The Metropolitan Planning Organization came out to do some striping and plan for better parking and additional spaces, which may finally solve the parking problem on main street.

Alma: Pam Bales stated that they heard from a developer at Park Valley that bought 20 lots and has started three (3) houses but is still working on the streets. The developer is intent on the City helping fund the new street, but they have not decided how to do that. Hot Alma Nights was very successful. For the next Hot Alma Nights there will be a couple doing a cancer fundraiser, and there will be a country music star at the end of Hot Alma Nights. There will be more details to follow. The pool had a successful season. School has started and is back in-person.

Riley County: Kathryn Focke stated that there is a lot going on in Riley County with a public budget hearing on Monday. There was a presentation yesterday, and they will be establishing an advisory board on rural economic development. There will be nine (9) board members that pull in a variety of experts on rural economic development and community involvement. There is a lot going on with Manhattan as well including working on the sales tax initiative coming up .2%, which funds their roads and bridges.

Wabaunsee County: Nancy Hier stated that they have moved forward with several new projects, including the new travel plaza which is making progress. Nancy indicated that she would defer to Jim MacGregor for updates at the next meeting.

Fort Riley: Ben Van Becelaere stated that there are approximately 6,400 troops deployed right now with 8,600 boots on the ground. Aviation brigade is still in the process of flowing back. Fort Riley has a new Deputy Garrison Commander, Steve Cruisinberry. They are looking forward to the community tour on October 5. There are about 20 people signed up for the tour so far. There has not been a community tour since pre-COVID.

Wamego: Richard Weixelman stated that Wamego is having OZtoberFEST on October 2nd from 10:00 a.m. to 6:00 p.m.

Kathryn Focke shared that they are saddened with the passing of their Museum Director, Cheryl Collins.

7. Adjournment

Richard Weixelman, President

Pam Bales moved. Deb Werth seconded. Meeting adjourned at 10:05 a.m.

Next meeting is October 15, 2021, at 8:00 a.m. via Zoom.



VONFELDT, BAUER & VONFELDT, CHTD
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Flint Hills Regional Council, Inc.

September 30, 2021

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Flint Hills Regional Council, Inc.
Statement of Financial Position
As of September 30, 2021

	Sep 30, 21
ASSETS	
Current Assets	
Checking/Savings	
10000 · Central National Bank Checking	6,666.69
10005 · Central National - Savings	21,307.19
Total Checking/Savings	27,973.88
Accounts Receivable	
11000 · Accounts Receivable	1,390.80
Total Accounts Receivable	1,390.80
Other Current Assets	
10050 · Investment - Wamego Comm. Fdn.	9,052.64
10055 · Investment - Greater Geary Comm	3,800.89
11500 · Prepaid Expenses	1,849.20
Total Other Current Assets	14,702.73
Total Current Assets	44,067.41
Fixed Assets	
15000 · Furniture and Equipment	17,462.20
15900 · Website and logo	126,753.00
15998 · Accumulated Amortization	-126,752.49
15999 · Accumulated Depreciation	-17,462.71
Total Fixed Assets	0.00
TOTAL ASSETS	44,067.41
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
9949 · VISA	294.00
Total Credit Cards	294.00
Other Current Liabilities	
13000 · CNB Loan - 20000371	89,408.44
2110 · *Direct Deposit Liabilities	-5,433.66
24000 · Payroll Liabilities	
24001 · 941 Payroll liabilities	3,583.78
24003 · KS Withholding Payable	634.00
24301 · Accrued Compensation	12,323.37
24000 · Payroll Liabilities - Other	103.66
Total 24000 · Payroll Liabilities	16,644.81
Total Other Current Liabilities	100,619.59
Total Current Liabilities	100,913.59
Total Liabilities	100,913.59
Equity	
32000 · Net Assets Without Restrictions	-143,434.46
Net Income	86,588.28
Total Equity	-56,846.18
TOTAL LIABILITIES & EQUITY	44,067.41

Flint Hills Regional Council, Inc.
Statement of Activities
September 2021

	Sep 21	Jan - Sep 21
Ordinary Income/Expense		
Income		
42000 · Grants		
42045 · Grants - Federal	156,992.77	550,574.18
42046 · Grants - Indirect Revenue	0.00	7,154.50
Total 42000 · Grants	156,992.77	557,728.68
43400 · Indirect Public Support		
43460 · In-kind contributions	3,003.88	9,784.70
Total 43400 · Indirect Public Support	3,003.88	9,784.70
44800 · Direct Public Support		
44835 · Local Match	0.00	48,770.62
Total 44800 · Direct Public Support	0.00	48,770.62
45000 · Investments		
45030 · Interest	46.75	444.93
45035 · Investment-Unrealized Gain/Loss	-393.81	516.14
Total 45000 · Investments	-347.06	961.07
46400 · Other Types of Income		
46430 · Miscellaneous Revenue	0.00	525.00
46400 · Other Types of Income - Other	0.00	30,700.00
Total 46400 · Other Types of Income	0.00	31,225.00
47200 · Program Income		
47230 · Membership Dues	0.00	83,660.40
Total 47200 · Program Income	0.00	83,660.40
Total Income	159,649.59	732,130.47
Gross Profit	159,649.59	732,130.47
Expense		
60000 · Salaries and wages		
60003 · Executive Director Salary	6,211.53	60,317.30
60005 · Regional Planner	4,447.11	39,483.29
60006 · Community Planning Intern	324.00	3,015.00
60008 · Donated payroll	3,003.88	9,784.70
60009 · Holiday pay	567.32	3,394.35
60010 · Vacation/Sick pay	173.08	9,997.72
60011 · Planner	0.00	10,075.00
60012 · Planner/Grant Specialist	4,177.88	38,341.25
60000 · Salaries and wages - Other	17.50	264.00
Total 60000 · Salaries and wages	18,922.30	174,672.61
61000 · Payroll taxes and benefits		
61001 · Payroll taxes	1,198.89	12,169.83
61002 · Employee Benefits Health Ins.	915.02	8,692.69
61004 · Workmen's comp insurance	0.00	542.00
61005 · Employee Benefit - STD	107.57	976.25
61006 · Employee Benefit - LTD	27.52	247.14
61007 · Employee Benefits - AD&D	11.25	101.84
61008 · Employee Retirement	467.32	4,439.54
61009 · Employee Benefit - Vision	0.00	165.12
Total 61000 · Payroll taxes and benefits	2,727.57	27,334.41
62000 · Travel and Meetings		
62001 · Conference, Convention, Meeting	579.00	4,988.83
62002 · Travel	719.16	2,001.36
62003 · Employee reimbursements	0.00	82.32
62000 · Travel and Meetings - Other	0.00	595.79
Total 62000 · Travel and Meetings	1,298.16	7,668.30

Flint Hills Regional Council, Inc.
Statement of Activities
September 2021

	Sep 21	Jan - Sep 21
64000 · Contract Services		
64001 · Accounting and Audit Fees	0.00	18,835.25
64003 · Business Registration Fees	0.00	52.50
64005 · Books, Subscriptions, Reference	909.00	931.00
64008 · Donated Accounting	0.00	-300.00
64010 · Contract Services - Projects	93,432.84	396,944.39
64000 · Contract Services - Other	0.00	270.20
	94,341.84	416,733.34
65000 · Supplies		
64004 · Advertising & Promotions	195.00	1,334.39
65001 · Software	628.69	8,203.23
66003 · Printing and Copying	225.17	2,331.22
65000 · Supplies - Other	0.00	2,308.52
	1,048.86	14,177.36
66000 · Other costs		
66002 · Postage, Mailing Service	0.00	10.15
66004 · Telephone, Telecommunications	0.00	319.04
66006 · Insurance - Liability, D and O	0.00	1,086.00
66010 · Other Costs	0.00	164.64
66016 · Bank and CC fees	12.74	142.00
	12.74	1,721.83
Total 66000 · Other costs	12.74	1,721.83
Total Expense	118,351.47	642,307.85
Net Ordinary Income	41,298.12	89,822.62
Other Income/Expense		
Other Expense		
80010 · Interest Expense (LOC)	0.00	3,234.34
	0.00	3,234.34
Total Other Expense	0.00	3,234.34
Net Other Income	0.00	-3,234.34
Net Income	41,298.12	86,588.28

Flint Hills Regional Council, Inc.
Statement of Functional Expenses - Year to Date

January through September 2021

	1000 FHRC General	2000 EDA PP 2016	2050 EDA PP 2021-24	2100 EDA CARES
Ordinary Income/Expense				
Income				
42000 - Grants				
42045 - Grants - Federal	0.00	14,305.18	17,500.00	76,479.33
42046 - Grants - Indirect Revenue	0.00	0.00	0.00	7,154.50
Total 42000 - Grants	0.00	14,305.18	17,500.00	83,633.83
43400 - Indirect Public Support				
43460 - In-kind contributions	3,000.00	-3,000.00	0.00	0.00
Total 43400 - Indirect Public Support	3,000.00	-3,000.00	0.00	0.00
44800 - Direct Public Support				
44835 - Local Match	0.00	9,471.62	39,299.00	0.00
Total 44800 - Direct Public Support	0.00	9,471.62	39,299.00	0.00
45000 - Investments				
45030 - Interest	444.93	0.00	0.00	0.00
45035 - Investment-Unrealized Gain/Loss	516.14	0.00	0.00	0.00
Total 45000 - Investments	961.07	0.00	0.00	0.00
46400 - Other Types of Income				
46430 - Miscellaneous Revenue	525.00	0.00	0.00	0.00
46435 - Tickets/Admission	4,634.24	-4,634.24	0.00	0.00
46440 - Sponsorships	3,598.25	-3,598.25	0.00	0.00
46400 - Other Types of Income - Other	30,700.00	0.00	0.00	0.00
Total 46400 - Other Types of Income	39,457.49	-8,232.49	0.00	0.00
47200 - Program Income				
47230 - Membership Dues	83,660.40	0.00	0.00	0.00
47240 - Program Service Fees	558.25	-558.25	0.00	0.00
Total 47200 - Program Income	84,218.65	-558.25	0.00	0.00
Total Income	127,637.21	11,986.06	56,799.00	83,633.83
Gross Profit	127,637.21	11,986.06	56,799.00	83,633.83
Expense				
60000 - Salaries and wages				
60003 - Executive Director Salary	1,471.16	12,219.67	18,246.38	16,896.87
60005 - Regional Planner	3,019.86	4,777.62	3,155.12	0.00
60006 - Community Planning Intern	0.00	1,497.00	1,290.00	0.00
60008 - Donated payroll	0.00	0.00	0.00	0.00
60009 - Holiday pay	88.92	334.74	513.38	1,192.97
60010 - Vacation/Sick pay	4,038.51	718.45	843.73	928.13
60011 - Planner	55.00	6,530.00	55.00	0.00
60012 - Planner/Grant Specialist	0.00	0.00	0.00	38,341.25
60000 - Salaries and wages - Other	264.00	0.00	0.00	0.00
Total 60000 - Salaries and wages	8,937.45	26,077.48	24,103.61	57,359.22
61000 - Payroll taxes and benefits				
61001 - Payroll taxes	396.57	1,979.37	1,834.61	4,343.69
61002 - Employee Benefits Health Ins.	487.85	814.08	484.10	2,315.72
61004 - Workmen's comp insurance	542.00	0.00	0.00	0.00
61005 - Employee Benefit - STD	277.45	79.82	95.01	299.27
61006 - Employee Benefit - LTD	73.53	19.41	11.56	33.25
61007 - Employee Benefits - AD&D	30.13	12.29	14.55	10.39
61008 - Employee Retirement	151.98	541.56	682.77	1,720.76
61009 - Employee Benefit - Vision	165.12	0.00	0.00	0.00
Total 61000 - Payroll taxes and benefits	2,124.63	3,446.53	3,122.60	8,723.08
62000 - Travel and Meetings				
62001 - Conference, Convention, Meeting	920.00	0.00	639.00	185.00
62002 - Travel	286.12	118.38	248.52	193.31
62003 - Employee reimbursements	0.00	0.00	82.32	0.00
62000 - Travel and Meetings - Other	0.00	0.00	0.00	0.00
Total 62000 - Travel and Meetings	1,206.12	118.38	969.84	378.31
64000 - Contract Services				
64001 - Accounting and Audit Fees	14,501.92	386.83	0.00	0.00
64003 - Business Registration Fees	52.50	0.00	0.00	0.00
64005 - Books, Subscriptions, Reference	0.00	0.00	909.00	0.00
64008 - Donated Accounting	2,700.00	-3,000.00	0.00	0.00
64010 - Contract Services - Projects	0.00	0.00	0.00	9,650.00
64000 - Contract Services - Other	270.20	0.00	0.00	0.00
Total 64000 - Contract Services	17,524.62	-2,613.17	909.00	9,650.00
65000 - Supplies				
64004 - Advertising & Promotions	289.09	101.60	576.00	248.45
65001 - Software	2,327.40	50.95	0.00	5,800.03
66003 - Printing and Copying	1,858.29	112.58	0.00	0.00
65000 - Supplies - Other	242.89	0.00	109.19	1,363.87
Total 65000 - Supplies	4,717.67	265.13	685.19	7,412.35
66000 - Other costs				
66002 - Postage, Mailing Service	4.15	0.00	0.00	0.00
66004 - Telephone, Telecommunications	319.04	0.00	0.00	0.00
66006 - Insurance - Liability, D and O	1,086.00	0.00	0.00	0.00
66010 - Other Costs	164.64	0.00	0.00	0.00
66016 - Bank and CC fees	142.00	0.00	0.00	0.00
Total 66000 - Other costs	1,715.83	0.00	0.00	0.00
Total Expense	36,226.32	27,294.35	29,790.24	83,522.96
Net Ordinary Income	91,410.89	-15,308.29	27,008.76	110.87
Other Income/Expense				
Other Expense				
80010 - Interest Expense (LOC)	3,234.34	0.00	0.00	0.00
Total Other Expense	3,234.34	0.00	0.00	0.00
Net Other Income	-3,234.34	0.00	0.00	0.00
Net Income	88,176.55	-15,308.29	27,008.76	110.87

Flint Hills Regional Council, Inc.
Statement of Functional Expenses - Year to Date

January through September 2021

	3500 EPA Brownfields	5000 OEA Phase 1	5100 OEA Phase 2	5200 OLDCC 2021
Ordinary Income/Expense				
Income				
42000 - Grants				
42045 - Grants - Federal	329,977.43	28,319.77	83,992.47	0.00
42046 - Grants - Indirect Revenue	0.00	0.00	0.00	0.00
Total 42000 - Grants	329,977.43	28,319.77	83,992.47	0.00
43400 - Indirect Public Support				
43460 - In-kind contributions	0.00	0.00	9,784.70	0.00
Total 43400 - Indirect Public Support	0.00	0.00	9,784.70	0.00
44800 - Direct Public Support				
44835 - Local Match	0.00	0.00	0.00	0.00
Total 44800 - Direct Public Support	0.00	0.00	0.00	0.00
45000 - Investments				
45030 - Interest	0.00	0.00	0.00	0.00
45035 - Investment-Unrealized Gain/Loss	0.00	0.00	0.00	0.00
Total 45000 - Investments	0.00	0.00	0.00	0.00
46400 - Other Types of Income				
46430 - Miscellaneous Revenue	0.00	0.00	0.00	0.00
46435 - Tickets/Admission	0.00	0.00	0.00	0.00
46440 - Sponsorships	0.00	0.00	0.00	0.00
46400 - Other Types of Income - Other	0.00	0.00	0.00	0.00
Total 46400 - Other Types of Income	0.00	0.00	0.00	0.00
47200 - Program Income				
47230 - Membership Dues	0.00	0.00	0.00	0.00
47240 - Program Service Fees	0.00	0.00	0.00	0.00
Total 47200 - Program Income	0.00	0.00	0.00	0.00
Total Income	329,977.43	28,319.77	93,777.17	0.00
Gross Profit	329,977.43	28,319.77	93,777.17	0.00
Expense				
60000 - Salaries and wages				
60003 - Executive Director Salary	1,246.40	5,312.52	4,270.45	653.85
60005 - Regional Planner	11,027.70	1,592.54	15,910.45	0.00
60006 - Community Planning Intern	0.00	228.00	0.00	0.00
60008 - Donated payroll	0.00	0.00	9,784.70	0.00
60009 - Holiday pay	500.17	65.31	698.86	0.00
60010 - Vacation/Sick pay	1,268.83	140.73	1,946.55	112.79
60011 - Planner	0.00	3,435.00	0.00	0.00
60012 - Planner/Grant Specialist	0.00	0.00	0.00	0.00
60000 - Salaries and wages - Other	0.00	0.00	0.00	0.00
Total 60000 - Salaries and wages	14,043.10	10,774.10	32,611.01	766.64
61000 - Payroll taxes and benefits				
61001 - Payroll taxes	1,040.36	819.44	1,697.14	58.65
61002 - Employee Benefits Health Ins.	1,774.73	251.12	2,565.09	0.00
61004 - Workmen's comp insurance	0.00	0.00	0.00	0.00
61005 - Employee Benefit - STD	73.99	30.73	116.95	3.03
61006 - Employee Benefit - LTD	42.30	5.97	61.12	0.00
61007 - Employee Benefits - AD&D	11.31	4.72	17.98	0.47
61008 - Employee Retirement	421.35	213.32	684.80	23.00
61009 - Employee Benefit - Vision	0.00	0.00	0.00	0.00
Total 61000 - Payroll taxes and benefits	3,364.04	1,325.30	5,143.08	85.15
62000 - Travel and Meetings				
62001 - Conference, Convention, Meeting	0.00	0.00	565.83	2,679.00
62002 - Travel	164.74	228.59	761.70	0.00
62003 - Employee reimbursements	0.00	0.00	0.00	0.00
62000 - Travel and Meetings - Other	0.00	0.00	595.79	0.00
Total 62000 - Travel and Meetings	164.74	228.59	1,923.32	2,679.00
64000 - Contract Services				
64001 - Accounting and Audit Fees	3,946.50	0.00	0.00	0.00
64003 - Business Registration Fees	0.00	0.00	0.00	0.00
64005 - Books, Subscriptions, Reference	22.00	0.00	0.00	0.00
64008 - Donated Accounting	0.00	0.00	0.00	0.00
64010 - Contract Services - Projects	317,573.42	11,150.00	58,570.97	0.00
64000 - Contract Services - Other	0.00	0.00	0.00	0.00
Total 64000 - Contract Services	321,541.92	11,150.00	58,570.97	0.00
65000 - Supplies				
64004 - Advertising & Promotions	0.00	0.00	119.25	0.00
65001 - Software	0.00	24.85	0.00	0.00
66003 - Printing and Copying	0.00	360.35	0.00	0.00
65000 - Supplies - Other	166.41	30.54	395.62	0.00
Total 65000 - Supplies	166.41	415.74	514.87	0.00
66000 - Other costs				
66002 - Postage, Mailing Service	6.00	0.00	0.00	0.00
66004 - Telephone, Telecommunications	0.00	0.00	0.00	0.00
66006 - Insurance - Liability, D and O	0.00	0.00	0.00	0.00
66010 - Other Costs	0.00	0.00	0.00	0.00
66016 - Bank and CC fees	0.00	0.00	0.00	0.00
Total 66000 - Other costs	6.00	0.00	0.00	0.00
Total Expense	339,286.21	23,893.73	98,763.25	3,530.79
Net Ordinary Income	-9,308.78	4,426.04	-4,986.08	-3,530.79
Other Income/Expense				
Other Expense				
80010 - Interest Expense (LOC)	0.00	0.00	0.00	0.00
Total Other Expense	0.00	0.00	0.00	0.00
Net Other Income	0.00	0.00	0.00	0.00
Net Income	-9,308.78	4,426.04	-4,986.08	-3,530.79

Flint Hills Regional Council, Inc.
Statement of Functional Expenses - Year to Date

January through September 2021

	TOTAL
Ordinary Income/Expense	
Income	
42000 - Grants	
42045 - Grants - Federal	550,574.18
42046 - Grants - Indirect Revenue	7,154.50
Total 42000 - Grants	557,728.68
43400 - Indirect Public Support	
43460 - In-kind contributions	9,784.70
Total 43400 - Indirect Public Support	9,784.70
44800 - Direct Public Support	
44835 - Local Match	48,770.62
Total 44800 - Direct Public Support	48,770.62
45000 - Investments	
45030 - Interest	444.93
45035 - Investment-Unrealized Gain/Loss	516.14
Total 45000 - Investments	961.07
46400 - Other Types of Income	
46430 - Miscellaneous Revenue	525.00
46435 - Tickets/Admission	0.00
46440 - Sponsorships	0.00
46400 - Other Types of Income - Other	30,700.00
Total 46400 - Other Types of Income	31,225.00
47200 - Program Income	
47230 - Membership Dues	83,660.40
47240 - Program Service Fees	0.00
Total 47200 - Program Income	83,660.40
Total Income	732,130.47
Gross Profit	732,130.47
Expense	
60000 - Salaries and wages	
60003 - Executive Director Salary	60,317.30
60005 - Regional Planner	39,483.29
60006 - Community Planning Intern	3,015.00
60008 - Donated payroll	9,784.70
60009 - Holiday pay	3,394.35
60010 - Vacation/Sick pay	9,997.72
60011 - Planner	10,075.00
60012 - Planner/Grant Specialist	38,341.25
60000 - Salaries and wages - Other	264.00
Total 60000 - Salaries and wages	174,672.61
61000 - Payroll taxes and benefits	
61001 - Payroll taxes	12,169.83
61002 - Employee Benefits Health Ins.	8,692.69
61004 - Workmen's comp insurance	542.00
61005 - Employee Benefit - STD	976.25
61006 - Employee Benefit - LTD	247.14
61007 - Employee Benefits - AD&D	101.84
61008 - Employee Retirement	4,439.54
61009 - Employee Benefit - Vision	165.12
Total 61000 - Payroll taxes and benefits	27,334.41
62000 - Travel and Meetings	
62001 - Conference, Convention, Meeting	4,988.83
62002 - Travel	2,001.36
62003 - Employee reimbursements	82.32
62000 - Travel and Meetings - Other	595.79
Total 62000 - Travel and Meetings	7,668.30
64000 - Contract Services	
64001 - Accounting and Audit Fees	18,835.25
64003 - Business Registration Fees	52.50
64005 - Books, Subscriptions, Reference	931.00
64008 - Donated Accounting	-300.00
64010 - Contract Services - Projects	396,944.39
64000 - Contract Services - Other	270.20
Total 64000 - Contract Services	416,733.34
65000 - Supplies	
64004 - Advertising & Promotions	1,334.39
65001 - Software	8,203.23
66003 - Printing and Copying	2,331.22
65000 - Supplies - Other	2,308.52
Total 65000 - Supplies	14,177.36
66000 - Other costs	
66002 - Postage, Mailing Service	10.15
66004 - Telephone, Telecommunications	319.04
66006 - Insurance - Liability, D and O	1,086.00
66010 - Other Costs	164.64
66016 - Bank and CC fees	142.00
Total 66000 - Other costs	1,721.83
Total Expense	642,307.85
Net Ordinary Income	89,822.62
Other Income/Expense	
Other Expense	
80010 - Interest Expense (LOC)	3,234.34
Total Other Expense	3,234.34
Net Other Income	-3,234.34
Net Income	86,588.28

Flint Hills Regional Council, Inc.
Statement of Functional Expenses - Year to Date

October 2016 through March 2021

	2002 EDA PP CEDS Implementa... (2000 EDA PP 2016)	2003 EDA PP St. George Comp ... (2000 EDA PP 2016)	2007 EDA PP GMEP (2000 EDA PP 2016)
Ordinary Income/Expense			
Income			
42000 · Grants			
42045 · Grants - Federal	229,043.99	0.00	0.00
Total 42000 · Grants	229,043.99	0.00	0.00
43400 · Indirect Public Support			
43460 · In-kind contributions	0.00	0.00	0.00
Total 43400 · Indirect Public Support	0.00	0.00	0.00
44020 · EDA Grant	-17,626.00	0.00	0.00
44800 · Direct Public Support			
44835 · Local Match	3,087.50	3,655.51	12,882.23
Total 44800 · Direct Public Support	3,087.50	3,655.51	12,882.23
46400 · Other Types of Income			
46435 · Tickets/Admission	45.00	0.00	0.00
46440 · Sponsorships	0.00	0.00	0.00
Total 46400 · Other Types of Income	45.00	0.00	0.00
47200 · Program Income			
47240 · Program Service Fees	0.00	0.00	0.00
Total 47200 · Program Income	0.00	0.00	0.00
Total Income	214,550.49	3,655.51	12,882.23
Gross Profit	214,550.49	3,655.51	12,882.23
Expense			
60000 · Salaries and wages			
60001 · Salaries and wages - other	148,384.42	0.00	3,972.59
60003 · Executive Director Salary	28,797.89	5,744.91	52.50
60004 · Community Development Planner	6,175.67	0.00	0.00
60005 · Regional Planner	52,522.65	1,667.67	0.00
60006 · Community Planning Intern	1,539.00	270.00	2,366.00
60007 · Regional Planning Intern	1,083.60	0.00	0.00
60009 · Holiday pay	2,174.08	139.22	0.00
60010 · Vacation/Sick pay	4,809.68	235.98	0.00
60011 · Planner	820.00	4,870.00	0.00
Total 60000 · Salaries and wages	246,306.99	12,927.78	6,391.09
61000 · Payroll taxes and benefits			
61001 · Payroll taxes	18,795.23	994.03	490.53
61002 · Employee Benefits Health Ins.	15,981.24	385.66	18.04
61005 · Employee Benefit - STD	407.13	33.78	0.00
61006 · Employee Benefit - LTD	194.81	6.81	0.00
61007 · Employee Benefits - AD&D	68.67	5.17	0.00
61008 · Employee Retirement	2,391.39	233.63	0.00
61000 · Payroll taxes and benefits - Other	1,710.15	0.00	3.11
Total 61000 · Payroll taxes and benefits	39,548.62	1,659.08	511.68
62000 · Travel and Meetings			
62001 · Conference, Convention, Meeting	1,667.05	0.00	0.00
62002 · Travel	5,019.58	93.58	0.00
62003 · Employee reimbursements	3,981.98	0.00	19.62
Total 62000 · Travel and Meetings	10,668.61	93.58	19.62
64000 · Contract Services			
64001 · Accounting and Audit Fees	29,541.70	25.00	0.00
64003 · Business Registration Fees	680.17	0.00	0.00
64005 · Books, Subscriptions, Reference	381.00	0.00	0.00
64008 · Donated Accounting	0.00	0.00	0.00
64010 · Contract Services - Projects	5,642.25	0.00	5,000.00
64000 · Contract Services - Other	7,292.50	0.00	0.00
Total 64000 · Contract Services	43,537.62	25.00	5,000.00
65000 · Supplies			
64004 · Advertising & Promotions	1,442.02	121.50	0.00
65001 · Software	2,693.09	327.52	10,000.00
66003 · Printing and Copying	3,108.50	0.00	0.00
65000 · Supplies - Other	1,213.17	0.00	0.00
Total 65000 · Supplies	8,456.78	449.02	10,000.00
66000 · Other costs			
66002 · Postage, Mailing Service	299.39	0.00	6.70
66004 · Telephone, Telecommunications	1,553.02	0.00	0.00
66010 · Other Costs	12,692.93	0.00	62.20
Total 66000 · Other costs	14,545.34	0.00	68.90
Total Expense	363,063.96	15,154.46	21,991.29
Net Ordinary Income	-148,513.47	-11,498.95	-9,109.06
Net Income	-148,513.47	-11,498.95	-9,109.06

Flint Hills Regional Council, Inc.
Statement of Functional Expenses - Year to Date

October 2016 through March 2021

	2008 EDA PP Pott County EIA (2000 EDA PP 2016)	2009 EDA PP Regional Confere... (2000 EDA PP 2016)	2011 EDA PP Wabaunsee Co C... (2000 EDA PP 2016)
Ordinary Income/Expense			
Income			
42000 · Grants			
42045 · Grants - Federal	0.00	0.00	0.00
Total 42000 · Grants	0.00	0.00	0.00
43400 · Indirect Public Support			
43460 · In-kind contributions	0.00	0.00	0.00
Total 43400 · Indirect Public Support	0.00	0.00	0.00
44020 · EDA Grant	0.00	0.00	0.00
44800 · Direct Public Support			
44835 · Local Match	745.84	0.00	25,000.00
Total 44800 · Direct Public Support	745.84	0.00	25,000.00
46400 · Other Types of Income			
46435 · Tickets/Admission	0.00	0.00	0.00
46440 · Sponsorships	0.00	0.00	0.00
Total 46400 · Other Types of Income	0.00	0.00	0.00
47200 · Program Income			
47240 · Program Service Fees	0.00	0.00	0.00
Total 47200 · Program Income	0.00	0.00	0.00
Total Income	745.84	0.00	25,000.00
Gross Profit	745.84	0.00	25,000.00
Expense			
60000 · Salaries and wages			
60001 · Salaries and wages - other	0.00	172.72	21,083.28
60003 · Executive Director Salary	210.00	87.50	1,336.61
60004 · Community Development Planner	45.44	5,402.90	0.00
60005 · Regional Planner	0.00	300.49	6,667.98
60006 · Community Planning Intern	1,105.00	0.00	488.50
60007 · Regional Planning Intern	22.00	0.00	154.00
60009 · Holiday pay	0.00	153.17	111.70
60010 · Vacation/Sick pay	0.00	237.49	485.31
60011 · Planner	0.00	0.00	0.00
Total 60000 · Salaries and wages	1,382.44	6,354.27	30,327.38
61000 · Payroll taxes and benefits			
61001 · Payroll taxes	105.66	477.94	2,253.30
61002 · Employee Benefits Health Ins.	3.04	428.64	2,418.15
61005 · Employee Benefit - STD	0.32	42.25	31.01
61006 · Employee Benefit - LTD	0.16	19.77	18.35
61007 · Employee Benefits - AD&D	0.06	6.51	6.46
61008 · Employee Retirement	0.00	9.10	227.11
61000 · Payroll taxes and benefits - Other	0.00	0.92	397.57
Total 61000 · Payroll taxes and benefits	109.24	985.13	5,351.95
62000 · Travel and Meetings			
62001 · Conference, Convention, Meeting	0.00	0.00	0.00
62002 · Travel	0.00	190.76	541.73
62003 · Employee reimbursements	0.00	53.41	1,330.91
Total 62000 · Travel and Meetings	0.00	244.17	1,872.64
64000 · Contract Services			
64001 · Accounting and Audit Fees	0.00	0.00	0.00
64003 · Business Registration Fees	0.00	0.00	0.00
64005 · Books, Subscriptions, Reference	0.00	0.00	0.00
64008 · Donated Accounting	0.00	0.00	0.00
64010 · Contract Services - Projects	0.00	5,458.95	0.00
64000 · Contract Services - Other	0.00	0.00	0.00
Total 64000 · Contract Services	0.00	5,458.95	0.00
65000 · Supplies			
64004 · Advertising & Promotions	0.00	0.00	15.00
65001 · Software	0.00	24.85	281.85
66003 · Printing and Copying	0.00	153.00	1,456.19
65000 · Supplies - Other	0.00	0.00	460.36
Total 65000 · Supplies	0.00	177.85	2,213.40
66000 · Other costs			
66002 · Postage, Mailing Service	0.00	0.00	129.79
66004 · Telephone, Telecommunications	0.00	0.00	0.00
66010 · Other Costs	0.00	0.00	263.48
Total 66000 · Other costs	0.00	0.00	393.27
Total Expense	1,491.68	13,220.37	40,158.64
Net Ordinary Income	-745.84	-13,220.37	-15,158.64
Net Income	-745.84	-13,220.37	-15,158.64

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	2012 EDA PP Westmoreland CO... (2000 EDA PP 2016)	2000 EDA PP 2016 - Other (2000 EDA PP 2016)	Total 2000 EDA PP 2016
Ordinary Income/Expense			
Income			
42000 · Grants			
42045 · Grants - Federal	0.00	0.00	229,043.99
Total 42000 · Grants	0.00	0.00	229,043.99
43400 · Indirect Public Support			
43460 · In-kind contributions	0.00	0.00	0.00
Total 43400 · Indirect Public Support	0.00	0.00	0.00
44020 · EDA Grant	0.00	0.00	-17,626.00
44800 · Direct Public Support			
44835 · Local Match	8,747.84	2,068.50	56,187.42
Total 44800 · Direct Public Support	8,747.84	2,068.50	56,187.42
46400 · Other Types of Income			
46435 · Tickets/Admission	0.00	0.00	45.00
46440 · Sponsorships	0.00	0.00	0.00
Total 46400 · Other Types of Income	0.00	0.00	45.00
47200 · Program Income			
47240 · Program Service Fees	0.00	0.00	0.00
Total 47200 · Program Income	0.00	0.00	0.00
Total Income	8,747.84	2,068.50	267,650.41
Gross Profit	8,747.84	2,068.50	267,650.41
Expense			
60000 · Salaries and wages			
60001 · Salaries and wages - other	9,546.60	0.00	183,159.61
60003 · Executive Director Salary	0.00	0.00	36,229.41
60004 · Community Development Planner	96.54	0.00	11,720.55
60005 · Regional Planner	0.00	0.00	61,158.79
60006 · Community Planning Intern	0.00	0.00	5,768.50
60007 · Regional Planning Intern	0.00	0.00	1,259.60
60009 · Holiday pay	0.00	0.00	2,578.17
60010 · Vacation/Sick pay	0.00	0.00	5,768.46
60011 · Planner	0.00	0.00	5,690.00
Total 60000 · Salaries and wages	9,643.14	0.00	313,333.09
61000 · Payroll taxes and benefits			
61001 · Payroll taxes	709.12	0.00	23,825.81
61002 · Employee Benefits Health Ins.	906.27	0.00	20,141.04
61005 · Employee Benefit - STD	0.33	0.00	514.82
61006 · Employee Benefit - LTD	0.15	0.00	240.05
61007 · Employee Benefits - AD&D	0.11	0.00	86.98
61008 · Employee Retirement	0.00	0.00	2,861.23
61000 · Payroll taxes and benefits - Other	5.03	0.00	2,116.78
Total 61000 · Payroll taxes and benefits	1,621.01	0.00	49,786.71
62000 · Travel and Meetings			
62001 · Conference, Convention, Meeting	0.00	0.00	1,667.05
62002 · Travel	95.38	0.00	5,941.03
62003 · Employee reimbursements	792.03	0.00	6,177.95
Total 62000 · Travel and Meetings	887.41	0.00	13,786.03
64000 · Contract Services			
64001 · Accounting and Audit Fees	0.00	0.00	29,566.70
64003 · Business Registration Fees	0.00	0.00	680.17
64005 · Books, Subscriptions, Reference	0.00	0.00	381.00
64008 · Donated Accounting	0.00	0.00	0.00
64010 · Contract Services - Projects	0.00	0.00	16,101.20
64000 · Contract Services - Other	0.00	0.00	7,292.50
Total 64000 · Contract Services	0.00	0.00	54,021.57
65000 · Supplies			
64004 · Advertising & Promotions	0.00	0.00	1,578.52
65001 · Software	0.00	0.00	13,327.31
66003 · Printing and Copying	470.18	0.00	5,187.87
65000 · Supplies - Other	55.57	0.00	1,729.10
Total 65000 · Supplies	525.75	0.00	21,822.80
66000 · Other costs			
66002 · Postage, Mailing Service	0.00	0.00	435.88
66004 · Telephone, Telecommunications	0.00	0.00	1,553.02
66010 · Other Costs	0.00	0.00	13,018.61
Total 66000 · Other costs	0.00	0.00	15,007.51
Total Expense	12,677.31	0.00	467,757.71
Net Ordinary Income	-3,929.47	2,068.50	-200,107.30
Net Income	-3,929.47	2,068.50	-200,107.30

Flint Hills Regional Council, Inc.
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	TOTAL
Ordinary Income/Expense	
Income	
42000 · Grants	
42045 · Grants - Federal	229,043.99
Total 42000 · Grants	229,043.99
43400 · Indirect Public Support	
43460 · In-kind contributions	0.00
Total 43400 · Indirect Public Support	0.00
44020 · EDA Grant	-17,626.00
44800 · Direct Public Support	
44835 · Local Match	56,187.42
Total 44800 · Direct Public Support	56,187.42
46400 · Other Types of Income	
46435 · Tickets/Admission	45.00
46440 · Sponsorships	0.00
Total 46400 · Other Types of Income	45.00
47200 · Program Income	
47240 · Program Service Fees	0.00
Total 47200 · Program Income	0.00
Total Income	267,650.41
Gross Profit	267,650.41
Expense	
60000 · Salaries and wages	
60001 · Salaries and wages - other	183,159.61
60003 · Executive Director Salary	36,229.41
60004 · Community Development Planner	11,720.55
60005 · Regional Planner	61,158.79
60006 · Community Planning Intern	5,768.50
60007 · Regional Planning Intern	1,259.60
60009 · Holiday pay	2,578.17
60010 · Vacation/Sick pay	5,768.46
60011 · Planner	5,690.00
Total 60000 · Salaries and wages	313,333.09
61000 · Payroll taxes and benefits	
61001 · Payroll taxes	23,825.81
61002 · Employee Benefits Health Ins.	20,141.04
61005 · Employee Benefit - STD	514.82
61006 · Employee Benefit - LTD	240.05
61007 · Employee Benefits - AD&D	86.98
61008 · Employee Retirement	2,861.23
61000 · Payroll taxes and benefits - Other	2,116.78
Total 61000 · Payroll taxes and benefits	49,786.71
62000 · Travel and Meetings	
62001 · Conference, Convention, Meeting	1,667.05
62002 · Travel	5,941.03
62003 · Employee reimbursements	6,177.95
Total 62000 · Travel and Meetings	13,786.03
64000 · Contract Services	
64001 · Accounting and Audit Fees	29,566.70
64003 · Business Registration Fees	680.17
64005 · Books, Subscriptions, Reference	381.00
64008 · Donated Accounting	0.00
64010 · Contract Services - Projects	16,101.20
64000 · Contract Services - Other	7,292.50
Total 64000 · Contract Services	54,021.57
65000 · Supplies	
64004 · Advertising & Promotions	1,578.52
65001 · Software	13,327.31
66003 · Printing and Copying	5,187.87
65000 · Supplies - Other	1,729.10
Total 65000 · Supplies	21,822.80
66000 · Other costs	
66002 · Postage, Mailing Service	435.88
66004 · Telephone, Telecommunications	1,553.02
66010 · Other Costs	13,018.61
Total 66000 · Other costs	15,007.51
Total Expense	467,757.71
Net Ordinary Income	-200,107.30
Net Income	-200,107.30

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	2002 EDA PP CEDS Implementa... (2000 EDA PP 2016)	2003 EDA PP St. George Comp ... (2000 EDA PP 2016)	2009 EDA PP Regional Confere... (2000 EDA PP 2016)
Ordinary Income/Expense			
Income			
42000 · Grants			
42045 · Grants - Federal	38,769.34	0.00	0.00
Total 42000 · Grants	38,769.34	0.00	0.00
43400 · Indirect Public Support			
43460 · In-kind contributions	-3,000.00	0.00	0.00
Total 43400 · Indirect Public Support	-3,000.00	0.00	0.00
44800 · Direct Public Support			
44835 · Local Match	3,087.50	3,655.51	0.00
Total 44800 · Direct Public Support	3,087.50	3,655.51	0.00
46400 · Other Types of Income			
46435 · Tickets/Admission	0.00	0.00	-4,634.24
46440 · Sponsorships	0.00	0.00	-3,598.25
Total 46400 · Other Types of Income	0.00	0.00	-8,232.49
47200 · Program Income			
47240 · Program Service Fees	0.00	0.00	0.00
Total 47200 · Program Income	0.00	0.00	0.00
Total Income	38,856.84	3,655.51	-8,232.49
Gross Profit	38,856.84	3,655.51	-8,232.49
Expense			
60000 · Salaries and wages			
60003 · Executive Director Salary	20,677.89	5,744.91	0.00
60005 · Regional Planner	20,829.55	1,667.67	0.00
60006 · Community Planning Intern	1,286.00	270.00	0.00
60009 · Holiday pay	764.33	139.22	0.00
60010 · Vacation/Sick pay	2,296.37	235.98	0.00
60011 · Planner	820.00	4,870.00	0.00
Total 60000 · Salaries and wages	46,674.14	12,927.78	0.00
61000 · Payroll taxes and benefits			
61001 · Payroll taxes	3,594.30	994.03	0.00
61002 · Employee Benefits Health Ins.	3,067.11	385.66	0.00
61005 · Employee Benefit - STD	211.44	33.78	0.00
61006 · Employee Benefit - LTD	79.43	6.81	0.00
61007 · Employee Benefits - AD&D	32.47	5.17	0.00
61008 · Employee Retirement	1,341.44	233.63	0.00
Total 61000 · Payroll taxes and benefits	8,326.19	1,659.08	0.00
62000 · Travel and Meetings			
62001 · Conference, Convention, Meeting	54.67	0.00	0.00
62002 · Travel	1,503.82	93.58	0.00
Total 62000 · Travel and Meetings	1,558.49	93.58	0.00
64000 · Contract Services			
64001 · Accounting and Audit Fees	12,897.30	25.00	0.00
64003 · Business Registration Fees	319.89	0.00	0.00
64005 · Books, Subscriptions, Reference	381.00	0.00	0.00
64008 · Donated Accounting	-3,000.00	0.00	0.00
64010 · Contract Services - Projects	441.25	0.00	0.00
64000 · Contract Services - Other	7,292.50	0.00	0.00
Total 64000 · Contract Services	18,331.94	25.00	0.00
65000 · Supplies			
64004 · Advertising & Promotions	246.00	121.50	0.00
65001 · Software	772.21	327.52	0.00
66003 · Printing and Copying	478.61	0.00	0.00
65000 · Supplies - Other	132.57	0.00	0.00
Total 65000 · Supplies	1,629.39	449.02	0.00
66000 · Other costs			
66002 · Postage, Mailing Service	50.46	0.00	0.00
66004 · Telephone, Telecommunications	5.69	0.00	0.00
66010 · Other Costs	14.59	0.00	0.00
Total 66000 · Other costs	70.74	0.00	0.00
Total Expense	76,590.89	15,154.46	0.00
Net Ordinary Income	-37,734.05	-11,498.95	-8,232.49
Net Income	-37,734.05	-11,498.95	-8,232.49

Flint Hills Regional Council, Inc.
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	2011 EDA PP Wabaunsee Co C... (2000 EDA PP 2016)	2000 EDA PP 2016 - Other (2000 EDA PP 2016)	Total 2000 EDA PP 2016
Ordinary Income/Expense			
Income			
42000 · Grants			
42045 · Grants - Federal	0.00	0.00	38,769.34
Total 42000 · Grants	0.00	0.00	38,769.34
43400 · Indirect Public Support			
43460 · In-kind contributions	0.00	0.00	-3,000.00
Total 43400 · Indirect Public Support	0.00	0.00	-3,000.00
44800 · Direct Public Support			
44835 · Local Match	0.00	2,068.50	8,811.51
Total 44800 · Direct Public Support	0.00	2,068.50	8,811.51
46400 · Other Types of Income			
46435 · Tickets/Admission	0.00	0.00	-4,634.24
46440 · Sponsorships	0.00	0.00	-3,598.25
Total 46400 · Other Types of Income	0.00	0.00	-8,232.49
47200 · Program Income			
47240 · Program Service Fees	0.00	0.00	0.00
Total 47200 · Program Income	0.00	0.00	0.00
Total Income	0.00	2,068.50	36,348.36
Gross Profit	0.00	2,068.50	36,348.36
Expense			
60000 · Salaries and wages			
60003 · Executive Director Salary	304.11	0.00	26,726.91
60005 · Regional Planner	0.00	0.00	22,497.22
60006 · Community Planning Intern	0.00	0.00	1,556.00
60009 · Holiday pay	0.00	0.00	903.55
60010 · Vacation/Sick pay	0.00	0.00	2,532.35
60011 · Planner	0.00	0.00	5,690.00
Total 60000 · Salaries and wages	304.11	0.00	59,906.03
61000 · Payroll taxes and benefits			
61001 · Payroll taxes	23.27	0.00	4,611.60
61002 · Employee Benefits Health Ins.	0.00	0.00	3,452.77
61005 · Employee Benefit - STD	1.20	0.00	246.42
61006 · Employee Benefit - LTD	0.00	0.00	86.24
61007 · Employee Benefits - AD&D	0.18	0.00	37.82
61008 · Employee Retirement	9.13	0.00	1,584.20
Total 61000 · Payroll taxes and benefits	33.78	0.00	10,019.05
62000 · Travel and Meetings			
62001 · Conference, Convention, Meeting	0.00	0.00	54.67
62002 · Travel	0.00	0.00	1,597.40
Total 62000 · Travel and Meetings	0.00	0.00	1,652.07
64000 · Contract Services			
64001 · Accounting and Audit Fees	0.00	0.00	12,922.30
64003 · Business Registration Fees	0.00	0.00	319.89
64005 · Books, Subscriptions, Reference	0.00	0.00	381.00
64008 · Donated Accounting	0.00	0.00	-3,000.00
64010 · Contract Services - Projects	0.00	0.00	441.25
64000 · Contract Services - Other	0.00	0.00	7,292.50
Total 64000 · Contract Services	0.00	0.00	18,356.94
65000 · Supplies			
64004 · Advertising & Promotions	0.00	0.00	367.50
65001 · Software	0.00	0.00	1,099.73
66003 · Printing and Copying	0.00	0.00	478.61
65000 · Supplies - Other	0.00	0.00	132.57
Total 65000 · Supplies	0.00	0.00	2,078.41
66000 · Other costs			
66002 · Postage, Mailing Service	0.00	0.00	50.46
66004 · Telephone, Telecommunications	0.00	0.00	5.69
66010 · Other Costs	0.00	0.00	14.59
Total 66000 · Other costs	0.00	0.00	70.74
Total Expense	337.89	0.00	92,083.24
Net Ordinary Income	-337.89	2,068.50	-55,734.88
Net Income	-337.89	2,068.50	-55,734.88

Flint Hills Regional Council, Inc.
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	TOTAL
Ordinary Income/Expense	
Income	
42000 · Grants	
42045 · Grants - Federal	38,769.34
Total 42000 · Grants	38,769.34
43400 · Indirect Public Support	
43460 · In-kind contributions	-3,000.00
Total 43400 · Indirect Public Support	-3,000.00
44800 · Direct Public Support	
44835 · Local Match	8,811.51
Total 44800 · Direct Public Support	8,811.51
46400 · Other Types of Income	
46435 · Tickets/Admission	-4,634.24
46440 · Sponsorships	-3,598.25
Total 46400 · Other Types of Income	-8,232.49
47200 · Program Income	
47240 · Program Service Fees	0.00
Total 47200 · Program Income	0.00
Total Income	36,348.36
Gross Profit	36,348.36
Expense	
60000 · Salaries and wages	
60003 · Executive Director Salary	26,726.91
60005 · Regional Planner	22,497.22
60006 · Community Planning Intern	1,556.00
60009 · Holiday pay	903.55
60010 · Vacation/Sick pay	2,532.35
60011 · Planner	5,690.00
Total 60000 · Salaries and wages	59,906.03
61000 · Payroll taxes and benefits	
61001 · Payroll taxes	4,611.60
61002 · Employee Benefits Health Ins.	3,452.77
61005 · Employee Benefit - STD	246.42
61006 · Employee Benefit - LTD	86.24
61007 · Employee Benefits - AD&D	37.82
61008 · Employee Retirement	1,584.20
Total 61000 · Payroll taxes and benefits	10,019.05
62000 · Travel and Meetings	
62001 · Conference, Convention, Meeting	54.67
62002 · Travel	1,597.40
Total 62000 · Travel and Meetings	1,652.07
64000 · Contract Services	
64001 · Accounting and Audit Fees	12,922.30
64003 · Business Registration Fees	319.89
64005 · Books, Subscriptions, Reference	381.00
64008 · Donated Accounting	-3,000.00
64010 · Contract Services - Projects	441.25
64000 · Contract Services - Other	7,292.50
Total 64000 · Contract Services	18,356.94
65000 · Supplies	
64004 · Advertising & Promotions	367.50
65001 · Software	1,099.73
66003 · Printing and Copying	478.61
65000 · Supplies - Other	132.57
Total 65000 · Supplies	2,078.41
66000 · Other costs	
66002 · Postage, Mailing Service	50.46
66004 · Telephone, Telecommunications	5.69
66010 · Other Costs	14.59
Total 66000 · Other costs	70.74
Total Expense	92,083.24
Net Ordinary Income	-55,734.88
Net Income	-55,734.88

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	2051 EDA PP 2021-Planning ... (2050 EDA PP 2021-24)	2053 EDA PP 2021-CEDS Imp... (2050 EDA PP 2021-24)
Ordinary Income/Expense		
Income		
42000 · Grants		
42045 · Grants - Federal	17,500.00	0.00
Total 42000 · Grants	17,500.00	0.00
44800 · Direct Public Support		
44835 · Local Match	39,299.00	0.00
Total 44800 · Direct Public Support	39,299.00	0.00
Total Income	56,799.00	0.00
Gross Profit	56,799.00	0.00
Expense		
60000 · Salaries and wages		
60003 · Executive Director Salary	14,262.02	3,984.36
60005 · Regional Planner	1,532.53	1,622.59
60006 · Community Planning Intern	342.00	948.00
60009 · Holiday pay	326.82	186.56
60010 · Vacation/Sick pay	508.01	335.72
60011 · Planner	55.00	0.00
Total 60000 · Salaries and wages	17,026.38	7,077.23
61000 · Payroll taxes and benefits		
61001 · Payroll taxes	1,297.62	536.99
61002 · Employee Benefits Health Ins.	252.02	232.08
61005 · Employee Benefit - STD	68.36	26.65
61006 · Employee Benefit - LTD	6.03	5.53
61007 · Employee Benefits - AD&D	10.46	4.09
61008 · Employee Retirement	498.88	183.89
Total 61000 · Payroll taxes and benefits	2,133.37	989.23
62000 · Travel and Meetings		
62001 · Conference, Convention, Meeting	185.00	454.00
62002 · Travel	29.06	219.46
62003 · Employee reimbursements	82.32	0.00
Total 62000 · Travel and Meetings	296.38	673.46
64000 · Contract Services		
64005 · Books, Subscriptions, Reference	0.00	909.00
Total 64000 · Contract Services	0.00	909.00
65000 · Supplies		
64004 · Advertising & Promotions	576.00	0.00
65000 · Supplies - Other	61.03	48.16
Total 65000 · Supplies	637.03	48.16
Total Expense	20,093.16	9,697.08
Net Ordinary Income	36,705.84	-9,697.08
Net Income	36,705.84	-9,697.08

Flint Hills Regional Council, Inc.
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	Total 2050 EDA PP 2021-24	TOTAL
Ordinary Income/Expense		
Income		
42000 · Grants		
42045 · Grants - Federal	17,500.00	17,500.00
Total 42000 · Grants	17,500.00	17,500.00
44800 · Direct Public Support		
44835 · Local Match	39,299.00	39,299.00
Total 44800 · Direct Public Support	39,299.00	39,299.00
Total Income	56,799.00	56,799.00
Gross Profit	56,799.00	56,799.00
Expense		
60000 · Salaries and wages		
60003 · Executive Director Salary	18,246.38	18,246.38
60005 · Regional Planner	3,155.12	3,155.12
60006 · Community Planning Intern	1,290.00	1,290.00
60009 · Holiday pay	513.38	513.38
60010 · Vacation/Sick pay	843.73	843.73
60011 · Planner	55.00	55.00
Total 60000 · Salaries and wages	24,103.61	24,103.61
61000 · Payroll taxes and benefits		
61001 · Payroll taxes	1,834.61	1,834.61
61002 · Employee Benefits Health Ins.	484.10	484.10
61005 · Employee Benefit - STD	95.01	95.01
61006 · Employee Benefit - LTD	11.56	11.56
61007 · Employee Benefits - AD&D	14.55	14.55
61008 · Employee Retirement	682.77	682.77
Total 61000 · Payroll taxes and benefits	3,122.60	3,122.60
62000 · Travel and Meetings		
62001 · Conference, Convention, Meeting	639.00	639.00
62002 · Travel	248.52	248.52
62003 · Employee reimbursements	82.32	82.32
Total 62000 · Travel and Meetings	969.84	969.84
64000 · Contract Services		
64005 · Books, Subscriptions, Reference	909.00	909.00
Total 64000 · Contract Services	909.00	909.00
65000 · Supplies		
64004 · Advertising & Promotions	576.00	576.00
65000 · Supplies - Other	109.19	109.19
Total 65000 · Supplies	685.19	685.19
Total Expense	29,790.24	29,790.24
Net Ordinary Income	27,008.76	27,008.76
Net Income	27,008.76	27,008.76

Flint Hills Regional Council, Inc.
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	2101 EDA CARES Planning &... (2100 EDA CARES)	2102 EDA CARES Needs Ass... (2100 EDA CARES)
Ordinary Income/Expense		
Income		
42000 · Grants		
42045 · Grants - Federal	99,983.00	0.00
42046 · Grants - Indirect Revenue	7,154.50	0.00
Total 42000 · Grants	<u>107,137.50</u>	<u>0.00</u>
Total Income	<u>107,137.50</u>	<u>0.00</u>
Gross Profit	107,137.50	0.00
Expense		
60000 · Salaries and wages		
60003 · Executive Director Salary	24,048.31	2,983.17
60005 · Regional Planner	60.10	0.00
60009 · Holiday pay	1,636.48	0.00
60010 · Vacation/Sick pay	928.13	0.00
60012 · Planner/Grant Specialist	43,206.63	0.00
Total 60000 · Salaries and wages	<u>69,879.65</u>	<u>2,983.17</u>
61000 · Payroll taxes and benefits		
61001 · Payroll taxes	5,292.07	228.21
61002 · Employee Benefits Health Ins.	2,810.84	0.00
61005 · Employee Benefit - STD	384.73	11.79
61006 · Employee Benefit - LTD	33.45	0.00
61007 · Employee Benefits - AD&D	14.97	1.80
61008 · Employee Retirement	2,104.34	89.49
Total 61000 · Payroll taxes and benefits	<u>10,640.40</u>	<u>331.29</u>
62000 · Travel and Meetings		
62001 · Conference, Convention, Meeting	185.00	0.00
62002 · Travel	264.07	0.00
Total 62000 · Travel and Meetings	<u>449.07</u>	<u>0.00</u>
64000 · Contract Services		
64010 · Contract Services - Projects	0.00	9,650.00
Total 64000 · Contract Services	<u>0.00</u>	<u>9,650.00</u>
65000 · Supplies		
64004 · Advertising & Promotions	410.95	0.00
65001 · Software	5,800.03	0.00
66003 · Printing and Copying	246.50	0.00
65000 · Supplies - Other	5,354.69	0.00
Total 65000 · Supplies	<u>11,812.17</u>	<u>0.00</u>
Total Expense	<u>92,781.29</u>	<u>12,964.46</u>
Net Ordinary Income	<u>14,356.21</u>	<u>-12,964.46</u>
Net Income	<u><u>14,356.21</u></u>	<u><u>-12,964.46</u></u>

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	2103 EDA CARES Other Tech... (2100 EDA CARES)	2100 EDA CARES - Other (2100 EDA CARES)
Ordinary Income/Expense		
Income		
42000 · Grants		
42045 · Grants - Federal	0.00	0.00
42046 · Grants - Indirect Revenue	0.00	0.00
Total 42000 · Grants	<u>0.00</u>	<u>0.00</u>
Total Income	<u>0.00</u>	<u>0.00</u>
Gross Profit	0.00	0.00
Expense		
60000 · Salaries and wages		
60003 · Executive Director Salary	40.87	490.38
60005 · Regional Planner	0.00	0.00
60009 · Holiday pay	0.00	0.00
60010 · Vacation/Sick pay	0.00	0.00
60012 · Planner/Grant Specialist	0.00	0.00
Total 60000 · Salaries and wages	<u>40.87</u>	<u>490.38</u>
61000 · Payroll taxes and benefits		
61001 · Payroll taxes	3.12	37.52
61002 · Employee Benefits Health Ins.	0.00	0.00
61005 · Employee Benefit - STD	0.16	1.94
61006 · Employee Benefit - LTD	0.00	0.00
61007 · Employee Benefits - AD&D	0.02	0.30
61008 · Employee Retirement	1.23	14.71
Total 61000 · Payroll taxes and benefits	<u>4.53</u>	<u>54.47</u>
62000 · Travel and Meetings		
62001 · Conference, Convention, Meeting	0.00	0.00
62002 · Travel	0.00	0.00
Total 62000 · Travel and Meetings	<u>0.00</u>	<u>0.00</u>
64000 · Contract Services		
64010 · Contract Services - Projects	0.00	0.00
Total 64000 · Contract Services	<u>0.00</u>	<u>0.00</u>
65000 · Supplies		
64004 · Advertising & Promotions	0.00	0.00
65001 · Software	0.00	0.00
66003 · Printing and Copying	0.00	0.00
65000 · Supplies - Other	0.00	0.00
Total 65000 · Supplies	<u>0.00</u>	<u>0.00</u>
Total Expense	<u>45.40</u>	<u>544.85</u>
Net Ordinary Income	<u>-45.40</u>	<u>-544.85</u>
Net Income	<u><u>-45.40</u></u>	<u><u>-544.85</u></u>

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	Total 2100 EDA CARES	TOTAL
Ordinary Income/Expense		
Income		
42000 · Grants		
42045 · Grants - Federal	99,983.00	99,983.00
42046 · Grants - Indirect Revenue	7,154.50	7,154.50
Total 42000 · Grants	107,137.50	107,137.50
Total Income	107,137.50	107,137.50
Gross Profit	107,137.50	107,137.50
Expense		
60000 · Salaries and wages		
60003 · Executive Director Salary	27,562.73	27,562.73
60005 · Regional Planner	60.10	60.10
60009 · Holiday pay	1,636.48	1,636.48
60010 · Vacation/Sick pay	928.13	928.13
60012 · Planner/Grant Specialist	43,206.63	43,206.63
Total 60000 · Salaries and wages	73,394.07	73,394.07
61000 · Payroll taxes and benefits		
61001 · Payroll taxes	5,560.92	5,560.92
61002 · Employee Benefits Health Ins.	2,810.84	2,810.84
61005 · Employee Benefit - STD	398.62	398.62
61006 · Employee Benefit - LTD	33.45	33.45
61007 · Employee Benefits - AD&D	17.09	17.09
61008 · Employee Retirement	2,209.77	2,209.77
Total 61000 · Payroll taxes and benefits	11,030.69	11,030.69
62000 · Travel and Meetings		
62001 · Conference, Convention, Meeting	185.00	185.00
62002 · Travel	264.07	264.07
Total 62000 · Travel and Meetings	449.07	449.07
64000 · Contract Services		
64010 · Contract Services - Projects	9,650.00	9,650.00
Total 64000 · Contract Services	9,650.00	9,650.00
65000 · Supplies		
64004 · Advertising & Promotions	410.95	410.95
65001 · Software	5,800.03	5,800.03
66003 · Printing and Copying	246.50	246.50
65000 · Supplies - Other	5,354.69	5,354.69
Total 65000 · Supplies	11,812.17	11,812.17
Total Expense	106,336.00	106,336.00
Net Ordinary Income	801.50	801.50
Net Income	801.50	801.50

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	3501 EPA Admin (3500 EPA Brownfields)	3502 EPA Haz Sub Brownfields (3500 EPA Brownfields)
Ordinary Income/Expense		
Income		
42000 · Grants		
42045 · Grants - Federal	23,939.78	268,210.98
Total 42000 · Grants	23,939.78	268,210.98
43400 · Indirect Public Support		
43460 · In-kind contributions	0.00	300.00
Total 43400 · Indirect Public Support	0.00	300.00
47200 · Program Income		
47240 · Program Service Fees	0.00	0.00
Total 47200 · Program Income	0.00	0.00
Total Income	23,939.78	268,510.98
Gross Profit	23,939.78	268,510.98
Expense		
60000 · Salaries and wages		
60001 · Salaries and wages - other	0.00	1,194.52
60003 · Executive Director Salary	1,981.99	665.10
60004 · Community Development Planner	0.00	985.32
60005 · Regional Planner	5,198.35	6,280.45
60007 · Regional Planning Intern	0.00	13.75
60009 · Holiday pay	284.83	290.81
60010 · Vacation/Sick pay	300.07	837.61
Total 60000 · Salaries and wages	7,765.24	10,267.56
61000 · Payroll taxes and benefits		
61001 · Payroll taxes	578.82	777.92
61002 · Employee Benefits Health Ins.	795.48	1,172.62
61005 · Employee Benefit - STD	38.93	47.21
61006 · Employee Benefit - LTD	18.97	27.67
61007 · Employee Benefits - AD&D	5.94	7.24
61008 · Employee Retirement	232.97	224.81
61000 · Payroll taxes and benefits - Other	0.00	4.68
Total 61000 · Payroll taxes and benefits	1,671.11	2,262.15
62000 · Travel and Meetings		
62001 · Conference, Convention, Meeting	0.00	999.49
62002 · Travel	117.74	397.41
62003 · Employee reimbursements	0.00	141.70
Total 62000 · Travel and Meetings	117.74	1,538.60
64000 · Contract Services		
64001 · Accounting and Audit Fees	5,464.00	5,973.76
64005 · Books, Subscriptions, Reference	22.00	100.00
64006 · Donated Books, Subscriptions	0.00	300.00
64010 · Contract Services - Projects	0.00	217,644.66
Total 64000 · Contract Services	5,486.00	224,018.42
65000 · Supplies		
66003 · Printing and Copying	0.00	363.50
65000 · Supplies - Other	135.87	15.27
Total 65000 · Supplies	135.87	378.77
66000 · Other costs		
66002 · Postage, Mailing Service	6.00	0.00
66006 · Insurance - Liability, D and O	0.00	0.00
Total 66000 · Other costs	6.00	0.00
Total Expense	15,181.96	238,465.50
Net Ordinary Income	8,757.82	30,045.48
Net Income	8,757.82	30,045.48

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	3503 EPA Petroleum Brownfields (3500 EPA Brownfields)	Total 3500 EPA Brownfields
Ordinary Income/Expense		
Income		
42000 · Grants		
42045 · Grants - Federal	208,008.82	500,159.58
Total 42000 · Grants	208,008.82	500,159.58
43400 · Indirect Public Support		
43460 · In-kind contributions	0.00	300.00
Total 43400 · Indirect Public Support	0.00	300.00
47200 · Program Income		
47240 · Program Service Fees	0.00	0.00
Total 47200 · Program Income	0.00	0.00
Total Income	208,008.82	500,459.58
Gross Profit	208,008.82	500,459.58
Expense		
60000 · Salaries and wages		
60001 · Salaries and wages - other	417.50	1,612.02
60003 · Executive Director Salary	536.84	3,183.93
60004 · Community Development Planner	653.07	1,638.39
60005 · Regional Planner	5,103.38	16,582.18
60007 · Regional Planning Intern	11.00	24.75
60009 · Holiday pay	272.70	848.34
60010 · Vacation/Sick pay	725.77	1,863.45
Total 60000 · Salaries and wages	7,720.26	25,753.06
61000 · Payroll taxes and benefits		
61001 · Payroll taxes	565.20	1,921.94
61002 · Employee Benefits Health Ins.	880.05	2,848.15
61005 · Employee Benefit - STD	37.78	123.92
61006 · Employee Benefit - LTD	22.40	69.04
61007 · Employee Benefits - AD&D	5.82	19.00
61008 · Employee Retirement	182.88	640.66
61000 · Payroll taxes and benefits - Other	0.00	4.68
Total 61000 · Payroll taxes and benefits	1,694.13	5,627.39
62000 · Travel and Meetings		
62001 · Conference, Convention, Meeting	0.00	999.49
62002 · Travel	38.69	553.84
62003 · Employee reimbursements	0.00	141.70
Total 62000 · Travel and Meetings	38.69	1,695.03
64000 · Contract Services		
64001 · Accounting and Audit Fees	595.02	12,032.78
64005 · Books, Subscriptions, Reference	325.00	447.00
64006 · Donated Books, Subscriptions	0.00	300.00
64010 · Contract Services - Projects	245,355.83	463,000.49
Total 64000 · Contract Services	246,275.85	475,780.27
65000 · Supplies		
66003 · Printing and Copying	547.50	911.00
65000 · Supplies - Other	15.27	166.41
Total 65000 · Supplies	562.77	1,077.41
66000 · Other costs		
66002 · Postage, Mailing Service	0.00	6.00
66006 · Insurance - Liability, D and O	0.00	0.00
Total 66000 · Other costs	0.00	6.00
Total Expense	256,291.70	509,939.16
Net Ordinary Income	-48,282.88	-9,479.58
Net Income	-48,282.88	-9,479.58

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	TOTAL
Ordinary Income/Expense	
Income	
42000 · Grants	
42045 · Grants - Federal	500,159.58
Total 42000 · Grants	500,159.58
43400 · Indirect Public Support	
43460 · In-kind contributions	300.00
Total 43400 · Indirect Public Support	300.00
47200 · Program Income	
47240 · Program Service Fees	0.00
Total 47200 · Program Income	0.00
Total Income	500,459.58
Gross Profit	500,459.58
Expense	
60000 · Salaries and wages	
60001 · Salaries and wages - other	1,612.02
60003 · Executive Director Salary	3,183.93
60004 · Community Development Planner	1,638.39
60005 · Regional Planner	16,582.18
60007 · Regional Planning Intern	24.75
60009 · Holiday pay	848.34
60010 · Vacation/Sick pay	1,863.45
Total 60000 · Salaries and wages	25,753.06
61000 · Payroll taxes and benefits	
61001 · Payroll taxes	1,921.94
61002 · Employee Benefits Health Ins.	2,848.15
61005 · Employee Benefit - STD	123.92
61006 · Employee Benefit - LTD	69.04
61007 · Employee Benefits - AD&D	19.00
61008 · Employee Retirement	640.66
61000 · Payroll taxes and benefits - Other	4.68
Total 61000 · Payroll taxes and benefits	5,627.39
62000 · Travel and Meetings	
62001 · Conference, Convention, Meeting	999.49
62002 · Travel	553.84
62003 · Employee reimbursements	141.70
Total 62000 · Travel and Meetings	1,695.03
64000 · Contract Services	
64001 · Accounting and Audit Fees	12,032.78
64005 · Books, Subscriptions, Reference	447.00
64006 · Donated Books, Subscriptions	300.00
64010 · Contract Services - Projects	463,000.49
Total 64000 · Contract Services	475,780.27
65000 · Supplies	
66003 · Printing and Copying	911.00
65000 · Supplies - Other	166.41
Total 65000 · Supplies	1,077.41
66000 · Other costs	
66002 · Postage, Mailing Service	6.00
66006 · Insurance - Liability, D and O	0.00
Total 66000 · Other costs	6.00
Total Expense	509,939.16
Net Ordinary Income	-9,479.58
Net Income	-9,479.58

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	5001 OEA Admin (5000 OEA Phase 1)	5002 OEA Acoustic Study (5000 OEA Phase 1)	5003 OEA Blue Township (5000 OEA Phase 1)
Ordinary Income/Expense			
Income			
42000 · Grants			
42045 · Grants - Federal	402,394.16	0.00	0.00
Total 42000 · Grants	402,394.16	0.00	0.00
43400 · Indirect Public Support			
43460 · In-kind contributions	4,000.00	9,378.75	19,333.07
Total 43400 · Indirect Public Support	4,000.00	9,378.75	19,333.07
44800 · Direct Public Support			
44835 · Local Match	0.00	0.00	0.00
Total 44800 · Direct Public Support	0.00	0.00	0.00
46400 · Other Types of Income			
46443 · External Advance	0.00	0.00	0.00
Total 46400 · Other Types of Income	0.00	0.00	0.00
47200 · Program Income			
47230 · Membership Dues	0.00	0.00	0.00
Total 47200 · Program Income	0.00	0.00	0.00
Total Income	406,394.16	9,378.75	19,333.07
Gross Profit	406,394.16	9,378.75	19,333.07
Expense			
60000 · Salaries and wages			
60001 · Salaries and wages - other	4,077.10	549.84	0.00
60003 · Executive Director Salary	4,021.45	70.00	0.00
60004 · Community Development Planner	1,544.73	22.72	0.00
60005 · Regional Planner	7,653.67	0.00	0.00
60006 · Community Planning Intern	0.00	0.00	0.00
60007 · Regional Planning Intern	52.00	0.00	0.00
60008 · Donated payroll	0.00	8,095.79	19,333.07
60009 · Holiday pay	665.84	0.00	0.00
60010 · Vacation/Sick pay	1,063.11	0.00	0.00
60011 · Planner	0.00	0.00	0.00
Total 60000 · Salaries and wages	19,077.90	8,738.35	19,333.07
61000 · Payroll taxes and benefits			
61001 · Payroll taxes	1,424.85	47.74	0.00
61002 · Employee Benefits Health Ins.	1,471.95	34.54	0.00
61005 · Employee Benefit - STD	72.54	0.16	0.00
61006 · Employee Benefit - LTD	35.48	0.08	0.00
61007 · Employee Benefits - AD&D	11.31	0.03	0.00
61008 · Employee Retirement	340.18	0.00	0.00
61000 · Payroll taxes and benefits - Other	90.44	0.00	0.00
Total 61000 · Payroll taxes and benefits	3,446.75	82.55	0.00
62000 · Travel and Meetings			
62001 · Conference, Convention, Meeting	8,645.98	0.00	0.00
62002 · Travel	1,530.62	0.00	0.00
62003 · Employee reimbursements	270.00	0.00	0.00
Total 62000 · Travel and Meetings	10,446.60	0.00	0.00
64000 · Contract Services			
64001 · Accounting and Audit Fees	23,737.70	0.00	0.00
64003 · Business Registration Fees	0.00	0.00	0.00
64008 · Donated Accounting	4,000.00	0.00	0.00
64010 · Contract Services - Projects	326.00	35,000.00	84,445.75
Total 64000 · Contract Services	28,063.70	35,000.00	84,445.75
65000 · Supplies			
64004 · Advertising & Promotions	196.00	0.00	0.00
65001 · Software	917.15	0.00	0.00
66003 · Printing and Copying	1,421.07	0.00	0.00
65000 · Supplies - Other	255.30	0.00	0.00
Total 65000 · Supplies	2,789.52	0.00	0.00
66000 · Other costs			
66002 · Postage, Mailing Service	47.99	0.00	0.00
66004 · Telephone, Telecommunications	1,541.85	0.00	0.00
66006 · Insurance - Liability, D and O	0.00	0.00	0.00
66010 · Other Costs	113.89	0.00	0.00
66040 · Repayment of External Advance	0.00	0.00	0.00
Total 66000 · Other costs	1,703.73	0.00	0.00
Total Expense	65,528.20	43,820.90	103,778.82
Net Ordinary Income	340,865.96	-34,442.15	-84,445.75
Net Income	340,865.96	-34,442.15	-84,445.75

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	5004 OEA Corridor Study (5000 OEA Phase 1)	5006 OEA Grandview Plaza (5000 OEA Phase 1)	5007 OEA Implementation Grant (5000 OEA Phase 1)
Ordinary Income/Expense			
Income			
42000 · Grants			
42045 · Grants - Federal	0.00	0.00	0.00
Total 42000 · Grants	0.00	0.00	0.00
43400 · Indirect Public Support			
43460 · In-kind contributions	23,719.68	0.00	0.00
Total 43400 · Indirect Public Support	23,719.68	0.00	0.00
44800 · Direct Public Support			
44835 · Local Match	0.00	0.00	0.00
Total 44800 · Direct Public Support	0.00	0.00	0.00
46400 · Other Types of Income			
46443 · External Advance	0.00	0.00	0.00
Total 46400 · Other Types of Income	0.00	0.00	0.00
47200 · Program Income			
47230 · Membership Dues	0.00	0.00	0.00
Total 47200 · Program Income	0.00	0.00	0.00
Total Income	23,719.68	0.00	0.00
Gross Profit	23,719.68	0.00	0.00
Expense			
60000 · Salaries and wages			
60001 · Salaries and wages - other	120.20	50.00	1,921.32
60003 · Executive Director Salary	0.00	1,085.00	0.00
60004 · Community Development Planner	0.00	0.00	0.00
60005 · Regional Planner	210.34	0.00	2,155.24
60006 · Community Planning Intern	0.00	160.50	0.00
60007 · Regional Planning Intern	0.00	323.40	0.00
60008 · Donated payroll	25,002.64	0.00	0.00
60009 · Holiday pay	0.00	0.00	105.78
60010 · Vacation/Sick pay	0.00	0.00	172.63
60011 · Planner	0.00	0.00	0.00
Total 60000 · Salaries and wages	25,333.18	1,618.90	4,354.97
61000 · Payroll taxes and benefits			
61001 · Payroll taxes	25.29	123.65	325.61
61002 · Employee Benefits Health Ins.	40.61	0.00	355.02
61005 · Employee Benefit - STD	1.14	0.00	13.17
61006 · Employee Benefit - LTD	0.70	0.00	8.10
61007 · Employee Benefits - AD&D	0.18	0.00	2.05
61008 · Employee Retirement	6.31	0.00	73.01
61000 · Payroll taxes and benefits - Other	3.91	0.00	17.90
Total 61000 · Payroll taxes and benefits	78.14	123.65	794.86
62000 · Travel and Meetings			
62001 · Conference, Convention, Meeting	0.00	0.00	2,136.47
62002 · Travel	99.74	0.00	1,059.80
62003 · Employee reimbursements	0.00	0.00	104.64
Total 62000 · Travel and Meetings	99.74	0.00	3,300.91
64000 · Contract Services			
64001 · Accounting and Audit Fees	0.00	0.00	50.00
64003 · Business Registration Fees	0.00	0.00	795.00
64008 · Donated Accounting	0.00	0.00	0.00
64010 · Contract Services - Projects	120,798.53	0.00	46.50
Total 64000 · Contract Services	120,798.53	0.00	891.50
65000 · Supplies			
64004 · Advertising & Promotions	0.00	0.00	0.00
65001 · Software	0.00	0.00	80.05
66003 · Printing and Copying	0.00	0.00	0.00
65000 · Supplies - Other	0.00	0.00	7.29
Total 65000 · Supplies	0.00	0.00	87.34
66000 · Other costs			
66002 · Postage, Mailing Service	0.00	0.00	0.00
66004 · Telephone, Telecommunications	0.00	0.00	0.00
66006 · Insurance - Liability, D and O	0.00	0.00	0.00
66010 · Other Costs	0.00	0.00	1,286.04
66040 · Repayment of External Advance	0.00	0.00	0.00
Total 66000 · Other costs	0.00	0.00	1,286.04
Total Expense	146,309.59	1,742.55	10,715.62
Net Ordinary Income	-122,589.91	-1,742.55	-10,715.62
Net Income	-122,589.91	-1,742.55	-10,715.62

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	5008 OEA JLUS 1 (5000 OEA Phase 1)	5009 OEA Manhattan Advances (5000 OEA Phase 1)	5011 OEA Milford COMP Plan (5000 OEA Phase 1)
Ordinary Income/Expense			
Income			
42000 · Grants			
42045 · Grants - Federal	0.00	0.00	0.00
Total 42000 · Grants	0.00	0.00	0.00
43400 · Indirect Public Support			
43460 · In-kind contributions	0.00	0.00	0.00
Total 43400 · Indirect Public Support	0.00	0.00	0.00
44800 · Direct Public Support			
44835 · Local Match	0.00	0.00	0.00
Total 44800 · Direct Public Support	0.00	0.00	0.00
46400 · Other Types of Income			
46443 · External Advance	0.00	52,205.37	0.00
Total 46400 · Other Types of Income	0.00	52,205.37	0.00
47200 · Program Income			
47230 · Membership Dues	0.00	0.00	0.00
Total 47200 · Program Income	0.00	0.00	0.00
Total Income	0.00	52,205.37	0.00
Gross Profit	0.00	52,205.37	0.00
Expense			
60000 · Salaries and wages			
60001 · Salaries and wages - other	0.00	0.00	50.00
60003 · Executive Director Salary	408.65	0.00	175.00
60004 · Community Development Planner	910.92	0.00	0.00
60005 · Regional Planner	921.17	0.00	233.27
60006 · Community Planning Intern	0.00	0.00	0.00
60007 · Regional Planning Intern	0.00	0.00	0.00
60008 · Donated payroll	0.00	0.00	0.00
60009 · Holiday pay	28.13	0.00	0.00
60010 · Vacation/Sick pay	518.81	0.00	0.00
60011 · Planner	0.00	0.00	0.00
Total 60000 · Salaries and wages	2,787.68	0.00	458.27
61000 · Payroll taxes and benefits			
61001 · Payroll taxes	208.89	0.00	34.47
61002 · Employee Benefits Health Ins.	228.78	0.00	26.80
61005 · Employee Benefit - STD	16.14	0.00	1.27
61006 · Employee Benefit - LTD	7.90	0.00	0.78
61007 · Employee Benefits - AD&D	2.48	0.00	0.19
61008 · Employee Retirement	55.32	0.00	6.99
61000 · Payroll taxes and benefits - Other	0.00	0.00	0.00
Total 61000 · Payroll taxes and benefits	519.51	0.00	70.50
62000 · Travel and Meetings			
62001 · Conference, Convention, Meeting	0.00	0.00	0.00
62002 · Travel	432.33	0.00	101.37
62003 · Employee reimbursements	0.00	0.00	0.00
Total 62000 · Travel and Meetings	432.33	0.00	101.37
64000 · Contract Services			
64001 · Accounting and Audit Fees	1,172.75	0.00	0.00
64003 · Business Registration Fees	0.00	0.00	0.00
64008 · Donated Accounting	0.00	0.00	0.00
64010 · Contract Services - Projects	2,406.05	0.00	0.00
Total 64000 · Contract Services	3,578.80	0.00	0.00
65000 · Supplies			
64004 · Advertising & Promotions	0.00	0.00	0.00
65001 · Software	18.80	0.00	0.00
66003 · Printing and Copying	56.29	0.00	0.00
65000 · Supplies - Other	0.00	0.00	0.00
Total 65000 · Supplies	75.09	0.00	0.00
66000 · Other costs			
66002 · Postage, Mailing Service	0.00	0.00	0.00
66004 · Telephone, Telecommunications	0.00	0.00	0.00
66006 · Insurance - Liability, D and O	0.00	0.00	0.00
66010 · Other Costs	0.00	0.00	0.00
66040 · Repayment of External Advance	0.00	52,205.37	0.00
Total 66000 · Other costs	0.00	52,205.37	0.00
Total Expense	7,393.41	52,205.37	630.14
Net Ordinary Income	-7,393.41	0.00	-630.14
Net Income	-7,393.41	0.00	-630.14

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	5012 OEA Ogden COMP Plan (5000 OEA Phase 1)	5013 OEA Riley COMP Plan (5000 OEA Phase 1)	5014 OEA Wakefield COMP Plan (5000 OEA Phase 1)
Ordinary Income/Expense			
Income			
42000 · Grants			
42045 · Grants - Federal	0.00	0.00	0.00
Total 42000 · Grants	0.00	0.00	0.00
43400 · Indirect Public Support			
43460 · In-kind contributions	0.00	0.00	0.00
Total 43400 · Indirect Public Support	0.00	0.00	0.00
44800 · Direct Public Support			
44835 · Local Match	2,222.00	2,222.00	2,222.00
Total 44800 · Direct Public Support	2,222.00	2,222.00	2,222.00
46400 · Other Types of Income			
46443 · External Advance	0.00	0.00	0.00
Total 46400 · Other Types of Income	0.00	0.00	0.00
47200 · Program Income			
47230 · Membership Dues	0.00	0.00	0.00
Total 47200 · Program Income	0.00	0.00	0.00
Total Income	2,222.00	2,222.00	2,222.00
Gross Profit	2,222.00	2,222.00	2,222.00
Expense			
60000 · Salaries and wages			
60001 · Salaries and wages - other	3,754.29	9,948.22	50.00
60003 · Executive Director Salary	2,802.03	140.00	717.50
60004 · Community Development Planner	14,775.04	11,074.21	791.83
60005 · Regional Planner	2,689.29	264.97	11,106.86
60006 · Community Planning Intern	640.50	0.00	826.50
60007 · Regional Planning Intern	115.50	253.00	5,368.50
60008 · Donated payroll	0.00	0.00	0.00
60009 · Holiday pay	651.05	362.67	722.50
60010 · Vacation/Sick pay	834.06	1,028.88	1,789.22
60011 · Planner	3,435.00	0.00	0.00
Total 60000 · Salaries and wages	29,696.76	23,071.95	21,372.91
61000 · Payroll taxes and benefits			
61001 · Payroll taxes	2,225.19	1,769.55	1,601.66
61002 · Employee Benefits Health Ins.	1,752.31	1,501.23	1,741.10
61005 · Employee Benefit - STD	107.64	84.32	79.38
61006 · Employee Benefit - LTD	47.36	39.11	47.95
61007 · Employee Benefits - AD&D	19.18	13.94	12.21
61008 · Employee Retirement	164.07	8.11	407.78
61000 · Payroll taxes and benefits - Other	0.00	0.00	0.00
Total 61000 · Payroll taxes and benefits	4,315.75	3,416.26	3,890.08
62000 · Travel and Meetings			
62001 · Conference, Convention, Meeting	0.00	0.00	0.00
62002 · Travel	429.22	235.20	821.21
62003 · Employee reimbursements	43.60	261.60	0.00
Total 62000 · Travel and Meetings	472.82	496.80	821.21
64000 · Contract Services			
64001 · Accounting and Audit Fees	113.75	113.75	508.75
64003 · Business Registration Fees	0.00	0.00	0.00
64008 · Donated Accounting	0.00	0.00	0.00
64010 · Contract Services - Projects	0.00	0.00	0.00
Total 64000 · Contract Services	113.75	113.75	508.75
65000 · Supplies			
64004 · Advertising & Promotions	84.00	97.13	30.24
65001 · Software	312.85	410.83	1,614.12
66003 · Printing and Copying	385.71	906.76	2,017.20
65000 · Supplies - Other	30.54	0.00	338.23
Total 65000 · Supplies	813.10	1,414.72	3,999.79
66000 · Other costs			
66002 · Postage, Mailing Service	0.00	0.00	30.10
66004 · Telephone, Telecommunications	0.00	0.00	0.00
66006 · Insurance - Liability, D and O	0.00	0.00	0.00
66010 · Other Costs	0.00	140.97	0.00
66040 · Repayment of External Advance	0.00	0.00	0.00
Total 66000 · Other costs	0.00	140.97	30.10
Total Expense	35,412.18	28,654.45	30,622.84
Net Ordinary Income	-33,190.18	-26,432.45	-28,400.84
Net Income	-33,190.18	-26,432.45	-28,400.84

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	Total 5000 OEA Phase 1	TOTAL
Ordinary Income/Expense		
Income		
42000 · Grants		
42045 · Grants - Federal	402,394.16	402,394.16
Total 42000 · Grants	402,394.16	402,394.16
43400 · Indirect Public Support		
43460 · In-kind contributions	56,431.50	56,431.50
Total 43400 · Indirect Public Support	56,431.50	56,431.50
44800 · Direct Public Support		
44835 · Local Match	6,666.00	6,666.00
Total 44800 · Direct Public Support	6,666.00	6,666.00
46400 · Other Types of Income		
46443 · External Advance	52,205.37	52,205.37
Total 46400 · Other Types of Income	52,205.37	52,205.37
47200 · Program Income		
47230 · Membership Dues	0.00	0.00
Total 47200 · Program Income	0.00	0.00
Total Income	517,697.03	517,697.03
Gross Profit	517,697.03	517,697.03
Expense		
60000 · Salaries and wages		
60001 · Salaries and wages - other	20,520.97	20,520.97
60003 · Executive Director Salary	9,419.63	9,419.63
60004 · Community Development Planner	29,119.45	29,119.45
60005 · Regional Planner	25,234.81	25,234.81
60006 · Community Planning Intern	1,627.50	1,627.50
60007 · Regional Planning Intern	6,112.40	6,112.40
60008 · Donated payroll	52,431.50	52,431.50
60009 · Holiday pay	2,535.97	2,535.97
60010 · Vacation/Sick pay	5,406.71	5,406.71
60011 · Planner	3,435.00	3,435.00
Total 60000 · Salaries and wages	155,843.94	155,843.94
61000 · Payroll taxes and benefits		
61001 · Payroll taxes	7,786.90	7,786.90
61002 · Employee Benefits Health Ins.	7,152.34	7,152.34
61005 · Employee Benefit - STD	375.76	375.76
61006 · Employee Benefit - LTD	187.46	187.46
61007 · Employee Benefits - AD&D	61.57	61.57
61008 · Employee Retirement	1,061.77	1,061.77
61000 · Payroll taxes and benefits - Other	112.25	112.25
Total 61000 · Payroll taxes and benefits	16,738.05	16,738.05
62000 · Travel and Meetings		
62001 · Conference, Convention, Meeting	10,782.45	10,782.45
62002 · Travel	4,709.49	4,709.49
62003 · Employee reimbursements	679.84	679.84
Total 62000 · Travel and Meetings	16,171.78	16,171.78
64000 · Contract Services		
64001 · Accounting and Audit Fees	25,696.70	25,696.70
64003 · Business Registration Fees	795.00	795.00
64008 · Donated Accounting	4,000.00	4,000.00
64010 · Contract Services - Projects	243,022.83	243,022.83
Total 64000 · Contract Services	273,514.53	273,514.53
65000 · Supplies		
64004 · Advertising & Promotions	407.37	407.37
65001 · Software	3,353.80	3,353.80
66003 · Printing and Copying	4,787.03	4,787.03
65000 · Supplies - Other	631.36	631.36
Total 65000 · Supplies	9,179.56	9,179.56
66000 · Other costs		
66002 · Postage, Mailing Service	78.09	78.09
66004 · Telephone, Telecommunications	1,541.85	1,541.85
66006 · Insurance - Liability, D and O	0.00	0.00
66010 · Other Costs	1,540.90	1,540.90
66040 · Repayment of External Advance	52,205.37	52,205.37
Total 66000 · Other costs	55,366.21	55,366.21
Total Expense	526,814.07	526,814.07
Net Ordinary Income	-9,117.04	-9,117.04
Net Income	-9,117.04	-9,117.04

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	5101 OEA P2-S1 FHRC Plan ... (5100 OEA Phase 2)	5102 OEA P2-S2 Wind Turbin... (5100 OEA Phase 2)
Ordinary Income/Expense		
Income		
42000 · Grants		
42045 · Grants - Federal	94,430.61	0.00
42046 · Grants - Indirect Revenue	1,043.81	0.00
Total 42000 · Grants	95,474.42	0.00
43400 · Indirect Public Support		
43460 · In-kind contributions	0.00	0.00
Total 43400 · Indirect Public Support	0.00	0.00
Total Income	95,474.42	0.00
Gross Profit	95,474.42	0.00
Expense		
60000 · Salaries and wages		
60003 · Executive Director Salary	2,860.60	0.00
60005 · Regional Planner	7,602.16	1,126.80
60008 · Donated payroll	0.00	0.00
60009 · Holiday pay	331.74	150.24
60010 · Vacation/Sick pay	872.77	219.85
Total 60000 · Salaries and wages	11,667.27	1,496.89
61000 · Payroll taxes and benefits		
61001 · Payroll taxes	869.98	110.32
61002 · Employee Benefits Health Ins.	1,181.61	218.91
61005 · Employee Benefit - STD	58.64	8.11
61006 · Employee Benefit - LTD	28.72	4.98
61007 · Employee Benefits - AD&D	8.99	1.24
61008 · Employee Retirement	349.99	44.91
Total 61000 · Payroll taxes and benefits	2,497.93	388.47
62000 · Travel and Meetings		
62001 · Conference, Convention, Meeting	865.83	0.00
62002 · Travel	631.80	0.00
62000 · Travel and Meetings - Other	595.79	0.00
Total 62000 · Travel and Meetings	2,093.42	0.00
64000 · Contract Services		
64010 · Contract Services - Projects	0.00	0.00
Total 64000 · Contract Services	0.00	0.00
65000 · Supplies		
64004 · Advertising & Promotions	131.75	0.00
65001 · Software	0.00	0.00
65000 · Supplies - Other	300.39	0.00
Total 65000 · Supplies	432.14	0.00
Total Expense	16,690.76	1,885.36
Net Ordinary Income	78,783.66	-1,885.36
Net Income	78,783.66	-1,885.36

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	5103 OEA P2-S3 Housing As... (5100 OEA Phase 2)	5104 OEA P2-S4 UAS Corrido... (5100 OEA Phase 2)
Ordinary Income/Expense		
Income		
42000 · Grants		
42045 · Grants - Federal	0.00	0.00
42046 · Grants - Indirect Revenue	0.00	0.00
Total 42000 · Grants	0.00	0.00
43400 · Indirect Public Support		
43460 · In-kind contributions	0.00	5,239.80
Total 43400 · Indirect Public Support	0.00	5,239.80
Total Income	0.00	5,239.80
Gross Profit	0.00	5,239.80
Expense		
60000 · Salaries and wages		
60003 · Executive Director Salary	0.00	81.73
60005 · Regional Planner	210.35	450.72
60008 · Donated payroll	0.00	5,239.80
60009 · Holiday pay	0.00	30.65
60010 · Vacation/Sick pay	30.94	40.86
Total 60000 · Salaries and wages	241.29	5,843.76
61000 · Payroll taxes and benefits		
61001 · Payroll taxes	17.82	44.85
61002 · Employee Benefits Health Ins.	33.29	70.89
61005 · Employee Benefit - STD	1.30	3.14
61006 · Employee Benefit - LTD	0.80	1.74
61007 · Employee Benefits - AD&D	0.20	0.50
61008 · Employee Retirement	7.23	18.12
Total 61000 · Payroll taxes and benefits	60.64	139.24
62000 · Travel and Meetings		
62001 · Conference, Convention, Meeting	0.00	0.00
62002 · Travel	30.16	0.00
62000 · Travel and Meetings - Other	0.00	0.00
Total 62000 · Travel and Meetings	30.16	0.00
64000 · Contract Services		
64010 · Contract Services - Projects	6,065.00	14,427.50
Total 64000 · Contract Services	6,065.00	14,427.50
65000 · Supplies		
64004 · Advertising & Promotions	0.00	0.00
65001 · Software	0.00	0.00
65000 · Supplies - Other	0.00	0.00
Total 65000 · Supplies	0.00	0.00
Total Expense	6,397.09	20,410.50
Net Ordinary Income	-6,397.09	-15,170.70
Net Income	-6,397.09	-15,170.70

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	5105 OEA P2-S5 Grn Val Tran... (5100 OEA Phase 2)	5106 OEA P2-S6 MIR (5100 OEA Phase 2)
Ordinary Income/Expense		
Income		
42000 · Grants		
42045 · Grants - Federal	0.00	0.00
42046 · Grants - Indirect Revenue	0.00	0.00
Total 42000 · Grants	0.00	0.00
43400 · Indirect Public Support		
43460 · In-kind contributions	1,810.29	2,734.61
Total 43400 · Indirect Public Support	1,810.29	2,734.61
Total Income	1,810.29	2,734.61
Gross Profit	1,810.29	2,734.61
Expense		
60000 · Salaries and wages		
60003 · Executive Director Salary	0.00	2,268.03
60005 · Regional Planner	240.39	10,486.79
60008 · Donated payroll	1,810.29	2,734.61
60009 · Holiday pay	28.54	425.61
60010 · Vacation/Sick pay	20.43	1,158.32
Total 60000 · Salaries and wages	2,099.65	17,073.36
61000 · Payroll taxes and benefits		
61001 · Payroll taxes	21.41	1,064.29
61002 · Employee Benefits Health Ins.	38.80	1,704.01
61005 · Employee Benefit - STD	1.56	74.24
61006 · Employee Benefit - LTD	0.96	40.13
61007 · Employee Benefits - AD&D	0.25	11.43
61008 · Employee Retirement	8.68	430.20
Total 61000 · Payroll taxes and benefits	71.66	3,324.30
62000 · Travel and Meetings		
62001 · Conference, Convention, Meeting	0.00	0.00
62002 · Travel	0.00	99.74
62000 · Travel and Meetings - Other	0.00	0.00
Total 62000 · Travel and Meetings	0.00	99.74
64000 · Contract Services		
64010 · Contract Services - Projects	15,000.00	23,625.00
Total 64000 · Contract Services	15,000.00	23,625.00
65000 · Supplies		
64004 · Advertising & Promotions	0.00	0.00
65001 · Software	0.00	0.00
65000 · Supplies - Other	0.00	95.23
Total 65000 · Supplies	0.00	95.23
Total Expense	17,171.31	44,217.63
Net Ordinary Income	-15,361.02	-41,483.02
Net Income	-15,361.02	-41,483.02

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	5107 OEA P2-S7 Mapping Sof... (5100 OEA Phase 2)	5100 OEA Phase 2 - Other (5100 OEA Phase 2)
Ordinary Income/Expense		
Income		
42000 · Grants		
42045 · Grants - Federal	0.00	5,549.74
42046 · Grants - Indirect Revenue	0.00	554.98
Total 42000 · Grants	0.00	6,104.72
43400 · Indirect Public Support		
43460 · In-kind contributions	0.00	0.00
Total 43400 · Indirect Public Support	0.00	0.00
Total Income	0.00	6,104.72
Gross Profit	0.00	6,104.72
Expense		
60000 · Salaries and wages		
60003 · Executive Director Salary	0.00	0.00
60005 · Regional Planner	60.10	0.00
60008 · Donated payroll	0.00	0.00
60009 · Holiday pay	7.51	0.00
60010 · Vacation/Sick pay	9.01	0.00
Total 60000 · Salaries and wages	76.62	0.00
61000 · Payroll taxes and benefits		
61001 · Payroll taxes	5.68	0.00
61002 · Employee Benefits Health Ins.	9.68	0.00
61005 · Employee Benefit - STD	0.41	0.00
61006 · Employee Benefit - LTD	0.25	0.00
61007 · Employee Benefits - AD&D	0.06	0.00
61008 · Employee Retirement	2.30	0.00
Total 61000 · Payroll taxes and benefits	18.38	0.00
62000 · Travel and Meetings		
62001 · Conference, Convention, Meeting	0.00	0.00
62002 · Travel	0.00	0.00
62000 · Travel and Meetings - Other	0.00	0.00
Total 62000 · Travel and Meetings	0.00	0.00
64000 · Contract Services		
64010 · Contract Services - Projects	0.00	0.00
Total 64000 · Contract Services	0.00	0.00
65000 · Supplies		
64004 · Advertising & Promotions	0.00	0.00
65001 · Software	7,176.16	0.00
65000 · Supplies - Other	0.00	0.00
Total 65000 · Supplies	7,176.16	0.00
Total Expense	7,271.16	0.00
Net Ordinary Income	-7,271.16	6,104.72
Net Income	-7,271.16	6,104.72

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	Total 5100 OEA Phase 2	TOTAL
Ordinary Income/Expense		
Income		
42000 · Grants		
42045 · Grants - Federal	99,980.35	99,980.35
42046 · Grants - Indirect Revenue	1,598.79	1,598.79
Total 42000 · Grants	101,579.14	101,579.14
43400 · Indirect Public Support		
43460 · In-kind contributions	9,784.70	9,784.70
Total 43400 · Indirect Public Support	9,784.70	9,784.70
Total Income	111,363.84	111,363.84
Gross Profit	111,363.84	111,363.84
Expense		
60000 · Salaries and wages		
60003 · Executive Director Salary	5,210.36	5,210.36
60005 · Regional Planner	20,177.31	20,177.31
60008 · Donated payroll	9,784.70	9,784.70
60009 · Holiday pay	974.29	974.29
60010 · Vacation/Sick pay	2,352.18	2,352.18
Total 60000 · Salaries and wages	38,498.84	38,498.84
61000 · Payroll taxes and benefits		
61001 · Payroll taxes	2,134.35	2,134.35
61002 · Employee Benefits Health Ins.	3,257.19	3,257.19
61005 · Employee Benefit - STD	147.40	147.40
61006 · Employee Benefit - LTD	77.58	77.58
61007 · Employee Benefits - AD&D	22.67	22.67
61008 · Employee Retirement	861.43	861.43
Total 61000 · Payroll taxes and benefits	6,500.62	6,500.62
62000 · Travel and Meetings		
62001 · Conference, Convention, Meeting	865.83	865.83
62002 · Travel	761.70	761.70
62000 · Travel and Meetings - Other	595.79	595.79
Total 62000 · Travel and Meetings	2,223.32	2,223.32
64000 · Contract Services		
64010 · Contract Services - Projects	59,117.50	59,117.50
Total 64000 · Contract Services	59,117.50	59,117.50
65000 · Supplies		
64004 · Advertising & Promotions	131.75	131.75
65001 · Software	7,176.16	7,176.16
65000 · Supplies - Other	395.62	395.62
Total 65000 · Supplies	7,703.53	7,703.53
Total Expense	114,043.81	114,043.81
Net Ordinary Income	-2,679.97	-2,679.97
Net Income	-2,679.97	-2,679.97

Flint Hills Regional Council, Inc.
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	5201 OLDCC 2021 - Plan & A... (5200 OLDCC 2021)	5202 OLDCC 2021 -Sustainab... (5200 OLDCC 2021)
Ordinary Income/Expense		
Expense		
60000 · Salaries and wages		
60003 · Executive Director Salary	0.00	653.85
60010 · Vacation/Sick pay	0.00	112.79
Total 60000 · Salaries and wages	0.00	766.64
61000 · Payroll taxes and benefits		
61001 · Payroll taxes	0.00	58.65
61005 · Employee Benefit - STD	0.00	3.03
61007 · Employee Benefits - AD&D	0.00	0.47
61008 · Employee Retirement	0.00	23.00
Total 61000 · Payroll taxes and benefits	0.00	85.15
62000 · Travel and Meetings		
62001 · Conference, Convention, Meeting	893.00	1,786.00
Total 62000 · Travel and Meetings	893.00	1,786.00
Total Expense	893.00	2,637.79
Net Ordinary Income	-893.00	-2,637.79
Net Income	-893.00	-2,637.79

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	Total 5200 OLDCC 2021	TOTAL
Ordinary Income/Expense		
Expense		
60000 · Salaries and wages		
60003 · Executive Director Salary	653.85	653.85
60010 · Vacation/Sick pay	112.79	112.79
Total 60000 · Salaries and wages	766.64	766.64
61000 · Payroll taxes and benefits		
61001 · Payroll taxes	58.65	58.65
61005 · Employee Benefit - STD	3.03	3.03
61007 · Employee Benefits - AD&D	0.47	0.47
61008 · Employee Retirement	23.00	23.00
Total 61000 · Payroll taxes and benefits	85.15	85.15
62000 · Travel and Meetings		
62001 · Conference, Convention, Meeting	2,679.00	2,679.00
Total 62000 · Travel and Meetings	2,679.00	2,679.00
Total Expense	3,530.79	3,530.79
Net Ordinary Income	-3,530.79	-3,530.79
Net Income	-3,530.79	-3,530.79

2021-2022 PROPOSED BUDGET

Assets	2019	2020	Change	Projected Assets 2021	Projected Assets 2022
Cash & Cash Equivalents	\$15,028	14,739	\$ (289.00)	\$2,500	\$2,500
Investments	\$2,277	12,114	\$ 9,837.00	\$19,552	\$20,552
Account Receivables	\$122,916	20,416	\$ (102,500.00)	\$3,244	\$3,500
Prepaid Expenses	\$1,398	1,186	\$ (212.00)	\$1,849	\$1,849
Total Current Assets	\$141,619	48,455	\$ (93,164.00)	\$27,145	\$28,401
Liabilities and Net Assets					
Current Liabilities					
Accounts Payable	\$137,343	\$517	(\$136,826)	\$103,000	\$32,000
Credit Card Liability	\$1,528	\$168	(\$1,360)	\$294	\$300
Accrued Interest	\$6,156	\$263	(\$5,893)	\$229	\$229
CNB PPP Loan	\$0	\$30,000	\$30,000	\$0	\$0
Payroll liabilities	\$395	\$4,355	\$3,960	\$4,320	\$4,320
Accrued Compensation	\$8,024	\$8,770	\$746	\$12,323	\$8,770
Deferred Revenue	\$11,924	\$30,065	\$18,141	\$0	\$0
Current Portion of Note Payable	\$0	\$18,000	\$18,000	\$44,460	\$44,460
Total Current Liabilities	\$165,370	\$92,138	(\$73,232)	\$164,626	\$90,079
Long-Term Liabilities					
Note Payable - CNB	\$128,000	\$99,051		\$77,172	\$32,712
Total Liabilities & Net Assets	\$434,989	\$239,644		\$268,942	\$151,192
Total Revenues	2019	2020	Change	Projected Revenue 2021	Projected Revenue 2022
Federal Grant Revenue	\$1,265,238	\$238,166	(\$1,027,072)	\$928,000	\$336,000
Non-Federal Grant	\$41,755	\$1,599	(\$40,156)	\$0	\$0
Contributions	\$24,763	\$11,712	(\$13,051)	\$45,999	\$39,299
Membership Dues	\$79,089	\$89,938	\$10,849	\$83,660	\$83,660
In-Kind Donations	\$40,053	\$4,329	(\$35,724)	\$62,904	\$26,749
Tickets & Admissions	\$4,454	\$0	(\$4,454)	\$0	\$0
Advances	\$42,524	\$0	(\$42,524)	\$0	\$0
Sponsorships	\$2,548	\$0	(\$2,548)	\$0	\$0
Interest Income	\$0	\$1,367	\$1,367	\$1,367	\$750
Miscellaneous Income	\$12	\$608	\$596	\$0	\$0
Total Revenues	\$1,500,436	\$347,719	(\$1,152,717)	\$1,121,930	\$486,458
Expenses	2019	2020	Change	2021	2022
Program	\$1,394,900	\$276,227	(\$1,118,673)	\$1,066,549	\$411,618
Management & General	\$86,075	\$64,493	(\$21,582)	\$54,197	\$54,644
Fundraising	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$1,480,975	\$340,720	(\$1,140,255)	\$1,120,746	\$466,262

2019	Program	Management & General	Fundraising	Total
	Salaries & Wages	\$131,906	\$7,816	\$139,722
	Payroll taxes & Benefits	\$22,983	\$1,662	\$24,645
	Travel & Meetings	\$22,679	\$119	\$22,798
	Contract Services	\$1,138,909	\$17,600	\$1,156,509
	Supplies	\$10,932	\$448	\$11,380
	Other Expenses	\$21,739	\$12,176	\$33,915
	Interest Expense	\$0	\$6,156	\$6,156
	Advertising	\$2,132	\$0	\$2,132
	In-Kind Expense	\$0	\$40,053	\$40,053
	Repayment of Advance	\$42,524	\$0	\$42,524
	Write-off	\$0	\$45	\$45
	Depreciation	\$1,096	\$0	\$1,096
	Total Expense	\$1,394,900	\$86,075	\$1,480,975

2020	Program	Management & General	Fundraising	Total
	Salaries & Wages	\$95,744	\$31,889	\$127,633
	Payroll taxes & Benefits	\$18,265	\$5,366	\$23,631
	Travel & Meetings	\$6,188	\$88	\$6,276
	Contract Services	\$130,742	\$13,783	\$144,525
	Supplies	\$19,388	\$3,605	\$22,993
	Other Expenses	\$413	\$1,307	\$1,720
	Interest Expense	\$0	\$5,905	\$5,905
	Advertising	\$1,158	\$832	\$1,990
	In-Kind Expense	\$4,329	\$0	\$4,329
	Depreciation	\$0	\$1,718	\$1,718
	Total Expense	\$276,227	\$64,493	\$340,720


2021	Program	Management & General	Fundraising	Total
	Salaries & Wages	\$221,252	\$11,645	\$232,897
	Payroll taxes & Benefits	\$33,614	\$2,832	\$36,446
	Travel & Meetings	\$8,616	\$1,608	\$10,224
	Contract Services	\$727,709	\$23,337	\$751,046
	Supplies	\$11,425	\$5,699	\$17,124
	Other Expenses	\$0	\$2,296	\$2,296
	Interest Expense	\$0	\$4,312	\$4,312
	Advertising	\$1,029	\$750	\$1,779
	In-Kind Expense	\$62,904	\$0	\$62,904
	Depreciation	\$0	\$1,718	\$1,718
	Total Budget	\$1,066,549	\$54,197	\$1,120,746

2022	Program	Management & General	Fundraising	Total
	Salaries & Wages	\$181,450	\$9,550	\$191,000
	Payroll Taxes & Benefits	\$29,295	\$2,468	\$31,763
	Travel & Meetings	\$8,616	\$1,608	\$10,224
	Contract Services	\$155,000	\$27,000	\$182,000
	Supplies	\$10,008	\$4,992	\$15,000
	Other Expenses	\$0	\$2,296	\$2,296
	Interest Expense	\$0	\$4,312	\$4,312
	Advertising	\$500	\$700	\$1,200
	In-Kind Expense	\$26,749	\$0	\$26,749
	Depreciation	\$0	\$1,718	\$1,718
	Total Budget	\$411,618	\$54,644	\$466,262

Flint Hills Regional Council, Inc.

Auditor's Report and Financial Statements
For the years ended December 31, 2020 and 2019

Draft
9/28/2021
For Management Review



Flint Hills Regional Council, Inc.

December 31, 2020

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Independent Auditor's Report

The Board of Directors
Flint Hills Regional Council, Inc.
Fort Riley, Kansas

Report on the Financial Statements

We have audited the accompanying financial statements of Flint Hills Regional Council, Inc. which comprise the statement of financial position as of December 31, 2020, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Flint Hills Regional Council, Inc. as of December 31, 2020, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Report on Comparative Financial Information

The comparative financial information presented herein as of and for the year ended December 31, 2019, was audited by other auditors. Those auditors expressed an unmodified opinion on those financial statements in their report dated August 20, 2020.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated September 28, 2021, on our consideration of Flint Hills Regional Council, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Flint Hills Regional Council, Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Flint Hills Regional Council, Inc.'s internal control over financial reporting and compliance.

Overland Park, Kansas
September 28, 2021,

Flint Hills Regional Council, Inc.

Statements of Financial Position As of December 31, 2020 and 2019

ASSETS	2020	2019
Current Assts		
Cash and cash equivalents	\$ 14,739	\$ 15,028
Investments	12,114	2,277
Accounts receivables	20,416	122,916
Prepaid expenses	1,186	1,398
Total Current Assets	48,455	141,619
Fixed Assets		
Furniture and Equipment	17,462	17,462
Website and Logo	126,753	126,753
Accumulated Amortization	(126,753)	(125,034)
Accumulated Depreciation	(17,462)	(17,463)
Total Fixed Assets	-	1,718
Total Assets	<u>\$ 48,455</u>	<u>\$ 143,337</u>
LIABILITIES AND NET ASSETS		
LIABILITIES		
Current Liabilities		
Accounts payable	\$ 517	\$ 137,343
Credit card liability	168	1,528
Accrued interest	263	6,156
CNB PPP loan	30,700	0
Payroll liabilities	4,355	395
Accrued compensation	8,770	8,024
Deferred revenue	30,065	11,924
Current portion of note payable	18,000	-
Total Current Liabilities	92,838	165,370
Long-term Liabilities		
Note payable - CNB	99,051	128,400
Total Long-term Liabilities	99,051	128,400
Total Liabilities	191,889	293,770
NET ASSETS		
Without Donor Restriction	(143,434)	(150,433)
Total Liabilities and Net Assets	<u>\$ 48,455</u>	<u>\$ 143,337</u>

Flint Hills Regional Council, Inc.
 Statements of Activities
 For the Year Ended December 31, 2020 and 2019

REVENUES	2020	2019
	Without Donor	Without Donor
	Restriction	Restriction
	<u> </u>	<u> </u>
Federal grant	\$238,166	\$1,265,238
Non-federal grant	1,599	41,755
Contributions	11,712	24,763
Membership dues	89,938	79,089
In-kind donations	4,329	40,053
Tickets and admission	-	4,454
Advances	-	42,524
Sponsorships	-	2,548
Interest income	1,367	-
Miscellaneous income	608	12
Total Revenues	<u>347,719</u>	<u>1,500,436</u>
EXPENSES		
Program	276,227	1,394,900
Management and general	64,493	86,075
Fundraising	-	-
Total Expenses	<u>340,720</u>	<u>1,480,975</u>
Change in Net Assets	6,999	19,461
Net-Assets Without restriction - Beginning	<u>(150,433)</u>	<u>(169,894)</u>
Net-Assets Without restriction - End of year	<u>\$ (143,434)</u>	<u>\$ (150,433)</u>

Flint Hills Regional Council, Inc.
Statements of Cash Flows
For the Year Ended December 31, 2020 and 2019

	2020	2019
<u>CASH FLOW FROM OPERATING ACTIVITIES:</u>		
Change in net assets	\$ 6,999	\$ 19,461
Adjustments to reconcile change in net assets to net cash provided (used in) operating activities:		
Depreciation	1,718	1,096
Decrease in operating assets:		
Accounts receivable	102,500	33,283
Prepaid expenses	212	152
Increase (decrease) in operating liabilities:		
Accounts payable	(136,826)	(37,141)
Credit card liability	(1,360)	940
Accrued interest	(5,893)	4,725
Payroll liabilities	3,960	219
Accrued compensation	746	2,246
Deferred revenue	18,141	11,924
Net cash provided (used) in operating activities	(9,803)	36,905
<u>CASH FLOW FROM INVESTING ACTIVITIES:</u>		
Increase in new investment	(9,837)	(2,277)
Net cash used in investing activities	(9,837)	(2,277)
<u>CASH FLOW FROM FINANCING ACTIVITIES:</u>		
CNB PPP loan	30,700	-
Principal payment on long-term loan	(11,349)	(19,600)
Net cash provided (used) in financing activities	19,351	(19,600)
Net increase (decrease) in cash and cash equivalents	(289)	15,028
Cash and cash equivalents beginning of year	15,028	-
Cash and cash equivalents end of year	\$ 14,739	\$ 15,028
Cash paid for Interest during the year	\$ 5,641	\$ 1,431

Flint Hills Regional Council, Inc.
 Statement of Functional Expenses
 For the Year Ended December 31, 2020

	Program	Management & General	Fundraising	Total Expenses
Salaries and wages	\$ 95,744	\$ 31,889	-	\$ 127,633
Payroll taxes and benefits	18,265	5,366	-	23,631
Travel and Meetings	6,188	88	-	6,276
Contract Services	130,742	13,783	-	144,525
Supplies	19,388	3,605	-	22,993
Other Expenses	413	1,307	-	1,720
Interest Expense	-	5,905	-	5,905
Advertising	1,158	832	-	1,990
In-kind expense	4,329	-	-	4,329
Depreciation	-	1,718	-	1,718
Total Expense	\$ 276,227	\$ 64,493	-	\$ 340,720

Draft
 9/28/2021
 For Management Review

Flint Hills Regional Council, Inc.

Statement of Functional Expenses For the Year Ended December 31, 2019

	Program	Management & General	Fundraising	Total Expenses
Salaries and wages	\$ 131,906	\$ 7,816	-	\$ 139,722
Payroll taxes and benefits	22,983	1,662	-	24,645
Travel and Meetings	22,679	119	-	22,798
Contract Services	1,138,909	17,600	-	1,156,509
Supplies	10,932	448	-	11,380
Other Expenses	21,739	12,176	-	33,915
Interest Expense	-	6156	-	6,156
Advertising	2,132	-	-	2,132
In-kind expense	-	40,053	-	40,053
Repayment of Advance	42,524	-	-	42,524
Write-offs	-	45	-	45
Depreciation	1,096	-	-	1,096
Total Expense	\$1,394,900	\$ 86,075	-	\$1,480,975

Draft
9/28/2021
For Management Review

Flint Hills Regional Council, Inc.
Notes to the Financial Statements
For the Year Ended December 31, 2020 and 2019

Note 1: Nature of Operations

Nature of Organization

The Flint Hills Regional Council, Inc. (the Organization or FHRC), is a not-for-profit corporation that is organized under the Kansas Corporation Code. The Organization is a voluntary service association of local Kansas governments from Chase, Geary, Lyon, Morris, Riley, Pottawatomie, and Wabaunsee counties and/or their respective municipalities and unincorporated areas. These local Flint Hills governments have formed the Flint Hills Regional Council, Inc to provide services of mutual benefit to the region that are best gained from cooperation and partnership. The Organization provides leadership support, community planning, grant and technical assistance across all government and civic sectors of these counties and beyond, as required.

FHRC serves as the administrator of the Flint Hills Economic Development District (FHEDD), which means the Organization is able to access both competitive and non-competitive funding from the Economic Development Administration to implement the regional economic development plan. As the Administrator of the FHEDD, the FHRC serves as depository, access point, & convener among stakeholders and is charged to integrate other planning efforts and create opportunities for cross-pollination among plans & leverages resources.

The following are the major programs and activities of the organization:

Flint Hills Regional Council, Inc. Board and Member Activities

The Organization's Board is formed by elected officials from member jurisdictions and non-voting representatives from Fort Riley, Kansas State University, and the Governor's Military Council.

The Organization utilizes contributions to deliver services. The activities are primarily funded through awarded grants, membership dues, and match contributions. The Organization provides grant, planning and technical assistance to members.

Key Focuses of FHRC's Work in Support of Community & Economic Development Initiatives - Active Grants & Projects

2021 - 2023 - EDA Partnership Planning (CFDA - 11.302) Provides funding to support FHRC staff in updating, implementing and reporting progress of the Flint Hills Economic Development District Plan. This funding supports FHRC staff time to also apply for grant opportunities that directly assist with plan implementation. This program has a 50/50 match requirement, of which beginning in 2021, the following partners provided a mix of cash and in-kind contribution so that FHRC would be able to apply for EDA Partnership Planning funding and retain our EDA Flint Hills Economic Development District designation. The Flint Hills Regional Council's role is to serve as a regional coordinator to ensure the plan is updated every five years and to coordinate plan implementation efforts.

EDA CARES (CFDA - 11.307) - Authorized activities to prevent, prepare for and respond to coronavirus (COVID-19) pandemic or respond to economic injury as a result of coronavirus.

Flint Hills Regional Council, Inc.
Notes to the Financial Statements
For the Year Ended December 31, 2020 and 2019

Department of Defense, Office of Local Defense Community Cooperation's Community Economic Adjustment Assistance for Compatible Use and Joint Land Use Studies (CFDA 12.610)

- Assists with implementing recommendation from the Flint Hills /Fort Riley Joint Land Use Study Update focused on community and economic development projects. As an example, the July 2021 award is funding a variety of initiatives including a Multi-jurisdictional Military Infrastructure Resiliency Analysis, a Green Valley Transportation Plan, a Junction City housing condition assessment, an Unmanned Aircraft Corridor project, and much more. These are all contributing to our Flint Hills Economic Development District Plan implementation efforts to protect our largest economic engine within our region, assist Fort Riley to remain mission ready, and work toward becoming a more resilient region.

Environmental Protection Agency (EPA) Brownfields Assessment & Cleanup Cooperative Agreements (CFDA 66.818)

- Provided \$600,000 in environmental assessments for commercial private property owners interested in ultimately making improvements and revitalizing their property. These funds have also been used to remove gas tanks resolving major barriers preventing economic activities on these sites. The funding was also used to provide area revitalization plans of commercial districts within Junction City and at Plaza West in Manhattan, Kansas. In addition, the FHRC also assisted Pottawatomie County to obtain a technical assistance grant to conduct an adaptive reuse assessment and structural study of the Courthouse, which is considering the potential to lease a portion of the space for area businesses.

National Park Service (NPS), Rivers, Trails and Conservation Program

- Non-monetary award to provide technical assistance in developing a regional river and trail plan along the Kansas River. This is for both community and economic development purposes, as it will identify specific improvements that could be made at boat ramps and other public spaces to make better connections to downtown and other key activity areas--generating additional economic benefit and enhancing a community asset that will help to attract and retain talent to our region.

The FHRC Board approved the formation of a Regional Committee to review potential projects to submit in the **Defense Community Infrastructure Program** through the Department of Defense. In 2021, the Committee reviewed three potential projects and assessed and selected the Manhattan Regional Airport Runway Reconstruction Project as the most competitive to move forward. The City of Manhattan then took the lead in collaboration with Fort Riley to submit a proposal and application and was recently awarded almost \$6M to support the use of Manhattan Regional Airport by larger aircraft used by Fort Riley, Kansas State University, and other regional entities, a portion of the project cost that was not eligible for funding by Federal Aviation Administration.

Flint Hills Regional Council, Inc.
Notes to the Financial Statements
For the Year Ended December 31, 2020 and 2019

Note 2: Summary of Significant Accounting Policies

Basis of Presentation

The financial statements of the Organization have been prepared on the accrual basis in accordance with accounting principles generally accepted in the United States of America. The financial statements are presented in accordance with Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) 958 dated August 2016, and the provisions of the American Institute of Certified Public Accountants (AICPA) "Audit and Accounting Guide for Not-for-Profit Organizations" (the "Guide").

Under the provisions of the Guide, net assets and revenues, and gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, the net assets of the Organization and changes therein are classified as follows:

Net assets without donor restrictions: Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the Organization. The Organization's board may designate assets without restrictions for specific operational purposes from time to time.

Net assets with donor restrictions: Net assets subject to stipulations imposed by donors, and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Organization or by the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

Cash and Cash Equivalent

The Organization considers cash and cash equivalents to include cash in any interest or non-interest bearing checking accounts and short-term investments with an original maturity of three months or less.

Membership Dues

Membership dues are collected annually on a calendar year basis. Members are invoiced annually.

Income Taxes

The Organization is a not-for-profit organization that is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. The Organization had no unrelated business income, as defined by the Internal Revenue Code, during the years ended December 31, 2020 and 2019. As of December 31, 2020, there were no uncertain tax positions identified.

The Organization is no longer subject to tax examinations by tax authorities for Forms 990, Return of Organization Exempt from Income Tax, for fiscal years before 2017.

Flint Hills Regional Council, Inc.
Notes to the Financial Statements
For the Year Ended December 31, 2020 and 2019

Uses of Estimates

The preparation of financial statements in conformity with the accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of support, revenue, net assets released from restrictions and expenses during the reporting period. Actual results could differ from those estimates.

Accounts Receivable and Estimate of Doubtful Accounts

Accounts receivable and grant receivables are stated as unpaid balances, less any provision for uncollectible accounts. The Organization provides for losses on accounts receivable using the allowance method. The allowance is based on experience, third-party contracts, and other circumstances, which may affect the ability of members to meet their obligations. Receivables are considered impaired if full principal payments are not received in accordance with contractual terms. It is the Organization's policy to charge off uncollectible accounts receivable when management determines the receivable will not be collected.

Investments

Investments in marketable securities with readily determinable fair values and all investments in debt securities are valued at the fair values in the Statement of Financial Position. For assets without a readily available market, management would determine fair value based upon other available evidence. Unrealized gains and losses are included in the statement of activities. Certificates of deposit and money market funds are recorded at cost.

Property and Equipment

It is the Organization's policy to capitalize property and equipment with a useful life beyond one year. Property and equipment are reported at historical cost. Repairs and Maintenance are charged to expense when incurred. When assets are disposed of, the cost and applicable depreciation are removed from the respective accounts, and the resulting gain or loss is recorded in operations. Depreciation, including amortization of capital lease obligations, is calculated on the straight-line method over the estimated useful lives of the respective assets as follows:

Furniture and Equipments	3 years
Website/Logo/Software	3 – 10 years

Donated Assets and Services

All assets donated to the Organization are valued at fair value on the date of the gift.

Government Grants

Program funding in the form of government grants is recognized as the Organization performs the services pursuant to the grant agreements or incur expenses that are eligible for reimbursement

Flint Hills Regional Council, Inc.
Notes to the Financial Statements
For the Year Ended December 31, 2020 and 2019

under the terms of the agreements. Grant activities and expenses are subject to audit and acceptance by the granting agency and, as a result of such audit, adjustments could be required.

Advertising

Advertising costs, which consist primarily of services for members, are included in marketing, and are expensed in the period the costs are incurred.

Functional Expenses

The costs of providing program and other activities have been summarized on a functional basis in the statements of activities. Accordingly, certain costs have been allocated among program services and supporting services benefited. Such allocations are determined by management on an equitable basis. Time and level of efforts is used to allocate the pooled costs to the respective cost objectives.

Note 3: Cash and Cash Equivalents

The Organization maintains cash balances in a financial institution located at Junction City, Kansas, which at times may exceed federally insured limits. As of December 31, 2020, the cash balance in the checking and savings accounts before clearance of outstanding checks was \$16,244, which was fully covered by the FDIC Insurance. There were no cash equivalents during these years.

Note 4: Accounts Receivable

All accounts receivable is considered collectible. Accordingly, there was no provision for uncollectible accounts made for the years ended December 31, 2020 and 2019. For the year ended December 31, 2020 and 2019, receivables were due from the following:

	2020	2019
EDA Planning Partnership	\$ 15,206	-
Federal Transit Administration (FTA)	-	\$116,762
OEA Grant Phase 2	2,957	-
EPA Brownfields	2,253	-
Other	-	6,154
Total Receivable	\$ 20,416	\$ 122,916

Note 5: Prepaid Expenses

The prepaid expense as of December 31, 2020 was composed of Health Insurance Premium paid in advance.

Flint Hills Regional Council, Inc.
Notes to the Financial Statements
For the Year Ended December 31, 2020 and 2019

Note 6: Property and Equipment

Property and equipment for the year 2020 and 2019 are listed below:

	Balance			Balance
	12/31/2019	Addition	Disposal	12/31/2020
Furniture and Equipment	\$ 17,463	-	-	\$ 17,463
Website/Logo/Software	126,753	-	-	126,753
Less: Accumulated Depreciation/Amortization	(142,498)	(1,718)	-	(144,216)
Total Net Book Value	\$1,718	\$ (1,718)	-	\$ -

Note 7: Accrued Vacation Liability

Full-time employees of the Organization are entitled to be paid vacation depending on length of service. Total vacation leave earned and not used by December 31, 2020 and 2019 were approximately \$21,012 and \$8,024, respectively. Vacation leave is paid out at a maximum of thirty days at separation of employment. A corresponding liability has been recorded in the statement of financial position. Sick leave accrues for full-time employees at 4 hours per month. There is no maximum accumulated limit. Sick leave is not paid out upon separation of employment, therefore there is no corresponding liability recorded.

Note 8: Note Payable - CNB

The Organization had a line of credit of \$150,000 with Central National Bank (CNB) bearing interest at 4.50% and maturing on January 5, 2020. The line of credit was collateralized with a security agreement dated January 1, 2016. On January 14, 2020, the Organization signed a promissory note to CNB to pay-off the principal sum of \$128,400, the unpaid balance of the line of credit at maturity, plus 4.5% interest. The Organization agreed to pay 23 payment of \$1,500 beginning on February 14, 2020, and a single balloon payment of the entire unpaid balance of the principal and interest on January 14, 2022. The balance of the note as of December 31, 2020, was \$117,051.

Note 9: Retirement Plan

The Organization established a SIMPLE/IRA retirement plan for the benefit of its employees. All fulltime, salaried employees are eligible for participation. The Organization matches each employee's contributions up to a maximum of three percent of their gross salary up to a maximum of \$7,500, annually, per employee. For December 31, 2020, and 2019, the Organization contributed \$3,315 and \$2,083, respectively.

Note 10: Concentration of Risk

The Organization's services are primarily funded through Federal grants. A significant reduction in the level of these grants could have an adverse effect on the continuation of the Organization and its programs and services.

Flint Hills Regional Council, Inc.
Notes to the Financial Statements
For the Year Ended December 31, 2020 and 2019

Note 11: Liquidity and Availability of Resources

The substantial portion of the Organization’s operating revenues come from federal grants and members contributions. The federal grants may allow up to 10% for covering the portions of the Organization’s general and administrative expenses except for the Environmental Protection Agency grant caps administrative cost to 5%. Membership fees would normally cover the general and administrative expenses. The Organization received a three-year average membership revenue of \$85,858, which would be used to cover general and administrative costs. The three-year average general and administrative costs is \$112,870. The Organization is actively applying for grants to keep the funding levels intact, although there is no guarantee of award.

In addition to the general and administrative expenses, the Organization has a debt in the amount of \$117,051 of which \$18,000 is current portion to be paid within the next 12 months and will mature on January 14, 2022. This debt has been a pressure on the Organization. On February 12, 2021, the Board of Directors approved a tentative, three-year payoff plan, with 2021 begin year one of this plan. Management obtained alternative sources of match funding from commitments being made from the City of Junction City and partner Economic Development Organizations. This change enabled, the Organization to begin making higher monthly payments in April 2021. Management has also negotiated a 12-month extension that would be signed in December 2021. The Central National Bank agreed to review the agreement on an annual basis should an additional extension be necessary. The Organization is also adjusting its costs to meet its priority obligations. The Organization is actively applying for additional grant funding opportunities. In addition, the Department of Defense understands the value the Organization brings, and awarded a supplemental award that is providing funding for the Organization to develop a sustainability plan. Through this process, the Organization will explore additional sources of revenue and strategic steps to be taken to further stabilize the Organization.

Available assets as of December 31, 2020.	\$48,455
Expected membership fee to be collected for 2021	85,858
Other expected program service fees and contributions	<u>15,460</u>
Total resources	<u>149,773</u>
Cash needed to pay current obligations	32,073
Estimated general and administrative expenses for 2021	<u>112,870</u>
Total obligations	<u>144,943</u>
Resources exceeding obligations	<u>\$4,830</u>

Note 12: Subsequent Event

Subsequent events have been evaluated through September 28, 2021, which is the date the financial statements were available to be issued.



Independent Auditor’s Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With *Government Auditing Standards*

The Board of Directors
Flint Hills Regional Council, Inc.
Fort Riley, Kansas

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Flint Hills Regional Council, Inc. (a nonprofit organization), which comprise the statement of financial position as of December 31, 2020, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated September 28, 2021.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered Flint Hills Regional Council, Inc’s (the Organization) internal control over financial reporting (internal control) as a basis for designing the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Organization’s internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization’s internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity’s financial statements will not be prevented or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Organization's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Overland Park, Kansas
September 28, 2021

For Management Review



MASTER SERVICES AGREEMENT

THIS AGREEMENT is made and entered into effective October 29, 2021 (the "Agreement Date") by and between:

"CLIENT"

Name: FLINT HILLS REGIONAL COUNCIL
Address: P.O. Box 514, Ogden KS 66517,
Phone: 785-203-6534
Representative: Christy Rodriguez, Executive Director

"STANTEC"

Name: STANTEC CONSULTING SERVICES INC.
Address: 8200 East 34th Street Circle North, Suite 1201, Wichita, Kansas 67226-1363
Phone: 262-643-9010
Representative: Richard J. Binder, PG, Principal

WHEREAS this **MASTER SERVICES AGREEMENT** ("AGREEMENT") is between STANTEC CONSULTING SERVICES INC. ("STANTEC") and Flint Hills Regional Council ("CLIENT") for Services to be provided by STANTEC on projects as described in the Individual Task Orders issued pursuant to this AGREEMENT (which sections are incorporated into this AGREEMENT).

NOW THEREFORE, in consideration of the mutual promises hereinafter contained, it is hereby agreed as follows:

The scope of STANTEC's services ("SERVICES") will be set forth in individual Task Orders, which are incorporated into this AGREEMENT. All work authorized by a Task Order issued pursuant to this AGREEMENT shall be completed in accordance with, and subject to, the Terms and Conditions set forth herein, on pages 2 through 6.

Unless the parties otherwise agree, STANTEC's Fee for the SERVICES will be on a time and materials basis in accordance with the rates provided in each Task Order.

The Parties, intending to be legally bound, have made, accepted and executed this AGREEMENT as of the Agreement Date noted above:

FLINT HILLS REGIONAL COUNCIL

STANTEC CONSULTING SERVICES INC.

Christy Rodriguez, Executive Director



Richard J. Binder, Principal

DESCRIPTION OF WORK: STANTEC shall render the services described in each Task Order or amendments thereto (hereinafter called the "SERVICES") in accordance with this AGREEMENT. STANTEC may, at its discretion and at any stage, engage subconsultants to perform all or any part of the SERVICES.

COMPENSATION: Charges for the SERVICES rendered will be made in accordance with the CONTRACT PRICE indicated in each Task Order, or, if no CONTRACT PRICE is indicated, in accordance with STANTEC's Schedule of Fees and Disbursements in effect from time to time as the SERVICES are rendered.

Invoices shall be paid by the CLIENT in the currency of the jurisdiction in which the SERVICES are provided without deduction or setoff upon receipt. Failure to make any payment when due is a material breach of this Agreement and will entitle STANTEC, at its option, to suspend or terminate this Agreement and the provision of the SERVICES. Interest will accrue on accounts overdue by 30 days at the lesser of 1.5% per month (18% per annum) or the maximum legal rate of interest.

REPRESENTATIVES: Each party shall designate in the space provided on the Task Order a representative who is authorized to act on behalf of that party and receive notices under this AGREEMENT. Such representatives have complete authority to act on behalf of their principals in respect to all matters arising under this AGREEMENT.

NOTICES: All notices, consents, and approvals required to be given hereunder shall be in writing and shall be given to the representatives of each party. All notices required by this AGREEMENT to be given by either party shall be deemed to be properly given and received within two (2) business days if made in writing to the other party by certified mail, telegram, email, facsimile or telex, addressed to the regular business address of such party as identified above.

CLIENT'S RESPONSIBILITIES: The CLIENT shall provide to STANTEC in writing, the CLIENT's total requirements in connection with each PROJECT described in a Task Order, including the PROJECT budget and time constraints. The CLIENT shall make available to STANTEC all relevant information or data pertinent to the PROJECT which is required by STANTEC to perform the SERVICES. STANTEC shall be entitled to rely upon the accuracy and completeness of all information and data furnished by the CLIENT, including information and data originating with other consultants employed by the CLIENT whether such consultants are engaged at the request of STANTEC or otherwise. Where such information or data originates either with the CLIENT or its consultants then STANTEC shall not be responsible to the CLIENT for the consequences of any error or omission contained therein.

When required by STANTEC, the CLIENT shall engage specialist consultants directly to perform items of work necessary to enable STANTEC to carry out the SERVICES. Whether arranged by the CLIENT or STANTEC, these services shall be deemed to be provided under direct contracts to the CLIENT unless expressly provided otherwise.

The CLIENT shall give prompt consideration to all documentation related to the PROJECT prepared by STANTEC and whenever prompt action is necessary shall inform STANTEC of CLIENT's decisions in such reasonable time so as not to delay the schedule for providing the SERVICES.

When applicable, the CLIENT shall arrange and make provision for STANTEC's entry to the PROJECT site as well as other public and private property as necessary for STANTEC to perform the SERVICES. The CLIENT shall obtain any required approvals, licenses and permits from governmental or other authorities having jurisdiction over the PROJECT so as not to delay STANTEC in the performance of the SERVICES.

STANTEC'S RESPONSIBILITIES: STANTEC shall furnish the necessary qualified personnel to provide the SERVICES. STANTEC represents that it has access to the experience and capability necessary to and agrees to perform the SERVICES with the reasonable skill and diligence required by customarily accepted professional practices and procedures normally provided in the performance of the SERVICES at the time when and the location in which the SERVICES were performed. This undertaking does not imply or guarantee a perfect PROJECT and in the event of failure or partial failure of the product of the SERVICES, STANTEC will be liable only for its failure to exercise diligence, reasonable care and professional skill. This standard of care is the sole and exclusive standard of care that will be applied to measure STANTEC's performance. There are no other representations or warranties expressed or implied made by STANTEC. In particular, but not by way of limitation, no implied warranty of merchantability or fitness for a particular purpose shall apply to the SERVICES provided by STANTEC nor shall STANTEC warrant or guarantee economic, market or financial conditions, proforma projections, schedules for public agency approvals, or other factors beyond STANTEC's reasonable control. STANTEC does not warrant the SERVICES to any third party and the CLIENT shall indemnify and hold harmless STANTEC from any demands, claims, suits or actions of third parties arising out of STANTEC's performance of the SERVICES.

In performing the SERVICES under this AGREEMENT, STANTEC shall operate as and have the status of an independent contractor and shall not act as, or be an employee of the CLIENT.

The SERVICES performed by STANTEC shall be subject to the inspection and the review of the CLIENT at all times but such inspection and review shall not relieve STANTEC from its responsibility for the proper performance of the SERVICES.

TERMINATION: Either party may terminate this MASTER SERVICE AGREEMENT or an Individual Task Order without cause upon thirty (30) days' notice in writing. If either party breaches this MASTER SERVICE AGREEMENT or an Individual Task

Order, the non-defaulting party may terminate this MASTER SERVICE AGREEMENT and/or an Individual Task Order after giving seven (7) days' notice to remedy the breach. On termination of this MASTER SERVICE AGREEMENT, the CLIENT shall forthwith pay STANTEC for the SERVICES performed to the date of termination. Non-payment by the CLIENT of STANTEC's invoices within 30 days of STANTEC rendering same is agreed to constitute a material breach of this MASTER SERVICE AGREEMENT and, upon written notice as prescribed above, the duties, obligations and responsibilities of STANTEC are terminated.

SUSPENSION OF SERVICES: If the SERVICES from an Individual Task Order are suspended for more than thirty (30) calendar days in the aggregate, STANTEC shall be compensated for services performed and charges incurred prior to receipt of notice to suspend and, upon resumption, an equitable adjustment in fees to accommodate the resulting demobilization and remobilization costs. In addition, there shall be an equitable adjustment in the project schedule based on the delay caused by the suspension. If the SERVICES from an Individual Task Order are suspended for more than ninety (90) days, STANTEC may, at its option, terminate the Task Order upon giving notice in writing to the CLIENT.

ENVIRONMENTAL: Except as specifically described in an Individual Task Order, STANTEC's field investigation, laboratory testing and engineering recommendations will not address or evaluate pollution of soil or pollution of groundwater.

Where the SERVICES include storm water pollution prevention (SWPP), sedimentation or erosion control plans, specifications, procedures or related construction observation or administrative field functions, CLIENT acknowledges that such SERVICES proposed or performed by Stantec are not guaranteed to provide complete SWPP, sedimentation or erosion control, capture all run off or siltation, that any physical works are to be constructed and maintained by the CLIENT's contractor or others and that STANTEC has no control over the ultimate effectiveness of any such works or procedures. Except to the extent that there were errors or omissions in the SERVICES provided by STANTEC, CLIENT agrees to indemnify and hold STANTEC harmless from and against all claims, costs, liabilities or damages whatsoever arising from any storm water pollution, erosion, sedimentation, or discharge of silt or other deleterious substances into any waterway, wetland or woodland and any resulting charges, fines, legal action, cleanup or related costs.

BUILDING CODES, BYLAWS AND OTHER PUBLIC REGULATIONS: STANTEC shall, to the best of its ability, interpret building codes, by-laws and other public regulations as they apply to the PROJECT and as they are published at the time SERVICES commence. Furthermore, STANTEC shall observe and comply with all applicable laws, ordinances, codes and regulations of government agencies, including federal, state, provincial, municipal and local governing bodies having jurisdiction over the conduct of the SERVICES ("LAWS"). However, it is expressly acknowledged and agreed by the CLIENT that as the PROJECT progresses such building codes, by-laws, other public regulations and LAWS may change or the interpretation of any public authority may differ from the interpretation of STANTEC, through no fault of STANTEC, and any extra costs necessary to conform to such changes or interpretations during or after execution of the SERVICES will be paid by the CLIENT.

STANTEC shall continue to provide equal employment opportunity to all qualified persons and to recruit, hire, train, promote and compensate persons in all jobs without regard to race, color, religion, sex, age, disability or national origin or any other basis prohibited by applicable laws.

COST AND SCHEDULE OF CONSTRUCTION WORK: In providing opinions of probable cost and project schedule, it is recognized that neither the CLIENT nor STANTEC has control over the costs of labor, equipment or materials, or over the Contractor's methods of determining prices or time. The opinions of probable cost or project duration are based on STANTEC's reasonable professional judgment and experience and do not constitute a warranty, express or implied, that the Contractors' bids, project schedules, or the negotiated price of the Work or schedule will not vary from the CLIENT's budget or schedule or from any opinion of probable cost or project schedule prepared by STANTEC. Exact costs and times will be determined only when bids have been received for the PROJECT and when the construction work has been performed and payments finalized.

ADMINISTRATION OF CONSTRUCTION CONTRACTS: When applicable, STANTEC shall provide field services during the construction of the PROJECT only to the extent that such SERVICES are included and defined in a particular Task Order. The performance of the construction contract is not STANTEC's responsibility nor are STANTEC's field services rendered for the construction contractor's benefit.

It is understood and agreed by the CLIENT and STANTEC that only work which has been seen during an examination by STANTEC can be said to have been appraised and comments on the balance of any construction work are assumptions only.

When field services are provided by STANTEC, the authority for general administration of the PROJECT shall reside with STANTEC only to the extent defined in this AGREEMENT. In such case, STANTEC shall coordinate the activities of other consultants employed by the CLIENT, only to the extent that STANTEC is empowered to do so by such other consultants' contracts with the CLIENT.

STANTEC shall not be responsible for any contractor's failure to carry out the work in accordance with the contract documents nor for the acts or omissions of any contractor, subcontractor, any of their agents or employees, or any other persons performing any of the work in connection with the PROJECT. When field services are provided, no acceptance

by STANTEC of the work or services of a construction contractor or other consultants, whether express or implied, shall relieve such construction contractor or other consultants from their responsibilities to the CLIENT for the proper performance of such work or services and further, STANTEC shall not be responsible to the CLIENT or to the construction contractor or to the other consultants for the means, methods, techniques, sequences, procedures and use of equipment of any nature whatsoever, whether reviewed by STANTEC or not, which are employed by the construction contractor or the other consultants in executing, designing, or administering any phases of the PROJECT, or for placing into operation any plant or equipment or for safety precautions and programs incidental thereto.

When field services are provided, STANTEC will not be designated as the party responsible for the compliance by others on the construction work site with the purposes or requirements of applicable environmental, occupational health and safety, or similar legislation. The CLIENT shall designate a responsible party, other than STANTEC, for the coordination and performance of environmental, occupational health and safety activities on the construction work site as required by applicable legislation and associated regulations.

JOBSITE SAFETY: Neither the professional activities of STANTEC, nor the presence of STANTEC or its employees and subconsultants at a construction site, shall relieve the CLIENT and any other entity of their obligations, duties and responsibilities with respect to job site safety. Subject only to applicable legislation, STANTEC and its personnel have no authority to exercise any control over any construction contractor or other entity or their employees in connection with their work or any health or safety precautions.

LIMITATION OF LIABILITY: The CLIENT releases STANTEC from any liability and agrees to defend, indemnify and hold STANTEC harmless from any and all claims, damages, losses, and/or expenses, direct and indirect, or consequential damages, including but not limited to attorney's fees and charges and court and arbitration costs, arising out of, or claimed to arise out of, the performance of the SERVICES, excepting liability arising from the negligence or willful misconduct of STANTEC.

It is further agreed that the total amount of all claims the CLIENT may have against STANTEC under an Individual Task Order or arising from the performance or non-performance of the SERVICES called for by a specific Individual Task Order under any theory of law, including but not limited to claims for negligence, negligent misrepresentation and breach of contract, shall be strictly limited to the lesser of the fees paid to STANTEC pursuant to that Individual Task Order or \$500,000. No claim may be brought against STANTEC in contract or tort more than two (2) years after the cause of action arose. As the CLIENT's sole and exclusive remedy under this AGREEMENT or any Task Order, any claim, demand or suit shall be directed and/or asserted only against STANTEC and not against any of STANTEC's employees, officers or directors.

STANTEC's liability with respect to any claims arising out of this AGREEMENT or any Task Order shall be absolutely limited to direct damages arising out of the SERVICES and STANTEC shall bear no liability whatsoever for any consequential loss, injury or damage incurred by the CLIENT, including but not limited to claims for loss of use, loss of profits and loss of markets.

PHASE I ENVIRONMENTAL SITE ASSESSMENTS: If the SERVICES include preparation and delivery of one or more Phase I Environmental Site Assessment (ESA) report(s), the provisions of this section shall govern to the extent it differs from any other provision in this AGREEMENT. The total amount of all claims the CLIENT may have against STANTEC with respect to any report(s) issued with respect to an individual or group of parcels or arising from the performance or non-performance of the SERVICES related to that report(s) under any theory of law, including but not limited to claims for negligence, negligent misrepresentation and breach of contract, shall be strictly limited to the lesser of the fees paid to STANTEC with respect to report(s) or \$50,000. No claim may be brought against STANTEC in contract or tort more than one (1) year after the date of the report(s). Any report(s) to be delivered by STANTEC will be for the sole use of the CLIENT. The report(s) may not be relied upon by any other party without the express written consent of Stantec, which may be withheld at Stantec's discretion. Any such reliance to which Stantec consents will (1) contain a limitation of Stantec's liability for the benefit of all reliance parties, in the aggregate, in an amount that will be no greater than the lesser of \$50,000 or the value of STANTEC'S fees for the Phase I ESA, and (2) only be granted pursuant to the conditions of STANTEC'S standard form reliance letter (i.e., STANTEC will not sign forms of reliance letter proposed by lenders or other third parties). STANTEC will not provide reliance letters beyond one year from the date of the report(s).

INDEMNITY FOR MOLD CLAIMS: It is understood by the parties that existing or constructed buildings may contain mold substances that can present health hazards and result in bodily injury, property damage and/or necessary remedial measures. If, during performance of the SERVICES, STANTEC knowingly encounters any such substances, STANTEC shall notify the CLIENT and, without liability for consequential or any other damages, suspend performance of services until the CLIENT retains a qualified specialist to abate and/or remove the mold substances. The CLIENT agrees to release and waive all claims, including consequential damages, against STANTEC, its subconsultants and their officers, directors and employees arising from or in any way connected with the existence of mold on or about the project site whether during or after completion of the SERVICES. The CLIENT further agrees to indemnify and hold STANTEC harmless from and against all claims, costs, liabilities and damages, including reasonable attorneys' fees and costs, arising in any way from the existence of mold on the project site whether during or after completion of the SERVICES, except for those claims, liabilities, costs or damages caused by the sole gross negligence and/or knowing or willful misconduct of STANTEC.

STANTEC and the CLIENT waive all rights against each other for mold damages to the extent that such damages sustained by either party are covered by insurance.

DOCUMENTS: All documents prepared by STANTEC or on behalf of STANTEC in connection with an Individual Task Order are instruments of service for the execution of the PROJECT. STANTEC retains the property and copyright in these documents, whether the PROJECT is executed or not. Payment to STANTEC of the compensation prescribed in this AGREEMENT shall be a condition precedent to the CLIENT's right to use documentation prepared by STANTEC. These documents may not be used for any other purpose without the prior written agreement of STANTEC. The CLIENT shall have a permanent non-exclusive, royalty-free license to use any concept, product or process which is patentable or capable of trademark, produced by or resulting from the SERVICES rendered by STANTEC in connection with the PROJECT, for the life of the PROJECT. The CLIENT shall not use, infringe upon or appropriate such concepts, products or processes without the express written agreement of STANTEC. In the event STANTEC's documents are subsequently reused or modified in any material respect without the prior consent of STANTEC, the CLIENT agrees to indemnify STANTEC from any claims advanced on account of said reuse or modification.

Any document produced by STANTEC in relation to the SERVICES is intended for the sole use of CLIENT. The documents may not be relied upon by any other party without the express written consent of STANTEC, which may be withheld at STANTEC's discretion. Any such consent will provide no greater rights to the third party than those held by the CLIENT under the contract, and will only be authorized pursuant to the conditions of STANTEC's standard form reliance letter.

STANTEC cannot guarantee the authenticity, integrity or completeness of data files supplied in electronic format ("Electronic Files"). CLIENT shall release, indemnify and hold STANTEC, its officers, employees, consultants and agents harmless from any claims or damages arising from the use of Electronic Files. Electronic files will not contain stamps or seals, remain the property of STANTEC, are not to be used for any purpose other than that for which they were transmitted, and are not to be retransmitted to a third party without STANTEC's written consent.

PROJECT PROMOTION: Where the CLIENT has control or influence over construction signage, press releases and/or other promotional information identifying the project ("Project Promotion"), the CLIENT agrees to include STANTEC in such Project Promotion.

FORCE MAJEURE: Any default in the performance of this AGREEMENT or any Individual Task Order caused by any of the following events and without fault or negligence on the part of the defaulting party shall not constitute a breach of contract: labor strikes, riots, war, acts of governmental authorities, unusually severe weather conditions or other natural catastrophe, disease, epidemic or pandemic or any other cause beyond the reasonable control or contemplation of either party.

GOVERNING LAW; NONDISCRIMINATION: This AGREEMENT shall be governed, construed and enforced in accordance with the laws of the jurisdiction in which the majority of the SERVICES are performed. STANTEC shall observe and comply with all applicable laws, provide equal employment opportunity to all qualified persons and recruit, hire, train, promote and compensate persons in all jobs without regard to race, color, religion, sex, age, disability or national origin or any other basis prohibited by applicable laws.

STANTEC shall abide by the requirements of 41 CFR 60-741.5(a). This regulation prohibits discrimination against qualified individuals on the basis of disability, and requires affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified individuals with disabilities.

STANTEC shall abide by the requirements of 41 CFR 60-300.5(a). This regulation prohibits discrimination against qualified protected veterans, and requires affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified protected veterans.

DISPUTE RESOLUTION: If requested in writing by either the CLIENT or STANTEC, the CLIENT and STANTEC shall attempt to resolve any dispute between them arising out of or in connection with this AGREEMENT or an Individual Task Order by entering into structured non-binding negotiations with the assistance of a mediator on a without prejudice basis. The mediator shall be appointed by agreement of the parties. If a dispute cannot be settled within a period of thirty (30) calendar days with the mediator, if mutually agreed, the dispute shall be referred to arbitration pursuant to laws of the jurisdiction in which the majority of the SERVICES are performed or elsewhere by mutual agreement.

ATTORNEYS FEES: In the event of a dispute hereunder, the prevailing party is entitled to recover from the other party all costs incurred by the prevailing party in enforcing this AGREEMENT and prosecuting the dispute, including reasonable attorney's and expert's fees, whether incurred through formal legal proceedings or otherwise.

ASSIGNMENT AND SUCCESSORS: Neither the CLIENT nor STANTEC shall, without the prior written consent of the other party, assign the benefit or in any way transfer the obligations of this AGREEMENT or any part hereof. This AGREEMENT shall enure to the benefit of and be binding upon the parties hereto, and except as otherwise provided herein, upon their executors, administrators, successors, and assigns.

PROTECTION OF PRIVACY LAWS: STANTEC will comply with its statutory obligations respecting the collection, use, disclosure, access to, correction, protection, accuracy, retention and disposition of personal information that may be collected or created under this AGREEMENT. STANTEC will refer any request for access to or correction of personal information that is made under statute to the CLIENT and will comply with any directions from the CLIENT respecting the access request, or respecting correction and annotation of personal information. STANTEC will, at reasonable times and on reasonable notice, allow the CLIENT to enter its premises and inspect any personal information of the CLIENT's that is in the custody of STANTEC or any of STANTEC's policies or practices relevant to the management of personal information subject to this AGREEMENT.

ENTIRE AGREEMENT: This AGREEMENT constitutes the sole and entire agreement between the CLIENT and STANTEC relating to the PROJECT and supersedes all prior agreements between them, whether written or oral respecting the subject matter hereof and no other terms, conditions or warranties, whether express or implied, shall form a part hereof. This AGREEMENT may be amended only by written instrument signed by both the CLIENT and STANTEC. All attachments and Task Orders referred to in this AGREEMENT are incorporated herein by this reference; however, in the event of any conflict between attachments, Task Orders and the terms and conditions of this AGREEMENT, the terms and conditions of this AGREEMENT shall take precedence.

SEVERABILITY: If any term, condition or covenant of this AGREEMENT is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions of this AGREEMENT shall be binding on the CLIENT and STANTEC.

THE PARTIES EXPRESSLY ACKNOWLEDGE THAT THIS AGREEMENT CONTAINS LIMITATION OF LIABILITY PROVISIONS RESTRICTING RIGHTS FOR THE RECOVERY OF DAMAGES.

Attached to and forming part of the MASTER AGREEMENT

BETWEEN:

FLINT HILLS REGIONAL COUNCIL
(hereinafter called the "CLIENT")

- and -

STANTEC CONSULTING SERVICES INC.
(hereinafter called "STANTEC")

EFFECTIVE: October 29, 2021

This TASK ORDER is issued under the **MASTER SERVICES AGREEMENT** (dated October 15, 2021) between STANTEC CONSULTING SERVICES INC. ("STANTEC") and FLINT HILLS REGIONAL COUNCIL ("CLIENT") for Brownfield Services to be provided by STANTEC (the "Project"), as more fully described below. This Task Order is incorporated into and part of the Master Services Agreement.

The CLIENT's representative shall be: Christy Rodriguez, Executive Director

SERVICES:

STANTEC shall perform the services detailed in our September 30, 2021 proposal "EPA Brownfield Assessment Grant Writing and Implementation Services" and Request for Proposal - RFP #21-04 (Attachment A). Specifically for this Task Order, Stantec will assist with application preparation for a \$500,000 United States Environmental Protection Agency Community-wide Brownfield Assessment Grant as part of the FY 2022 grant competition. We will assist at our own risk and at no cost to the CLIENT, subject to STANTEC being retained to implement environmental consulting and planning services to be funded by the grant, if awarded. Stantec will also provide post award support to the CLIENT at no cost, as applicable and requested by the CLIENT. Tasks are likely to include assisting the CLIENT in completing the Work Plan and preparing/submitting appropriate forms (Form SF-424, SF-424A, SF-424B), Form 6600-06; Form 4700-04; and Form 5700-54). Stantec will provide a second Task Order to assist with grant implementation.

(hereinafter called the "SERVICES")

CONTRACT TIME: Commencement Date: October 29, 2021

Estimated Completion Date: September 30, 2022 (or one day prior to the cooperative agreement start date, if funding is awarded)

CONTRACT PRICE: STANTEC will provide the assistance with the grant application as well as the post award support at **no charge (\$0)** to the CLIENT, subject to STANTEC being retained to implement environmental consulting and planning services to be funded by the grant, if awarded. Stantec will provide a second Task Order to assist with grant implementation.

INSURANCE

REQUIREMENTS: Before any services are provided under this agreement, STANTEC shall procure, and maintain in effect during the term of this agreement, insurance coverage in amounts not less than set forth below. Insurance certificates are provided as Attachment B.

A. Architects and Engineers Errors & Omissions (Professional Liability) coverage, with a minimum limit of \$1,000,000 per claim, \$2,000,000 annual aggregate. This insurance is to be maintained for at least two years after completion of the project. If the firm changes insurance carriers and this policy is provided on a "claims made" basis, the firm will secure the appropriate coverage extension to provide coverage to the project for a period of at least two years following the completion of the project.

Commercial General Liability coverage (the FHRC shall be named as an additional insured)

1. General aggregate limit per project \$2,000,000
(Other than Products-Completed Operations)
2. Products-Completed Operations Aggregate per project \$1,000,000
3. Personal and Advertising Injury Limit \$1,000,000
4. Each Occurrence Limit \$1,000,000
5. Fire Damage limit – any one Fire \$ 50,000
6. Medical Expense limit – any one Person

B. Automobile Liability coverage with minimum limits of \$1,000,000 combined single limit per accident for bodily injury and property damage

C. Workers' Compensation as required by the State of Kansas. Minimum coverage shall be statutory limits.

**ADDITIONAL
CONDITIONS:**

COVID-19: The parties acknowledge the ongoing COVID-19 pandemic and agree that the CONTRACT PRICE and CONTRACT TIME does not include any schedule or cost impact that may occur as a result thereof. To the extent that there are cost or schedule impacts resulting from the COVID-19 pandemic, Stantec shall be entitled to an equitable change order.

**ADDITIONAL
ATTACHMENTS:**

Attachment A – EPA Brownfield Assessment Grant Writing and Implementation Services Proposal and Request for Proposal - RFP #21-04

Attachment B – Insurance Certificates

FLINT HILLS REGIONAL COUNCIL

STANTEC CONSULTING SERVICES INC.

Christy Rodriguez, Executive Director



Richard J. Binder, P.G., Principal

ATTACHMENT A

EPA Brownfield Assessment Grant Writing and Implementation Services Proposal
and Request for Proposals - RFP #21-04

FLINT HILLS
REGION

FLINT HILLS REGIONAL COUNCIL
REQUEST FOR PROPOSAL (RFP)

EPA Brownfield Assessment Grant Writing & Implementation Services
US EPA Brownfield Grant
RFP #21-04

Issued: August 31, 2021

PROPOSAL SUBMISSION DEADLINE:

Dated/Postmarked by Thursday, September 30, 2021

OR by e-mail to Jwilliams@flinthillsregion.org by 5pm CST September 30, 2021

NO LATE PROPOSALS WILL BE ACCEPTED

Pre-Proposal Conference will be held online via zoom:

Flint Hills Regional Council is inviting you to a scheduled Zoom meeting.

Topic: Pre-Proposal Conference - EPA Brownfield Assessment Grant Writing and Implementation Services RFP 21-04

Time: Sep 10, 2021 10:00 AM (CST)

Join Zoom Meeting

<https://us02web.zoom.us/j/85734709934>

Meeting ID: 857 3470 9934

Find your local number:

<https://us02web.zoom.us/j/85734709934>

RETURN THIS COVER SHEET WITH RESPONSE TO:

FLINT HILLS REGIONAL COUNCIL
PO BOX 514
OGDEN, KANSAS 66517

Or emailed to jwilliams@flinthillsregion.org

NAME AND ADDRESS OF COMPANY SUBMITTING PROPOSAL:

Contact Person:

Title: _____

Phone: _____

Email: _____

Signature: _____

Printed Name: _____

For Additional Information:

Janna Williams, Regional Planner

jwilliams@flinthillsregion.org

Request for Proposal

Flint Hills Regional Council, Inc. (FHRC) invites participation in this Request for Proposal (RFP) for experienced and qualified environmental consulting firms to provide grant application assistance, grant and project management, environmental inventory and assessment implementation related to the United States Environmental Protection Agency (US EPA) brownfield grants, including but not limited to applications for the United State EPA Community-wide Assessment Grants for Hazardous Substances Brownfields and Petroleum Brownfields as part of the US EPA Brownfields Grant Competition for Fiscal Year 2022 (FY 2022). Flint Hills Regional Council's Request for Proposal is being conducted in compliance with 2 CFR 200.317-326.

The Flint Hills Regional Council, Inc. is a non-profit 501(c)3 serving as a voluntary service association of local Kansas governments to provide services of mutual benefit to the region that are best gained from cooperation and partnership. The mission is to enhance economic viability and improve quality of life through regional collaboration throughout the Flint Hills. FHRC is seeking to enter a professional services agreement with a qualified firm that will be selected by an evaluation committee using the scoring criteria as listed in this RFP.

1.0 SUBMISSION OF PROPOSALS

- 1.0. Responding contractors shall submit the proposal via **e-mail OR one (1) original hard copy** proposal with flash drive of all proposal documents saved in PDF or Microsoft Office Suite formats in sealed packages adequate to contain and protect the proposals within. Proposer's name and address as well as the RFP number and title shall be marked on the outside of the envelope. Facsimile transmittals or offers communicated by telephone will not be accepted or considered.

1.1. E-mail OR Mail Responses to the Following Address:

E-mail:

jwilliams@flinthillsregion.org

Mail:

The Flint Hills Regional Council, Inc.
PO Box 514
Ogden, Kansas 66517

2.0 DELIVERY OF PROPOSALS

Proposals shall be e-mailed or postmarked no later than 5pm CST, Thursday, September 30, 2021 to address provided above. The submitting Proposer is responsible for the means of delivering the proposals to the location listed in paragraph 1.1 on time. Delays due to any instrumentality used to transmit the Proposals including delay occasioned by the Proposer will be the responsibility of the Proposer. Proposals shall be completed and delivered in sufficient time to avoid disqualification for lateness due to difficulties in delivery.

Late, incomplete, and/or non-compliant proposal documents will not be accepted under any circumstances. Before the final selection, proposers may be required to submit additional information, which the evaluation committee deems necessary to complete the evaluation of qualifications further.

3.0 PROPRIETARY INFORMATION

- 3.0** If a Proposer does not desire proprietary information in the Proposal to be disclosed, it is required to identify all proprietary information in the Proposal. This identification will be done by individually marking each page with the words "Proprietary Information" on which such proprietary information is found. If the Proposer fails to identify proprietary information, it agrees that by submission of its Proposal that those sections shall be deemed non-proprietary and made available upon public request.
- 3.1** Proposers are advised that the FHRC, to the extent permitted by law, will protect the confidentiality of their Proposals. Proposer shall consider the implications of the Kansas Open Records Act, particularly after the RFP process has ceased and the Contract has been awarded.

4.0. COMPLETION OF RESPONSES

- 4.0** Information presented in the Proposals will be used to evaluate the qualifications of the Proposer(s) and to determine the Proposer(s) which will be selected to provide services to the FHRC.
- 4.1** Responses shall be completed in accordance with the requirements of this RFP. Statements made by a Proposer shall be without ambiguity, and with adequate elaboration, where necessary, for clear understanding.
- 4.2** All submittals, responses, inquiries, or correspondence relating to or about this RFP, and all reports, charts, and other documentation submitted by the Proposer shall become the property of the FHRC when received.

5.0. CLARIFICATIONS AND ISSUANCE OF ADDENDA

- 5.0** Any explanation, clarification, or interpretation desired by a Proposer regarding any part of this RFP shall be requested from Janna Williams, Regional Planner, by **September 17, 2021, by 5 PM CST.**
- 5.1** If the FHRC, in its sole discretion, determines that a clarification is required, such clarification shall be issued in writing. Interpretations, corrections, or changes to the RFP made in any other manner other than writing are not binding upon the FHRC, and Proposers shall not rely upon such interpretations, corrections, or changes. Oral explanations or instructions given before the award of the contract are not binding.
- 5.2** Requests for explanations or clarifications may be emailed to jwilliams@flinthillsregion.org. Emails shall clearly identify the RFP Number and Title in the subject line of the e-mail.
- 5.3** Any interpretations, corrections, or changes to this RFP will be made by addendum. Proposers shall acknowledge receipt of all addenda within the responses.

6.0. WITHDRAWAL OF PROPOSALS

A representative of the company may withdraw a Proposal at any time prior to the RFP submission deadline, upon presentation of acceptable identification as a representative of such company.

7.0. AWARD OF CONTRACT

7.0 It is understood that the FHRC reserves the right to accept or reject any and all Proposals and to re-solicit for Proposals, as it shall deem to be in the best interest of the FHRC.

Receipt and consideration of any Proposals shall under no circumstances obligate the FHRC to accept any Proposals or award any contract for service. If an award of contract is made, it shall be made to the responsible Proposer whose Proposal is determined to be the best evaluated offer taking into consideration the relative importance of the evaluation factors set forth in the RFP.

7.1 The FHRC reserves the right to award a single contract or multiple contracts to meet the needs of the listed Scope of Work.

Tentative Schedule of Events

RFP Release Date	Monday, August 31, 2021
Pre-Proposal Conference	Friday, September 10, 2021, 10:00 AM (CST) via Zoom
Deadline for Questions	Friday, September 17, 2021, 5:00 PM (CST)
Proposals Due Date	Thursday, September 30, 2021, by 5:00 PM (CST)
Proposals Evaluated	October 1-8, 2021
Contract Negotiations	October 8 - 11, 2021
Board Approval	October 15, 2021
Contract Execution	October 15 - 20 2021
Services Begin	Upon full execution of agreement

Note: Contract Negotiations, Board Approval and Contract Execution timeline may be delayed depending on availability of evaluation committee to review and score each proposal.

8.0. PERIOD OF ACCEPTANCE

Proposer acknowledges that by submitting the Proposal, Proposer makes an offer that, if accepted in whole or part by the FHRC, constitutes a valid and binding contract as to any and all items accepted in writing by the FHRC. The period of acceptance of proposals is one hundred eighty (180) calendar days from the date of opening unless the Proposer notes a different period.

9.0. TAX EXEMPTION

The FHRC is exempt from Federal Excise and State Sale Tax; therefore, tax shall not be included in any contract that may be awarded from this RFP.

10.0 COST INCURRED IN RESPONDING

All costs directly or indirectly related to preparation of a response to the RFP or any oral presentation required to supplement and/or clarify a proposal which may be required by the FHRC shall be the sole responsibility of and shall be borne by the participating Proposers.

11.0. NEGOTIATIONS

The FHRC reserves the right to negotiate all elements that comprise the successful proposer's response to ensure that the best possible consideration be afforded to all concerned.

12.0. CONTRACT INCORPORATION

The contract documents shall include the RFP, the Response to the RFP, and such other terms and conditions as the parties may agree.

13.0 NON-ENDORSEMENT

If a Proposal is accepted, the successful Proposer, hereinafter "Operator," shall not issue any news releases or other statements pertaining to the award or servicing of the agreement that state or imply the Flint Hills Regional Council's endorsement of the successful Proposer's services.

14.0 UNAUTHORIZED COMMUNICATIONS

After release of this solicitation, Proposers' contact regarding this RFP with members of the RFP evaluation, interview or selection panels, employees of the FHRC or officials of FHRC members or associated officials other than the Regional Planner or Executive Director of the FHRC, or as otherwise indicated is prohibited and may result in disqualification from this procurement process. No officer, employee, agent, or representative of the Proposers shall have any contact or discussion, verbal or written, with any members of the FHRC Board of Directors, members of the RFP evaluation, interview, or selection panels, FHRC staff (other than the Regional Planner or Executive Director), or directly or indirectly through others, seek to influence any matters pertaining to this solicitation, except as herein provided. If a representative of any Proposers violates the foregoing prohibition by contacting any of the above listed parties with whom contact is not authorized, such contact may result in the Proposers being disqualified from the procurement process. Any oral communications are considered unofficial and non-binding with regard to this RFP.

15.0. PROPOSAL EVALUATION PROCESS

- 15.0** An evaluation committee will evaluate the responses to this Request for Proposal, may interview one (1) or more contractors/firms, and may recommend one (1) or more firms to the Board of Directors. Selection of a contractor/vendor may be made without discussion with Proposers after proposals are received. Proposals should, therefore, be submitted on the most favorable terms.
- 15.1** The FHRC's evaluation panel will review all responsive submittals and select the best evaluated proposals for further interview, if deemed necessary.
- 15.2** Proposals will be evaluated and rated according to the following scale for all factors except for the Cost.

- 1 Does not meet needs or minimum goals or standards
- 2 Meets minimum goals or standards
- 3 Exceeds required goals or standards
- 4 Exceeds required goals or standards and provides an exceptional value to the FHRC

15.3 Points will be allocated to proposals based on the average rating received from the evaluation committee members. The maximum points available for each evaluation factor are listed in section 16.0 below.

15.4 The evaluation committee will score the proposals and a recommendation will be made to the Board of Directors for award of contract to provide the requested services to the Flint Hills Regional Council.

15.5 The FHRC reserves the right to reject any or all proposals.

16.0. PROPOSAL EVALUATION FACTORS

16.0 Contractor's Qualifications and Relevant Experience – up to 45 points available

16.1 Extent to which the services offered meet or exceed the FHRC's requirements – up to 15 points available

16.2 Time required to complete scope of work – 10 points available

16.3 Best Value to provide specified services – up to 25 points available

16.4 Certified Small/Disadvantaged and Minority or Women-Owned Business – 5 points available

17.0. GENERAL PROVISIONS

The Contractor may not assign its rights or duties under an award without the prior written consent of the FHRC. Such consent shall not relieve the assignor of liability in the event of default by its assignee.

18.0. ERRORS OR OMISSIONS

The Contractor will not be allowed to take advantage of any errors or omissions in this RFP. Where errors or omissions appear in this RFP, the Contractor shall promptly notify the FHRC Executive Director in writing of such error or omission it discovers. Any significant errors, omissions or inconsistencies in this RFP are to be reported no later than ten (10) days before time for the RFP response is to be submitted.

19.0. TERMINATION

19.0 Any contract shall remain in effect until contract expires, delivery and acceptance of products and/or performance of services ordered or terminated by the FHRC with a thirty (30) day written notice prior to cancellation. In the event of termination, the Flint Hills Regional Council reserves the right to award a contract to the next ranked/best Proposer as it deems to be in the best interest of the FHRC.

19.1 Further, the FHRC may cancel this contract without expense to the FHRC in the event that funds have not been appropriated for expenditures under this contract. The FHRC will return any delivered but unpaid goods in normal condition to the Contractor.

20.0. TERMINATION, REMEDIES, AND CANCELLATION

Right to Assurance. Whenever the FHRC has reason to question the Contractor's intent to perform, the FHRC may demand that the Contractor give written assurance of Contractor's intent to perform. In the event a demand is made, and no assurance is given within ten (10) calendar days, the FHRC may treat this failure as an anticipatory repudiation of the contract.

21.0. CHANGE ORDERS

No oral statement of any person shall modify or otherwise change or affect the terms, conditions or specifications stated in the resulting contract. All change orders to the contract will be made in writing by the FHRC and approved by FHRC Board of Directors.

22.0. VENUE

The agreement(s) will be governed and construed according to the laws of the State of Kansas.

23.0. CONFLICT OF INTEREST

No public official shall have interest in this contract.

24.0. CONTRACT CONSTRAINTS AND CONDITIONS

24.1. All services shall be provided in accordance with applicable requirements, laws of the State of Kansas, and applicable federal laws.

24.2. All procurements utilizing the EPA grant funds will be in accordance with 2 CFR Part 200.317-326.

25.0. INVOLVEMENT OF MINORITY AND BUSINESS ENTERPRISES (MWBE)

Certified small/disadvantaged and minority or women-owned businesses are encouraged to submit proposals for consideration, as five (5) points will be granted to businesses that meet this requirement, and must submit certification as verification as a component of the proposal.

26.0. PAYMENTS

- 26.1. All payment terms shall be “Net 30 Days” from receipt of invoices unless otherwise specified in the proposal.
- 26.2. Invoices shall be submitted to the Flint Hills Regional Council no more frequently than monthly following completion of the work from the Contractor, inspection, and acceptance of the work.
- 26.3. Discrepancies from work requirements shall be corrected and accepted by the FHRC before submission of an invoice for the work.

27.0. CHANGE IN COMPANY NAME OR OWNERSHIP

The Contractor shall notify the FHRC Executive Director, in writing, of a company name, ownership, or address change for the purpose of maintaining updated records. The president of the company or authorized official shall sign the letter. A letter indicating changes in a company name or ownership shall be accompanied with supporting legal documentation such as an updated W-9, documents filed with the state indicating such change, copy of the board of director’s resolution approving the action, or an executed merger or acquisition agreement. Failure to do so may adversely impact future invoice payments.

28.0. FLINT HILLS REGION BRIEF DESCRIPTION

The Flint Hills Regional Council is a voluntary service association of local Kansas governments representing twenty-five member jurisdictions within Chase, Clay, Dickinson, Geary, Lyon, Morris, Riley, Pottawatomie, and Wabaunsee counties. These local jurisdictions established the Flint Hills Regional Council in 2010 to provide services of mutual benefit to the region that are best gained from cooperation and partnership.

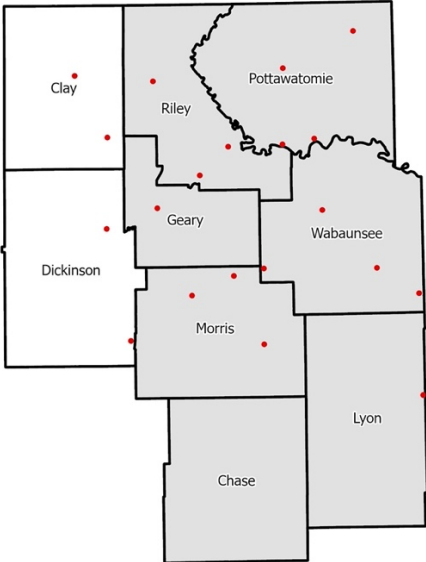


Figure 1 Flint Hills Region

29.0. Flint Hills Regional Council's Prior Experience with EPA Brownfield Coalition Assessment Grants

In 2017, FHRC applied for the EPA Brownfield Coalition Grant and was awarded \$600,000 in 2018 for a three-year grant period, which is currently in its final stages of completion. A regional coalition was formed with Junction City, Lyon County., Riley County and Geary County, and through this process more than 100 site eligibility determinations were approved, 25 Phase I and eleven (11) Phase II Environmental Assessments were conducted. In addition, six (6) Asbestos and Lead Paint Surveys and two (2) Area Wide Plans were developed--one (1) in Junction City, Kansas and one (1) in Manhattan, Kansas. Another success included two underground storage tanks being removed from a catalyst site within the Junction City Area Wide Plan project boundaries. More than 70% of funding has been expended of the total award; and therefore, Flint Hills Regional Council will be eligible for the FY 2022 grant application cycle, of which the notice of funding opportunity is anticipated to be released soon.

30.0 FY 2022 EPA ASSESSMENT COALITION GRANT PROGRAM OVERVIEW

- Assessment Coalitions are designed for one "lead" eligible entity to partner with at least two, but not more than four, eligible entities that do not have the capacity to apply for and manage their own EPA cooperative agreement and would otherwise not have access to Brownfield Grant resources.
- The lead coalition member may submit one application under the name of one of the coalition members and will perform assessment grant activities in each coalition member's community.
- An applicant may request up to \$1,000,000 to assess sites contaminated by hazardous substances, pollutants, contaminants (including hazardous substances co-mingled with petroleum) and/or petroleum.
- The performance period for these grants is four years.

31.0. PURPOSE AND SCOPE OF WORK

The Flint Hills Regional Council, Inc, through this RFP is seeking a qualified environmental consulting firm to provide grant application assistance, project and grant management, environmental inventory and assessment implementation related to the United States Environmental Protection Agency (US EPA) brownfield grants, including but not limited to applications for the U.S. EPA Community-wide Assessment Grant Program for Hazardous Substance Brownfields and Petroleum Brownfields as part of the U.S. EPA Brownfields Grant Competition for Fiscal Year 2022.

The FHRC will serve as the lead agency to oversee an updated coalition agreement, assist the selected consultant with the development of grant application(s) and assist with facilitation and communication between Coalition partners and the consultant, including assisting to identify priority potential brownfield sites to be the focus of the grant application. The successful consultant, under the direction of FHRC, will prepare an Assessment Coalition grant application through the U.S. EPA Brownfield Community-wide Assessment Grant Program for hazardous substances and petroleum sites for \$600,000 - \$1,000,000 for a grant period of four years.

Type of Contract and Contract Term

The FHRC intends to award a contract to one firm to serve as a partner in achieving the goals of preparing a successful U.S. EPA grant application. The contract period would begin immediately following the evaluation committee scoring all proposals received and the FHRC Board of Directors granting authority to enter an agreement. **The successful consultant will prepare the grant applications(s) at its own risk and at no cost to the FHRC.** The contract period will coincide with the grant application period.

If the FHRC is awarded a grant, a second contract will be awarded upon Board authorization to the same firm to implement the U.S. EPA Cooperative Agreement(s) and Work Plan(s), under the direction of the FHRC. The implementation contract will be consistent with the terms and conditions of the Work Plan as agreed upon by the FHRC and by the U.S. EPA after grant award. The contract period will coincide with the grant period.

Any grant award will support grant eligible programmatic activities as outlined and approved within the grant scope, including community outreach and allowable administrative activities. The FHRC will work with the consultant to develop the grant budget for the application.

For implementation of any successful grant awards, it is assumed that the work will be specified and completed in accordance with the budget and scope developed as part of the grant application and subsequent work plan as approved by the FHRC and the U.S. EPA. It is assumed that since the assessment grants are 100% funded, the FHRC would not incur any out-of-pocket expenses.

The selected qualified consultant will be expected to provide a wide range of services to FHRC for the application and implementation of the US EPA Brownfield Assessment Grant including, but not limited to, the following:

Grant Application – Scope of Services

1. Complete all necessary research and analysis required to submit a completed grant application(s).
2. Assist FHRC in forming a coalition of governments in the Flint Hills Region by acting as an expert resource and providing information to FHRC about brownfield assessment and remediation.
3. Assist FHRC in compiling any associated demographic data to bolster the grant application.
4. Work with FHRC to facilitate community outreach activities as needed to enhance the grant application.
5. Assist FHRC in prioritizing and selecting the appropriate sites to include in the grant application consistent with the objective of the EPA Brownfield Assessment Grant program.
6. Attend meetings and provide professional expertise in discussions regarding preliminary selection of focus sites and updates on grant application progress.

The Brownfield Assessment Grant application will be developed in partnership with FHRC. FHRC is responsible for the solicitation of letters of support from the State of Kansas and other regional stakeholders.

Grant Award Implementation – Scope of Services

1. Implement and coordinate necessary activities as required in the Scope of Service of this RFP, the Grant Application Scope, and Work Plan in compliance with U.S. EPA grant guidelines, and direction from Kansas Department of Health and Environment (KDHE), and U.S. EPA Regional staff.
2. Prepare and maintain detailed schedules and budgets for assessment activities.
3. Conduct and oversee all brownfield site assessment activities and studies.
4. Prepare all appropriate technical reports, quarterly reports, and progress reports as required by the U.S. EPA in the Work Plan and/or required by KDHE in print and electronic format.
5. Evaluation of cleanup options and risk assessment analysis and costs.
6. Preparation of a written Quality Assurance Project Plan (QAPP) in compliance with U.S. EPA regulations.
7. Further the existing region-wide brownfield inventory including a petroleum contamination assessment and prioritizing of sites.
8. Attend meetings of FHRC providing professional expertise in discussions regarding prioritization and final selection of sites and updates on grant implementation progress.
9. Conduct Phase I and Phase II Environmental Site Assessments (ESAs) and Lead Paint and Asbestos surveys as determined by the FHRC.
10. Delivery to FHRC completed Phase I and Phase II ESA reports, site investigation reports, remedial action options reports, remedial action plans, and other environmental reports or plans required under the current EPA and KDHE programs governing site investigations and remediation in print and electronic format.
11. Contract and coordinate underground storage tank (UST) removal applications for removal.
12. Conduct field investigations including sample collection and lab analysis.
13. Project management, implementation, and/or technical oversight.
14. Professional advice regarding environmental issues associated with land reuse/redevelopment and related matters.
15. Provide regulatory and financial information as needed.
16. Prepare presentations and/or content for websites and other medias about the grant and/or individual project progress as requested.
17. Develop preliminary budget, financing options, and implementation plan for remediation assessments and cleanup/reuse.
18. Complete contaminant characterization and risk assessments as determined necessary following Phase II activities (as funds allow).
19. Any other task as outlined by the FY 2022 NOFA and/or agreed upon tasks included within the grant application.

Deliverables

The successful consultant will successfully develop a grant application and potentially manage the programmatic elements of the grant to complete the grant scope and maintain relevant records--providing any and all records to FHRC upon request, including all appropriate technical reports as required by the U.S. EPA in the Work Plan and/or required by KDHE in print and electronic format that is acceptable to FHRC.

32.0 GENERAL EXPECTATIONS AND PROPOSAL SUBMISSION REQUIREMENTS

General Expectations

Consultants are asked to submit concise proposals describing their capacity and level of relevant experience with similar projects. The proposals should include a clear outline of how the firm would assist the Flint Hills Regional Council in preparing a successful grant application and meet the requirements of implementing the U.S. EPA Brownfields Community-wide Assessment (Coalition) Grant should FHRC be awarded. Samples of brownfield site inventories Phase I and Phase II ESAs, remedial action plans and reports, and/or sample Area Plans are expected as part of your proposal.

Assembly of Brownfield Coalition Partners

The Flint Hills Regional Council will assist with overall coordination and information sharing of Brownfield Coalition Partners, which may or may not be different than Coalition members from prior grants.

Project Meetings

FHRC anticipates one (1) in-person site visit/coordination meeting may be necessary prior to the grant application deadline. Several regular virtual coordination meetings with FHRC staff will be required prior to the grant application submission. If FHRC is awarded a grant, the consultant will need to plan for monthly meetings with FHRC staff, as well as, quarterly Coalition meetings. An estimated number of meetings during grant implementation will be determined prior to grant application submission.

The consultant will also need to plan for onsite visits/meetings as appropriate to conduct interviews and anything else the consultant feels is appropriate to complete the work of this request and the U.S. EPA Work Plan to FHRC's satisfaction. Consultant will also need to plan for area visits to conduct testing, give presentations, and any follow-up work that may require a physical on-site presence.

Project Management

The selected consultant will be required to assume responsibility for all services offered in the proposal, including any services provided by subcontractors. Further, FHRC will consider the consultant to be the sole point of contact with regard to contractual matters, including payment of any and all charges to the subcontractors resulting from the contract. The consultant is responsible for adherence by the subcontractors to all provisions of the contract and grant requirements and regulations. If the Consultant is using subcontractors, previous projects on which the firms worked collectively should be noted.

Insurance Requirements

The selected firm(s) will be required to meet all insurance requirements as outlined in Exhibit E. This is subject to change should alternative insurance requirements be deemed necessary to ensure compliance with policies and regulations.

Proposals shall include the following components:

32.1 RFP Cover Page

The authorized official and/or the primary contact should complete and sign the RFP cover page.

32.2. Business Organization – This section shall include the firm’s name, areas of expertise, a brief history of the firm, size, office locations, and primary business address of which should be used by FHRC or U.S. EPA. The name, address, and telephone number of the primary contact person regarding the proposal shall be included. If subcontractors are being utilized, similar information should be included for all subcontracted firms and show their relationship to the project team in an organizational chart. Also identify your firm’s access to necessary equipment and facilities relative to this project.

35.3. Proposed Approach for the Scope of Work

Detailed summary of the approach used to carry out this work. The Proposal should follow the narrative and scope of work outlined but provide additional detail on the process to be used to develop the requested deliverables. This should be provided as two separate sections within your proposal outlining your approach for 1) grant writing services and 2) brownfield assessment grant implementation services. Consider the following:

Brownfield Assessment Grant Writing Services Approach

- Provide your understanding of this project and related requirements.
- Provide a description of how your firm will complete and meet all requirements of the U.S. EPA Brownfields Assessment grant application including the firm's approach to planning, organization and managing this process and how this approach is expected to achieve positive results.

Brownfield Assessment Grant Implementation Services Approach

- Address all scope of work issues and indicate how consulting firm will go about accomplishing all the tasks and coordination with the Flint Hills Regional Council.
- Indicate who you would include or involve in the process throughout the project .

35.4 Qualifications, Experience and Capabilities of Assigned Project Leaders

The Proposer must identify personnel that have specific areas of expertise and will be assigned to work on this project. If work is to be performed by a sub-consultant that must be clearly explained.

Specifically, the Proposer's Project Team Leader shall be identified. Resumes may be attached but are limited to no more than one (1) page per person. Do not list individuals who will not be on the final contract document or assigned to this Project. Proposers shall answer a set of questions on the capacity of the firm to perform this work. Provide an executive summary giving a brief description of the qualities associated with the firm including experience that would qualify the firm to be selected to participate in the Project. Include additional information about the organization, its qualifications, date of incorporation, and the experience and qualifications of the personnel designated to work on this Project.

Proposed subcontractors must be identified fully with task assignments set out in detail. Subcontractors will be bound by all the terms and conditions applicable to the Contractor on

this Project. The contractor, however, shall remain fully responsible for the quality of work of subcontractors utilized for this Project.

Relevant Professional Services Experience

- **Relevant grant writing** experience
- **Compliance** with U.S. EPA Brownfield Grant Guidelines and CFR regulations, federal and state environmental statutes and associated regulations, OSHA requirements related to Brownfields Assessments, site redevelopment services (planning, surveying, and engineering), ESAs, brownfield projects, and contaminated site remediation.
- **Relevant grant management** experience
- **Relevant project management** experience

Scientific/Technical Knowledge:

- **Physical/chemical/biological sciences:** Geology/hydrology; soil chemistry/soil mechanics; geophysical/geotechnical methods; chemistry; biology; toxicology; air quality; epidemiology.
- **Risk Analysis:** Risk assessment; toxicology; epidemiology; chemistry; air quality; EPA guidance; risk modeling; biology.
- **Engineering:** Chemical; surveying and mapping; cost estimating; preparation of plans and specifications; methods of resource recovery and alternative hazardous substance treatment; construction management (including storage, treatment and disposal facilities).
- **Environmental Oversight:** Monitoring techniques; design of monitoring programs; installation and operation of monitoring equipment; drilling and installation of groundwater monitoring wells, sampling, and analytical procedures for surface and groundwater, air, soil/sediment, and hazardous substances; biological sampling; personnel and equipment decontamination procedures; use of the EPA's laboratory methods and chain-of-custody procedures.
- **Safety training and/or certifications** relevant to the implementation of the scope.
- **Professional licenses** required to conduct the work.
- **Field staff experience** and qualifications to conduct on-site assessments.

All representative project descriptions provided shall include the year the project was completed, the location of the project, and the name and phone number of a knowledgeable contact person. FHRC may contact references to assess past performance.

35.5. Cost Proposal (Scoring will be conducted based on best value.)

Specific and total costs associated with this effort, using the form provided.

- a. Funding allocated by task with staff assigned and percent of the time to the task
- b. Detailed cost breakdown (*See Exhibit A - Sample Cost Breakdown*)

35.6 Project Schedule / Timeline

Submit a detailed timeline outlining the approach the firm will take to complete all elements of this scope of work meet all deadlines.

35.7. Small/Disadvantaged and Minority or Women-Owned Business

Provide United States issued certification if applicable.

35.8. Project List & References

Provide a list of projects completed in the past five (5) years. This shall include the date, nature of work provided, location of the project, name of project sponsor's project leader with whom the firm worked, estimated project time, and actual time to complete the Project. *(See Exhibit B as a sample template that may be utilized)*

Description of the projects for which it has conducted studies related to the deliverables previously mentioned for the Scope of Work in this RFP. This shall include the date, nature of work provided, location of the Project, name, and contact information of the sponsor's project leader. *(See Exhibit C)*

36.0 PROPOSAL FORMAT

Proposers may submit all required information electronically in pdf format **OR** in one printed hard copy **AND** a thumb drive with a single electronic pdf . If a hard copy is submitted, proposals should be submitted in a standard format on white, 8.5" x 11" paper. If considered necessary for graphic presentation and readability, an 11" x 17"-fold out format may be utilized for maps when applicable. Font size must be no smaller than 11 pt. The margins must be at least one inch on all sides. Number all application pages, including required forms, sequentially. Supporting materials, including resumes, must follow the same guidelines. If necessary, the sample forms provided in the exhibits may be reformatted to combine experience onto a single document if you provide all the requested information and maintain the sequence of the questions so that FHRC can identify the responses. Sample forms may be used if desired.

EXHIBIT A - COST BREAKDOWN SAMPLE

Personnel:			
Name/Role in Project	Number of Hours x Rate	\$	
	<i>Subtotal</i>		\$0.00
Fringe:		\$	
Overhead:		\$	
	<i>Subtotal</i>		\$0.00
	Total Personnel		\$0.00
Direct:			
Travel		\$	
Supplies		\$	
Miscellaneous		\$	
Subcontractors:		\$	
	Total Direct	\$	
Profit/Fee:		\$	
	Total Project	\$	
		Cost	

EXHIBIT B - SPECIFIC PROJECTS COMPLETED SAMPLE FORM

Consultant Name: _____

Project Manager: _____

Project Name: _____

Owner Name: _____

Owner Address: _____

Owner's Representative: _____

Telephone Number: _____

Type of Work: _____

Date Completed: _____ Time to Complete: _____

Estimated Cost: _____ Actual Cost: _____

Subcontractor Used: _____

Subcontractor Address: _____

Type of Work Performed: _____

Subcontractor Contact: _____

Subcontractor Telephone: _____

THIS FORM MAY BE REPRODUCED AS NECESSARY TO PROVIDE ALL INFORMATION REQUESTED

EXHIBIT C - SPECIFIC RELEVANT PROJECT SAMPLE FORM

Consultant Name: _____

Project Manager: _____

Project Name: _____

Owner Name: _____

Owner Address: _____

Owner's Representative: _____

Telephone Number: _____

Type of Work: _____

Date Completed: _____ Time to Complete: _____

Estimated Cost: _____ Actual Cost: _____

Subcontractor Used: _____

Subcontractor Address: _____

Type of Work Performed: _____

Subcontractor Contact: _____

Subcontractor Telephone: _____

THIS FORM MAY BE REPRODUCED AS NECESSARY TO PROVIDE ALL INFORMATION REQUESTED

EXHIBIT D - CONSULTANTS STATEMENT OF QUALIFICATIONS SUMMARY SHEET SAMPLE

Firm Name: _____

Full Address: _____

Professional Organizations to which you have a current membership:

National: _____

State: _____

Local: _____

Education and experience of the top three people who will be assigned to the proposed project team. Include education, professional organizations, experience, and relevant qualifications. Limit Resumes to no more than one (1) page per person.

Project Team Leader: _____

Degrees obtained and granting institution and experience from other firms (list years):

Second person: _____

Degrees obtained and granting institution and experience from other firms (list years):

Third person: _____

Degrees obtained and granting institution and experience from other firms (list years):

What member of your firm would be responsible for the project lead and coordinating the work with project representatives?

How long has your firm been engaged in providing consulting services?

Would your firm's services be immediately available?

Would you plan to give uninterrupted and continuous services until the Scope of Work is complete?

What other Projects is the proposed project team currently engaged in or scheduled to be involved in during the project period?

On a separate page, describe any case in which the firm entered litigation with an owner or contractor. Please indicate the claim(s), the reason for, and the results of the lawsuit. Limit response to no more than one page per case.

**EXHIBIT E - FHRC INSURANCE REQUIREMENTS
INSURANCE REQUIREMENTS FOR ALL CONTRACTORS**

The selected firm will be required to meet the following insurance requirements. (Subject to change)

I. Minimum Scope and Limits

- A. Architects and Engineers Errors & Omissions (Professional Liability) coverage, with a minimum limit of \$1,000,000 per claim, \$2,000,000 annual aggregate. This insurance is to be maintained for at least two years after completion of the project. If the firm changes insurance carriers and this policy is provided on a "claims made" basis, the firm will secure the appropriate coverage extension to provide coverage to the project for a period of at least two years following the completion of the project.

Commercial General Liability coverage (the FHRC shall be named as an additional insured)

1. General aggregate limit	per project	\$2,000,000
(Other than Products-Completed Operations)		
2. Products-Completed Operations Aggregate	per project	\$1,000,000
3. Personal and Advertising Injury Limit		\$1,000,000
4. Each Occurrence Limit		\$1,000,000
5. Fire Damage limit – any one Fire		\$ 50,000
6. Medical Expense limit – any one Person		\$ 5,000

- B. Automobile Liability coverage with minimum limits of \$1,000,000 combined single limit per accident for bodily injury and property damage.
- C. Workers' Compensation as required by the State of Kansas. Minimum coverage shall be statutory limits.

FLINT HILLS REGION

FLINT HILLS REGIONAL COUNCIL REQUEST FOR PROPOSAL (RFP)

EPA Brownfield Assessment Grant Writing & Implementation Services
US EPA Brownfield Grant
RFP #21-04

Issued: August 31, 2021

PROPOSAL SUBMISSION DEADLINE:

Dated/Postmarked by Thursday, September 30, 2021

OR by e-mail to jwilliams@flinthillsregion.org by 5pm CST September 30, 2021

NO LATE PROPOSALS WILL BE ACCEPTED

Pre-Proposal Conference will be held online via zoom:

Flint Hills Regional Council is inviting you to a scheduled Zoom meeting.

Topic: Pre-Proposal Conference - EPA Brownfield Assessment Grant Writing and Implementation Services RFP 21-04

Time: Sep 10, 2021 010:00 AM (CST)

Join Zoom Meeting

<https://us02web.zoom.us/j/85734709934>

Meeting ID: 857 3470 9934

Find your local number:

<https://us02web.zoom.us/u/kbFrpEPPNC>

RETURN THIS COVER SHEET WITH RESPONSE TO:

FLINT HILLS REGIONAL COUNCIL
PO BOX 514
OGDEN, KANSAS 66517

Or emailed to jwilliams@flinthillsregion.org

NAME AND ADDRESS OF COMPANY SUBMITTING PROPOSAL:

Contact Person: **Rick Binder, PG, CPG**

Title: **Project Manager** _____

Phone: **(262) 643-9010** _____

Email: **rick.binder@stantec.com** _____

Signature: _____

Printed Name: **Rick Binder** _____

For Additional Information:

Janna Williams, Regional Planner
jwilliams@flinthillsregion.org

EXHIBIT D - CONSULTANTS STATEMENT OF QUALIFICATIONS SUMMARY SHEET SAMPLE

Firm Name: Stantec Consulting Services Inc.

Full Address: 8200 East 34th Street Circle North, Suite 1201, Wichita, Kansas 67226-1363

Professional Organizations to which you have a current membership:

National: American Planners Association, National and State Chapters Landscape, American Institute of Professional Geologists, National Groundwater Association. Stantec is a member of numerous professional organizations worldwide and encourages employee active participation in professional organizations for mentoring, education, and sharing knowledge and resources.

Education and experience of the top three people who will be assigned to the proposed project team.

Include education, professional organizations, experience, and relevant qualifications.

Limit Resumes to no more than one (1) page per person.

Project Team Leader: Rick Binder, PG, Project Manager

Degrees obtained and granting institution and experience from other firms (list years): See resume

Second person: Lindsey Brown, Assistant Project Manager

Degrees obtained and granting institution and experience from other firms (list years): See resume

Third person: Wendy VanDuyne, PLA, Outreach and Planning Specialist

Degrees obtained and granting institution and experience from other firms (list years): See resume

What member of your firm would be responsible for the project lead and coordinating the work with project representatives?

Rick Binder, PG, Project Manager

How long has your firm been engaged in providing consulting services?

1954

Would your firm's services be immediately available?

Yes

Would you plan to give uninterrupted and continuous services until the Scope of Work is complete?

Yes

What other Projects is the proposed project team currently engaged in or scheduled to be involved in during the project period?

The team currently works on numerous projects, however this project will be prioritized if awarded.

Number of personnel in your organization: 22,000

Number of personnel with specific qualifications proposed to work on this Project: 12

What areas does your firm specialize in (i.e., land use, public safety, economic, environmental, etc.)?

Stantec has in-house and local environmental scientists, planners, and outreach specialists, engineers, health and safety experts, certified industrial hygienists, landscape architects and building architects, construction managers, as well as historical/cultural preservation experts that can be integrated into the project as needed.

On a separate page, describe any case in which the firm entered litigation with an owner or contractor.

Please indicate the claim(s), the reason for, and the results of the lawsuit. Limit response to no more than one page per case.

Litigation Summary

There are no unsatisfied judgments or arbitration awards outstanding against Stantec. Stantec does have some legal proceedings, lawsuits, or claims pending. These are a normal part of professional services industries. All have been reported to Stantec's insurers who are in the process of adjusting/managing them. None will have a material effect on the financial position of the company or its ability to undertake this assignment. Perhaps of greater comfort to our clients is the fact that Stantec seeks to deal with client concerns and claims promptly and fairly through its Risk Management group. As a public company, Stantec has substantial assets and maintains a high professional liability insurance limit. Stantec's claims history has resulted in relatively low insurance premiums when compared with firms of similar size and character.

A large, multi-story stone building with arched windows and a flat roof, identified as the former Pottawatomie County Courthouse and Jail. The building is made of light-colored stone blocks. In the foreground, there are several informational plaques on a paved area, one of which is partially visible in the bottom left corner. The sky is clear and blue.

EPA BROWNFIELD ASSESSMENT GRANT WRITING AND IMPLEMENTATION SERVICES

PROPOSAL PREPARED FOR THE FLINT HILLS REGIONAL COUNCIL
PREPARED BY STANTEC CONSULTING SERVICES INC.
RFP #21-04

September 30, 2021

On the cover: Former Pottawatomie County Courthouse and Jail
undergoing assessment and adaptive reuse planning



September 30, 2021

Attention: Flint Hills Regional Council
PO Box 514
Ogden, Kansas 66517

Reference: EPA BROWNFIELD GRANT WRITING AND IMPLEMENTATION SERVICES, EPA BROWNFIELD GRANT, RFP #21-04

Dear Ms. Williams and Members of the Evaluation Committee:

At Stantec, we take pride in helping communities transform brownfield sites from liabilities into assets that bring economic vitality. This perspective, in conjunction with our deep bench of multi-disciplinary staff, is what drives our success. We understand that the Flint Hills Regional Council (FHRC) is seeking of a skilled, collaborative partner to assist with application preparation and implementation of a United States Environmental Protection Agency (EPA) brownfield Community-Wide Assessment (CWA) Grant as part of the Fiscal Year 2022 (FY 2022) grant competition.

We are pleased to present a project team with demonstrated experience and expertise regarding the EPA, state, and other brownfield funding programs. Our team will strive to provide service, quality, and financial benefits in assisting the FHRC. **How can the Stantec team help?**

Strong Relationship and Intimate Knowledge of the Region. We are proud to have worked in partnership with the FHRC to procure and implement your existing FY 2018 EPA Coalition Assessment Grant and will work to further FHRC's goals for redevelopment and outreach efforts throughout the region. **Rick Binder, PG, CPG, our proposed Lead Grant Writer and Project Manager, and Lindsey Brown, our proposed Assistant Project Manager and Grant Coordinator,** performed the same roles for the FY 2018 Grant, which included a region-wide inventory of brownfield sites, community outreach, and assessment and reuse planning for priority brownfields sites. Wendy Van Duyne, PLA, our proposed Planning and Community Outreach lead, performed and supported inventory and prioritization, community outreach and area-wide planning. We are excited for the opportunity to build on the successes achieved to date.

Our local/regional expertise includes close collaboration with EPA, KDHE, local stakeholders, other consultants/environmental professionals, private developers, and communities. We are intimately familiar with the specific regulatory and programmatic requirements and how to effectively complete deliverables for brownfield grant projects.

We have exceptional EPA Brownfield Grant expertise. Over the past decade we have helped clients to secure nearly 140 EPA Brownfield Grants totaling \$64M. As part of the FY 2021 grant competition alone, we assisted with 22 successful applications totaling \$11.55M. We have a 100% success rate in assisting Kansas communities with these grants, having assisted the FHRC and City of Topeka to procure \$1.2M of EPA Brownfield Grants since 2017.

We provide multidisciplinary services to help communities develop sustainable revitalization programs. Stantec brings a multi-disciplinary in-house team. We have in-house and local environmental scientists, planners, and outreach specialists, engineers, health and safety experts, certified industrial hygienists, landscape architects and building architects, construction managers, as well as historical/cultural preservation experts that can be integrated into the project as needed. We will leverage this expertise to spur economic development, emphasize

sustainability, increase the property tax base, and incorporate resiliency planning and design.

We have robust project management and health/safety programs (we are ISO 9001, 45001, 14001, 20000, and 27001-certified) that guide everything we do. This helps to meet the EPA programmatic requirements, client expectations, and protects the public health and safety.

We trust this submittal demonstrates our expertise and desire to continue supporting the FHRC and the communities of the region in building and maintaining a sustainable brownfield redevelopment program. If you have any questions, please don't hesitate to contact us.

Sincerely,

STANTEC CONSULTING SERVICES INC.



Rick Binder, PG, CPG

Project Manager/Principal
rick.binder@stantec.com



Lindsey Brown

Assistant Project Manager
lindsey.brown@stantec.com



Wendy Van Duyne, PLA

Community Development Lead
wendy.vanduyne@stantec.com




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BUSINESS INFORMATION

Stantec Provides

- Unparalleled expertise in securing and implementing local, state, and federal funding for revitalization
- Extensive brownfield redevelopment project experience
- Certified Disadvantaged Business Enterprise (DBE) and Women Business Enterprise (WBE) subcontractors with experience delivering laboratory and drilling services in Kansas
- A proven track record providing inclusive and creative public outreach techniques
- A fresh perspective and access to Stantec's Comprehensive Funding Services Program

History of Stantec

Firm Profile

Business Address: 8200 East 34th Street Circle North Suite 1201, Wichita, Kansas 67226-1363

Throughout Kansas and nationally, our award-winning brownfield team has implemented hundreds of redevelopment projects. What we have learned is that each project is unique, and the needs are very fluid depending on our clients, the types of funding sources, the community(ies), the site conditions, infrastructure, and the site and environmental conditions. We are excited for the opportunity to continue to support Flint Hills Regional Council (FHRC) in spurring brownfield redevelopment and revitalization throughout the region.

At Stantec, we always Design with Community in Mind. We are your trusted advisors who bring national expertise in brownfield redevelopment. No matter the need, we have an expert that can be engaged to make your visions a reality. For example, when the Plaza West Area-wide Plan needed a flood expert we were able to engage the right staff to work with FHRC, City of Manhattan, and local stakeholders to navigate discussions with the community.

Stantec has in-house and local environmental scientists, planners, and outreach specialists, engineers, health and safety experts, certified industrial hygienists, landscape architects and building architects, construction managers, as well as historical/cultural preservation experts that can be integrated into the project as needed.

Established in 1954, the Stantec community unites approximately 22,000 employees working in more than 350 locations across 6 continents. Our work— environmental sciences, engineering, architecture, interior design, landscape architecture, surveying, project management, and project economics, from initial project concept and planning through design, construction, and management—begins at the intersection of community, creativity, and client relationships. With a long-term commitment to the people and places we serve, Stantec has the ability to connect to projects on a

STANTEC POINTS OF CONTACT

Rick Binder

Project Manager
rick.binder@stantec.com
 (262) 643-9010

Lindsey Brown

Assistant Project Manager
lindsey.brown@stantec.com
 (262) 649-0124

STANTEC BY THE NUMBERS

\$64M+

the amount of EPA grant money Stantec has successfully delivered to our clients

70+

the number of communities Stantec has helped secure and implement EPA funding, covering 20 states throughout the US

8

the number of EPA regions we've worked in throughout the Country, including Region 7

10+

the number of awards Stantec has received for our brownfield redevelopment work

9

our ENR ranking out of 200 top environmental firms (August 2021)

personal level and advance the quality of life in communities across the globe.

We have completed more than 25,000 environmental projects in the Midwest, ranging from Phase I environmental site assessments (ESAs) to large scale brownfield remediation and redevelopment projects.

We have the experience and enthusiasm to effectively support the FHRC's assessment, cleanup, and redevelopment of brownfield properties, including procurement of federal and state brownfield grants and other funding. Our Brownfields & Community Revitalization Program includes more than 20 senior-level grant specialists who routinely work with our local technical experts in offices throughout the country to deliver funding and implementation results to our diverse clientele.

Our understanding of the program

FHRC staff will be supported by Stantec's team of brownfields specialists who have a thorough understanding of the EPA brownfield grant program. Throughout our nearly 20 years of experience assisting communities with the EPA grant process, we have built a strong resume that includes applying for, and implementing, Community-wide Assessment Grants (CWA) and other federal brownfield grants.

Through this experience, we've become inherently familiar with EPA requirements, including Quality Assurance Project Plans (QAPPS), Sampling and Analysis Plans (SAPs), Health and Safety Plans (HASPs), Phase I and II Environmental Site Assessments (ESAs), Determination of Eligibility Documents, and other deliverables. The expertise we bring will speed agency approval, saving grant funds for the future.

Leveraging our in-house, multidisciplinary capabilities to best serve you

Our team includes experienced Professional Engineers (PEs), Professional Geologists (PGs), Project Management Professionals (PMPs), American Institute of Certified Planners (AICPs), environmental scientists, and grant experts who specialize in all facets of brownfield assessment, cleanup, and redevelopment. Many of our team members also meet the definition of an environmental professional as defined in 40 CFR 312.10. Furthermore, Stantec has more than 2,600 environmental services staff with expertise covering more than 20

disciplines. Should the project require expertise beyond Stantec's proposed team, all we have to do is pick up the phone.

Viewing this as more than just an assessment

The Stantec team develops comprehensive, long-term redevelopment programs for communities of all shapes and sizes, leveraging grants and other funding necessary to advance sites toward revitalization. The project will meet EPA requirements, while providing flexibility to respond to redevelopment opportunities, public input, and evolving priorities.

During implementation, we will lay the groundwork for additional EPA and state funding assistance. We'll also incorporate reuse planning to unlock developer interest and attract private investment. With our team's track record of successful grant implementation projects, intimate knowledge of the EPA Brownfield Grant Program requirements, and local experience, we can provide the technical assistance needed to position the FHRC for successful redevelopment. We'll work with you to inventory, assess, and conduct cleanup/ reuse planning of priority sites in support of the community's established revitalization goals.

Where You Can Find Us

With more than 54 staff based between our Kansas offices in Overland Park and Wichita, we have assistance from our 11 other offices based in the Midwest. Stantec has the

resources to effectively assist the FHRC in applying for and implementing an EPA CWA grant to leverage lasting economic and environmental benefits.

Equipment and Facilities

Stantec and our subcontractors have the necessary equipment and facilities needed to provide the requested services. We maintain a fleet of vehicles for use on projects and routinely rent field equipment for in-field measurement of soil or groundwater quality for field screening purposes (e.g., photoionization detectors, water quality meters, and x-ray fluorescence spectrometers). We have found this method generally results in more competitive pricing than our competitors for the same equipment, and assurance that all equipment is cleaned, charged and professionally calibrated prior to use on our client's projects. We maintain up-to-date software for data reduction and document preparation.

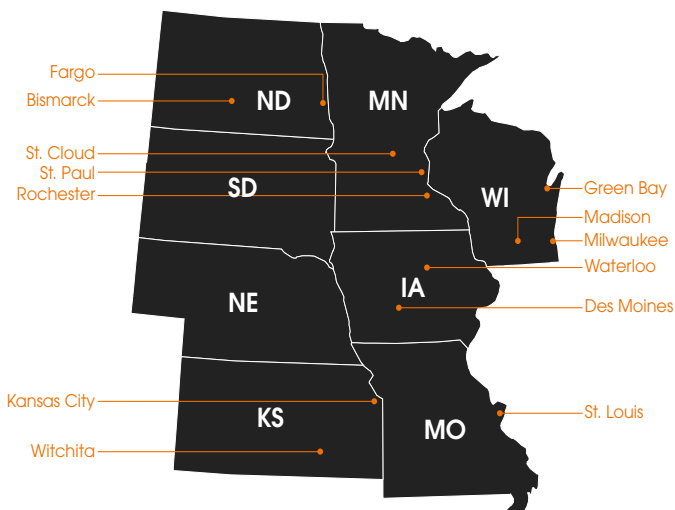
Subconsultants and Subcontractors

As a multidisciplinary firm, Stantec staff have all of the technical skills required to complete the grant writing, project management, and implementation services for this project. We will engage subcontractors as needed to provide non-consulting functions such as soil borings and laboratory analysis.

DBE Good Faith Efforts

As noted in the RFP, the project is subject to the Disadvantaged Business Enterprise (DBE) Program. As such, pursuant to 40 CFR Section 33.301, six good faith efforts must be followed to document procurement of minority business enterprises (MBE) and women business enterprises (WBE):

a) Ensure DBEs are made aware of contracting opportunities to the fullest extent practicable through outreach and recruitment activities. For Indian Tribal, State and Local and Government recipients, this will include placing DBEs on solicitation lists and soliciting them whenever they are potential sources.



b) Make information on forthcoming opportunities available to DBEs and arrange time frames for contracts and establish delivery schedules, where the requirements permit, in a way that encourages and facilitates participation by DBEs in the competitive process. This includes, whenever possible, posting solicitations for bids or proposals for a minimum of 30 calendar days before the bid or proposal closing date.

c) Consider in the contracting process whether firms competing for large contracts could subcontract with DBEs. For Indian Tribal, State and local Government recipients, this will include dividing total requirements when economically feasible into smaller tasks or quantities to permit maximum participation by DBEs in the competitive process.

d) Encourage contracting with a consortium of DBEs when a contract is too large for one of these firms to handle individually.

e) Use the services and assistance of the SBA and the Minority Business Development Agency of the Department of Commerce.

Documentation of DBE status of our proposed subcontractors is included in Section F of this proposal.

Bara Geophysical Services (DBE/MBE)

Geophysical services

Bara Geophysical Services (BGS) offers advanced non-invasive geophysical solutions for their clients, using cutting-edge geophysical technologies. The Missouri University of Science and Technology in Rolla, MO has enabled BGS to have full access to the highest quality equipment and skilled personnel.



New Horizons, LLC (DBE/WBE)

ACM/LBP/mold assessment, ACM abatement, and UST removal

New Horizons is a Kansas City-based, woman-owned, environmental solutions firm. Their comprehensive environmental services include site assessments, asbestos, lead-based paint and mold assessments,



green building consulting, and construction and project management. Staff has a deep experience with environmental remediation, including mold remediation, asbestos abatement, radon mitigation, and underground storage tank removal.

Razek Environmental, LLC (DBE, WBE)

Driller

RAZEK, located in Louisburg, Kansas, provides several options for collecting soil samples in many soil types and subsurface conditions. For most sites, Macro-Core sampling provides the most efficient method of collecting soil samples. RAZEK has successfully completed numerous projects using the discrete soil sampling tooling. Samples have been collected below collapsed zones, within the saturated zone, and at depths in excess of 110-feet below ground surface.



CT Laboratories (DBE, WBE)

Laboratory

CT Laboratories LLC is a full-service environmental laboratory located in Baraboo, Wisconsin. We have been providing analytical support to a wide range of projects nationwide since 1987. CT Laboratories is classified as a woman owned, small business under NAICS code 541380, testing laboratories.



TestAmerica Inc.

Laboratory

TestAmerica Inc. will be used for laboratory testing. TestAmerica is the leading analytical laboratory for environmental testing services in the United States, with over 90 locations nationwide, including the Kansas City area. Stantec has a national agreement with TestAmerica, providing discounted pricing and savings for the FHRC.



Stantec has worked with the majority of all of these subcontractors on previous environmental assessment projects in Kansas and other states. Additional subcontractors may be used on this project (subject to approval by the FHRC) for individual site assessments, or to meet US EPA requirements for **WBE and/or Minority-owned Business Enterprise (MBE) participation.**

PROPOSED APPROACH FOR THE SCOPE OF WORK

The Stantec Team will assist with application preparation and implementation of a \$500,000 EPA CWA brownfield grant as part of the FY 2022 grant competition. We will prepare the grant application at our own risk and at no cost to the FHRC. The contract period will coincide with the grant application period (October 15 through December 1, 2021).

If the FHRC is awarded a grant, a second contract will be awarded to Stantec upon Board authorization to implement the EPA Cooperative Agreement and Work Plan, under the direction of the FHRC. The implementation contract will be consistent with the terms and conditions of the Work Plan as agreed upon by the FHRC and by the EPA after grant award. The contract period will coincide with the grant period.

Any grant award will support grant eligible programmatic activities as outlined and approved within the grant scope, including community outreach and allowable administrative activities. The FHRC will work with Stantec to develop the grant budget for the application. For implementation of any successful grant award, it is assumed that the work will be specified and completed in accordance with the budget and scope developed as part of the grant application and subsequent work plan as approved by the FHRC and the EPA. It is assumed that since the assessment grants are 100% funded, the FHRC would not incur any out-of-pocket expenses.

Stantec understands that they may be requested to assist in procurement and implementation of additional grants, as appropriate. Further detail related to our proposed approach and scope of work is provided in the following sections.

Brownfield Assessment Grant Writing Services Approach

Project Understanding

Stantec will assist FHRC with application preparation of an EPA CWA brownfield grant as part of the FY 2022 grant competition. As described above, Stantec will prepare the grant application at its own risk and at no cost to the FHRC. The contract period will coincide with the grant application period (October 15 through December 1, 2021).

We understand that FHRC will pursue funding as the lead for the seven associated counties (Chase, Geary, Lyon, Morris, Riley, Pottawatomie, and Wabaunsee) and municipalities in their jurisdiction facing brownfield-related challenges. FHRC's current inventory includes some of the larger cities within the FHRC jurisdictional region that have a significant number of brownfields including Manhattan, Emporia, Junction City, and Wamego.

During community outreach completed throughout the region, we are also aware of numerous rural communities with considerable numbers of brownfields including Council Grove, Dwight, Eskridge, and Paxico. The funding, if awarded, will be used to support the FHRC's ongoing planning, funding, and economic development initiatives by furthering the work started under FHRC's FY2018 EPA brownfield grant. Services will include brownfield inventory and prioritization, environmental assessment activities, community outreach, remedial planning, reuse planning, and grant administration and reporting.

Meetings, Winning Strategy Development

The Brownfield Assessment Grant application will be developed in partnership with FHRC. We anticipate communicating continually via email, telephone and Zoom; and meeting weekly via Zoom with the FHRC as part of the grant application process. We will initially meet to determine roles and responsibilities for grant application development for Stantec, FHRC and other entities. Stantec will also solicit input from FHRC staff, and work to develop a written “win strategy.” This document will build off of the FY2018 EPA grant, identify additional compelling characteristics of the region related to new EPA funding priorities and provide an initial strategy for achieving a high score in each section in the application.

If appropriate, Stantec will attend one larger meeting (in person) including representatives from FHRC, cities or counties with confirmed interest in participating, and select community-based organizations (CBO). Hosting a meeting of this type enhances the scoring potential, and also provides an opportunity to explain the project to key partners, answer questions related to the grant, and get communities excited about this funding opportunity. The storyline must describe key issues to be resolved and how the grant will be utilized to result in resolution of the issues (Outputs and Outcomes).

Eligibility and Grant Submittal Requirements

Based on review of the FY2022 guidelines, the FHRC is eligible to apply for funding as it meets EPA’s definition of a “Regional council or group of general-purpose units of local government” as defined in 2 Code of Federal Regulations (CFR) 200.64, which includes “Council of governments (whether or not incorporated as a non-profit corporation under state law)”. However, we will need to assemble additional required documentation, some of which was provided as part of the FY2018 application. We will also need to demonstrate that greater than 70% of funds for the existing FY2018 EPA assessment grant is drawn down as of October 1, 2021. We understand this is complete.

The EPA requires grant applications to be submitted online via the www.grants.gov website. This requires the FHRC to: (a) have an assigned Dun and Bradstreet Data Universal Number Systems (DUNS) number, (b) have an active System for Award Management (SAM) account, and (c) be registered on the website. The above items may take a month or more to complete; therefore, it will be important to confirm the status of your registration immediately to meet the December 1, 2021 grant application deadline.

Grant Writing Team Members

Our proposed lead grant writer for the FHRC’s application is **Rick Binder**, who has prepared more than 30 successful EPA brownfield grant applications and was the lead grant writer for FHRC’s successful FY2018 EPA Brownfield Coalition Assessment grant. As the lead grant writer, Rick will write most of the grant application, perform a significant portion of background research, lead storyline development, and coordinate with FHRC staff. He will be supported by a team of Stantec brownfield experts when performing these tasks, including research on statistics, site background information, health data, and other information to support the application. Key staff who will be involved in the grant writing phase include **Lindsey Brown, Wendy Van Duyn, Hiedi Waller, and Stu Gross**. **David Holmes**, Stantec’s National Brownfield Technical Lead with knowledge of the area, will also provide insight. Further detail on their roles and expertise are included in the Qualifications, Experience, and Capabilities Section. Our grant writing approach is further defined below.

Presenting an Authentic Project

A key objective is to develop an authentic project that is closely aligned with the FHRC brownfield-related needs, challenges, and opportunities and continue the work started under FHRC's FY2018 EPA Brownfield grant. As opposed to a generic approach, we've found greater success when the brownfield site selection and prioritization process, allocation of funds between tasks, and proposed collaborations with CBOs reflect genuine input from the FHRC and the regional communities. The effort put into developing an authentic project during the grant application phase will also result in a better and more focused project that can "hit the ground running" after funding is awarded and the implementation phase begins.

Selecting Compelling Target Areas and Example Brownfield Sites

Identifying one or more target areas as the focus for the assessment grant project will be an initial priority. During the FY2018 EPA grant we were able to create an inventory database that includes over 100 brownfield sites throughout the region along with additional sites identified through community outreach completed by FHRC and Stantec in the summer of 2021.

Based on EPA funding priorities, the grant application will have a greater likelihood of securing funding if the target areas include relatively higher numbers of socially or economically disadvantaged residents (as defined by EPA) and a significant number of brownfield sites. Ideally, these target areas have been the subject of previous planning efforts and are the focus of recent or planned future redevelopment/revitalization efforts.

The EPA prefers to provide direct funding to areas where there is both a significant need and potential for assessment activities to lead to near-term redevelopment or reuse. Based on Stantec's research, areas in several communities have significant minority populations (>50%) and/or poverty rates (>40%). To receive a high score, it will be important to select one or more neighborhoods in these communities as target areas to feature in the grant application to address environmental justice concerns.

Compelling brownfield sites may vary significantly in their attributes. Often, vacant or abandoned properties have a history with a significant potential for environmental contamination; are located near or within low income or minority neighborhoods; are adjacent to rivers or other sensitive environments; and/or have significant reuse potential. To build a case for securing assessment funding, the application needs to identify a wide range of examples that include both former industrial sites, commercial sites, or other hazardous substance brownfields, and sites such as former gas stations or auto repair facilities where petroleum products are the primary environmental concern. Stantec will work with the FHRC and communities in the region to identify compelling brownfield sites that can be featured in the grant application, thereby increasing the likelihood for success.



Attention to Detail

One of the simplest, but most important strategies for preparing successful EPA brownfield grant applications is attention to detail and responding explicitly to every section included in the application guidelines. A mediocre response that completely and accurately addresses the application guidelines will typically outscore a more compelling response that is incomplete.

The process Stantec uses to prepare, review, and assemble EPA brownfield grant applications reflects our understanding of this scoring process, as well as the insights gained through the successful preparation of nearly 90 US EPA brownfield assessment grant applications over the past 10 years.

Demonstrating Partnerships

Another key component of the grant application is demonstrating partnerships with federal, state, or local agencies and CBOs. The EPA awards higher scores when participation by organizations is demonstrated. FHRC was able to leverage a key partnership with Kansas State University (KSU) and KSU Technical Assistance for Brownfields (TAB) for the FY2018 EPA grant and leverage two planning interns during the implementation of the grant. Unique relationships such as this will be key strengths to showcase in the application.

The impact of brownfields on the health and welfare of social or economically disadvantaged communities is required as part of the application. If brownfields are noted to have a disproportionate impact on one of these communities, the EPA reviewers will expect support from organizations representing these groups. Similarly, if local water bodies or other sensitive environments could be negatively impacted by a brownfield site(s), it is important to demonstrate partnerships with environmental group(s) focused on protecting these areas. The same applies to economic development or job creation.

If this is identified as a key project goal, an economic development entity and/or workforce development organization should be included as well. As we refine the goals and storyline, Stantec will work with the FHRC to identify and recruit project partners. Commitments from project partners may include activities such as participating in an advisory group, conducting community outreach, and hosting meetings.

Developing a Consistent and Compelling Storyline

The EPA CWA grants program has become very competitive. Through our decades of combined experience, we've learned that developing a consistent and compelling storyline leads to successful applications. The Stantec team will work with the FHRC early in the process to identify the unique combination of geographic, demographic, economic, and environmental factors that shaped the history of the Flint Hills Region, and then link this to current redevelopment efforts of former commercial or industrial properties.

The goals for the brownfield project will be woven into a larger storyline, with an emphasis placed on the FHRC and the communities you serve as well as detailing how your highest priorities will be addressed through the project (such as increasing tax base, eliminating blight, attracting investment, supporting job creation by local entrepreneurs, protecting the environment, etc.). The proposed tasks, project partners, prioritization method, and stated outcomes will be written to reflect these goals in the overall narrative.



Stantec has demonstrated partnerships with the Flint Hills Regional Council efforts since 2017.

Quality Assurance/Quality Control

Stantec has developed a rigorous Quality Assurance/Quality Control (QA/QC) process specifically tailored to EPA brownfield grant applications. This process includes a complete review by a senior-level expert, an independent review, and an administrative review. This three-step process occurs after the lead grant writer has prepared a complete draft and reviewed the entire application. Each reviewer reads the full application with a different focus. The senior reviewer focuses on factual details and guideline conformance; the independent reviewer evaluates the overall storyline for consistency in identified needs, goals, and priorities; and the administrative reviewer focuses on grammar, typos, formatting, cross references, and completeness.

Quality is key. Stantec's experienced team will provide the FHRC with a high quality, focused brownfield grant that meets EPA guidelines and tells a compelling story for brownfield revitalization in the Region.

Brownfield Assessment Grant Implementation

Project Understanding

As previously described, if the FHRC is awarded a grant, a second contract will be awarded to Stantec upon Board authorization to implement the EPA Cooperative Agreement and Work Plan, under the direction of the FHRC. The implementation contract will be consistent with the terms and conditions of the Work Plan as agreed upon by the FHRC and by the EPA after grant award. The contract period will generally coincide with the grant period.

A preliminary project schedule and tasks are provided in Section E. Please note that by retaining Stantec prior to grant submittal, Stantec can also provide post award support to the FHRC at no cost, if desired. Tasks are likely to include assisting the FHRC in completing the Work Plan and preparing/submitting appropriate forms (Form SF-424, SF-424A, SF-424B), Form 6600-06; Form 4700-04; and Form 5700-54). We also suggest that the FHRC consider requesting pre-award authorization to begin grant implementation up to 90 days prior to October 1, 2022. As such, Stantec would provide services at its own risk beginning July 1, 2022. We would not require payment until after funds are available (October 1, 2022).

Project Management and Programmatic Activities

Stantec will meet with the FHRC to refine tasks, budget, and schedules at project initiation. Activities will be tracked by task with invoices provided generally monthly. The schedule and budget will be modified as appropriate as the program evolves. Stantec will be responsible for management of approved budgets and schedules, site tracking, and management/payment of subconsultants and subcontractors. We understand that FHRC staff will be supported by Stantec and a brownfield advisory committee (BAC) composed of the FHRC, Jurisdictional members, and other local project partners or stakeholders (such as KSU).

Stantec will hold monthly meetings with FHRC staff, as well as quarterly BAC meetings via ZOOM or in person. Stantec will also plan for onsite visits/meetings as appropriate to conduct interviews and other activities required to complete the work to FHRC's satisfaction. Stantec will also plan for area visits to conduct testing, give presentations, and any follow-up work that may require a physical on-site presence. Programmatic activities will include assisting with quarterly and annual reporting requirements and quarterly updates to the ACRES database.

Rick Binder, PG, CPG will serve as the project manager throughout the grant implementation process. He will be responsible for day-to-day project management, coordination with FHRC staff,

and address any issues that arise for the individual sites. **Lindsey Brown** will serve as Assistant Project Manager, and **Wendy Van Duyne, PLA** will serve as the Planning and Community Outreach Lead. They will be supported by an accomplished team. Further detail on team member roles and expertise are included in the Qualifications, Experience, and Capabilities Section.

Brownfields Inventory

Stantec will work with FHRC to build from the successful inventory and prioritization process prepared as part of the FY2018 EPA Assessment Grant, by integrating new sites into the inventory and removing sites that have been redeveloped. We can assist FHRC with KSU Brownfield Inventory Tool (BIT) entry as appropriate. The grant will fund ongoing site inventory and prioritization updates and Stantec will use the current prioritization rubric to determine appropriate funding priorities.

As conducted in the initial inventory and prioritization process, environmental database information may be utilized as well as information from Sanborn fire insurance maps, city directory records, tax delinquencies, and other information sources. The team will evaluate the redevelopment potential of sites based on criteria such as the presence of Tax Increment Financing (TIFs), proximity to transportation infrastructure, potential for eliminating blight, ownership and access status, and discussions with local developers.

Phase I ESAs

Prior to performing Phase I ESAs, eligibility determination request forms will be prepared and submitted to EPA (for hazardous substance brownfields) or KDHE (for petroleum brownfields) for approval. Upon confirmation of eligibility, Phase I ESAs will be completed in accordance with the AAI Final Rule and the standards set forth in the ASTM E1527-13 Phase I ESA process. Our Phase I ESAs include site maps with GIS coordinates identifying historic and present-day environmental concerns. The maps can be subsequently adapted for use in site-specific SAPs required for Phase II ESAs, producing superior reports, and resulting in time and cost efficiencies.

Phase II ESAs and Remedial Action Planning

Phase II ESAs, Site Investigations, and/or remedial planning will be conducted on priority sites that meet the site-specific eligibility requirements. Investigation could include quantization and investigation of releases of hazardous substances and/or petroleum. We understand that there may be sites where removal of underground storage tanks (USTs) will be necessary to gain access to underlying soils. Asbestos/lead bearing paint/hazardous building material surveys will also be conducted on sites selected by the FHRC. The existing QAPP will be updated and approved by the EPA for approval prior to conducting any Phase II ESA or other sampling activities. SAPs and HASPs will be prepared for each site and submitted to EPA and KDHE prior to initiating field work.

At sites found to have significant environmental impacts, we may develop Analysis of Brownfield Cleanup Alternatives (ABCAs) and/or Cleanup/Corrective Action Plans (CAPs). Where feasible, we incorporate cleanup activities into redevelopment plans to expedite delivery, save our clients' money, and turn liabilities into assets. We have experience planning and implementing remediation projects that utilize a broad range of environmental cleanup technologies and meet EPA, KDHE, and local regulatory/permitting requirements.

Community Brownfields Area-wide Redevelopment Planning

The area-wide planning conducted as part of the FY 2018 Assessment Grant provides direction for needed activities under the FY 2022 grant and will be required to drive additional redevelopment throughout the region. Stantec will provide preparation of brownfields site or area

wide reuse/redevelopment plans as necessary. The sites on which reuse planning will be performed will be determined by the FHRC. Our team can incorporate infrastructure analysis, land use planning, market research, and real estate strategy with cleanup plans to create aspirational – and achievable – reuse plans, grounded in the realities of market, culture, and place.

Our multidisciplinary approach eliminates impediments to redevelopment and moves projects forward. We utilize area-wide planning as an additional tool to support community revitalization efforts along corridors or in redevelopment target areas that contain multiple brownfields. As environmental liabilities are only one of many potential redevelopment constraints, we leverage funding to address challenges such as stormwater management and infrastructure improvements on an area-wide basis.



Public meeting on a corridor development

Community Outreach

Community involvement is a key part of the FHRC brownfields program. The emphasis for this task is based on the experience from the FY 2018 Assessment Grant, in which outreach was a critical effort with great success achieved through the many public meetings held throughout the region by FHRC staff and activities performed as part of the area-wide plans. Stantec will continue these efforts. Additionally, we can assist with interviewing key stakeholders (lenders, site/business owners, prospective purchasers and developers) to solicit interest in utilizing grant funding to complete assessment and cleanup/reuse planning activities at priority sites.

We will work with your staff, BAC and project partners to coordinate brownfield outreach efforts including press releases, project fact sheets, and website materials to publicize the project and encourage stakeholder participation. Our in-depth understanding of common stakeholder concerns, effectively communicating with regulators, the need for translation services, and conveying the benefits of participation in the project will help break down barriers to redevelopment as well as sensitive populations such as minority, youth, elderly, and low-income residents.

As a part of Brownfield redevelopment, Stantec will help you see the end result. We helped the city of Wausau, Wisconsin take their riverfront to a whole new level. This project, the [Wausau Riverfront Redevelopment](#), has won many awards since it was completed.



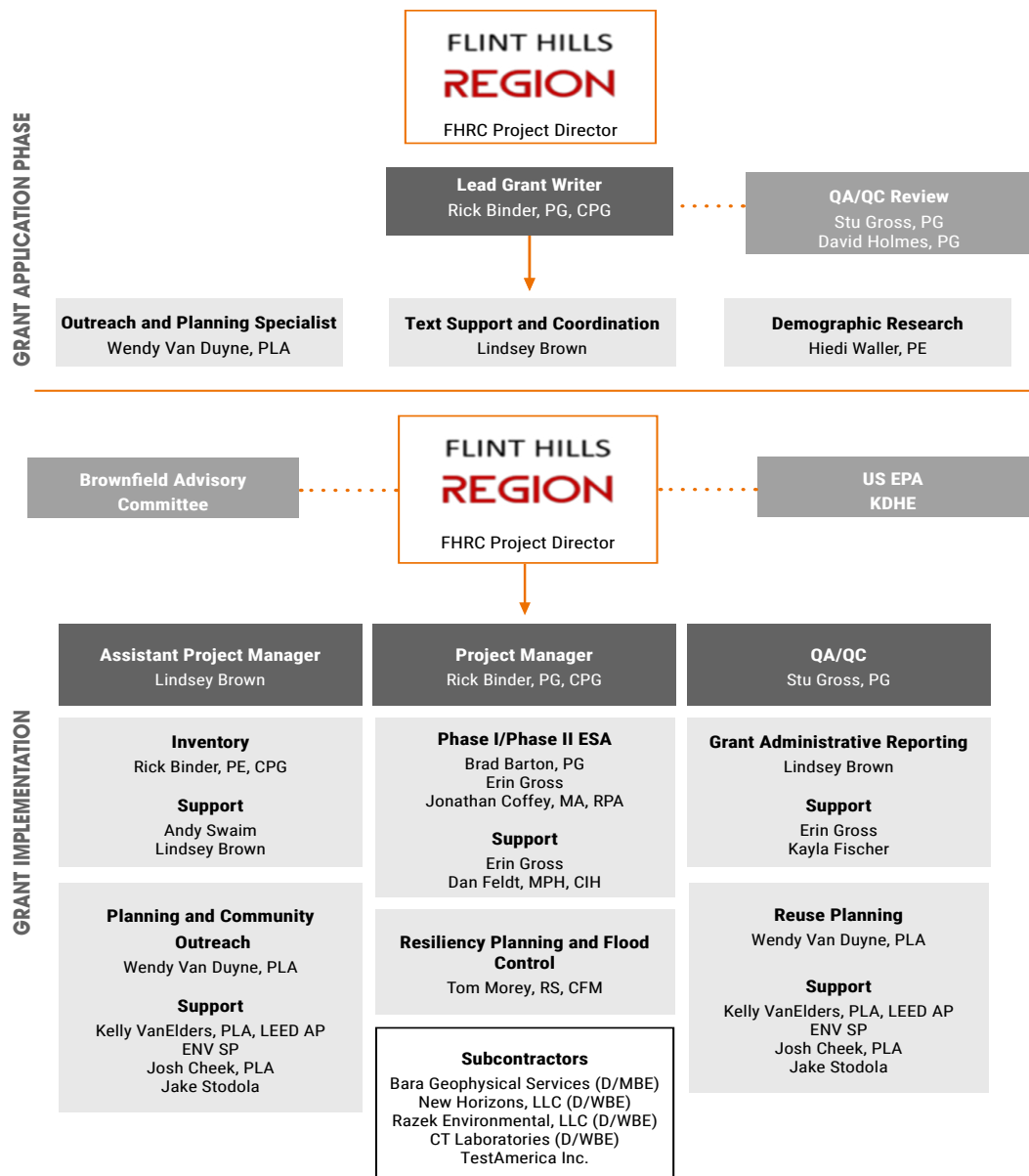
Before



After

QUALIFICATIONS, EXPERIENCE, AND CAPABILITIES

Stantec is proposing a well-rounded and integrated team to assist with the County's EPA brownfields assessment project, including both local staff from our Kansas offices as well as national experts. At Stantec, we pride ourselves on collaborating across disciplines and industries to bring projects to life. Stantec's team is experienced in securing and implementing EPA brownfield grants for clients across the country, with the common goal of effectively utilizing each dollar to further the revitalization goals and objectives in the communities where we live, work, and play. A list of team members and how they are organized is displayed below. **Resumes for Stantec's key personnel, outlining the experience of each individual, are included in the following pages.**



Richard Binder PG, CPG

Project Manager/Principal
33 years of experience · Mequon, Wisconsin

Richard is a professional geologist with 33 years' experience involving investigation, remediation, and redevelopment of Brownfield, industrial, commercial, telecommunication, public utility, solid waste and aviation sites. His work experience includes Brownfield redevelopment, remedial investigations/feasibility studies, industrial facility deactivation/deconstruction, environmental due diligence assessments, manufactured gas plant site investigations, petroleum pipeline and aboveground/underground storage tank management, and landfill services. Richard has also designed and implemented soil, sediment, groundwater and soil vapor remedial actions related to chlorinated solvent, petroleum, cyanide, heavy metal and bio solids contamination utilizing sustainable/green remediation and conventional techniques. State expertise includes Kansas, Wisconsin, Illinois, Indiana, Michigan, Iowa, and Minnesota regulatory, grant and petroleum/drycleaner reimbursement programs. Federal expertise includes CERCLA, RCRA, TSCA and US EPA Brownfield regulatory and grants programs.

EDUCATION

Master of Science, Geological Sciences,
University of Wisconsin, Milwaukee,
Wisconsin, 1989

Bachelor of Science, Geological Sciences,
University of Wisconsin, Milwaukee,
Wisconsin, 1985

OSHA, Hazardous Waste Operation and
Emergency Response Training, 40-hour + 8-
hour Refresher, 2021

REGISTRATIONS

Professional Geologist #2296, State of Indiana

Professional Geologist #196.001288, State of
Illinois

Professional Geologist #734, State of
Wisconsin

Certified Professional Geologist #9251,
American Institute of Professional Geologists

Certified Professional Geologist (state of
Kansas), Pending

PROJECT EXPERIENCE

US EPA Coalition Assessment Grant
Application/Implementation | Flint Hills Regional
Council, Kansas, United States | Project
Manager

Rick is consultant project manager for a
\$600,000 Coalition Assessment Grant awarded
to Flint Hills Regional Council (FHRC), Kansas
in 2018. The Coalition includes FHRC; Geary,
Lyon, Morris, and Riley Counties; and the Cities
of Junction City, and Manhattan, Kansas.

US EPA Brownfield Assessment Grant
Application/ Implementation | Topeka, Kansas,
United States | Project Manager

Rick was the project manager assisting the City
of Topeka with implementation of a \$300,000 US
EPA Community-wide Brownfields Assessment
Grant for Hazardous Substances and Petroleum
awarded in 2017. The grant was utilized to
inventory brownfield properties, perform
environmental assessments on select sites,
conduct remedial and area-wide planning, and
assist with community involvement activities.
The grant was focused on high priority
brownfield properties primarily located within the
"Dynamic Core" area.

US EPA Assessment Grant Application/
Implementation | Topeka, Kansas, United States
| Project Manager

Rick is the project manager assisting the City of
Topeka with implementation of a subsequent
\$300,000 US EPA Community-wide Brownfields
Assessment Grant for Hazardous Substances
and Petroleum awarded in 2021.

Riley County Police Department Shooting Range
Environmental Site Assessments and Remedial
Planning | Manhattan, Kansas, United States |
Project Manager

Rick is project manager for Phase I and Phase II
environmental site assessments in support of
relocation and expansion of the Riley County
Police Department shooting range and training
facilities.

Lindsey Brown

Lead Grant Writer

9 years of experience · Austin, Texas

Mrs. Brown is a Project Coordinator with Stantec and has more than nine years of experience. Lindsey has provided project coordination and administrative support to project managers throughout numerous environmental services sectors, including but not limited to, brownfield grant writing, site remediation, emergency response, and power. She has been responsible for document control, cost control and management, reporting, scheduling, contract administration and overall coordination of different project teams. Lindsey is a part of Stantec's Midwest Brownfield Grant Team assisting communities with brownfield grants and implementation. She also has experience with client communication and business development, assisting with marketing pursuits, and promoting Stantec at conferences and events. Lindsey can multitask, and produces high quality, consistent reports, proposals, and other deliverables for our clients.

EDUCATION

First Aid/CPR, Certification, Minnesota, 2018

FEMA - ICS-100, Emergency Management Institute, Introduction to Incident Command System, 2016

Bachelor of Science, Animal Science, Iowa State University, Ames, Iowa, 2010

Associates, Animal Science, Hawkeye Community College, Waterloo, Iowa, 2008

PROJECT EXPERIENCE

Flint Hills Regional Council US EPA Assessment Grant Implementation, Topeka, Kansas

Lindsey is serving as the Assistant Project Manager for the FY2018 US EPA Brownfield Assessment grant for the Flint Hills Regional Council, Kansas. Lindsey was a part of the team who wrote the successful grant for the

Council and has been a part of the communication efforts to get the grant going forward with the client and working with the Project Manager on tasks assigned. She is also responsible for all ACRES reporting to the US EPA for this project.

Topeka US EPA CWA Grant Application/Implementation, Kansas

Lindsey is serving as the Assistant Project Manager for the FY2017 US EPA Brownfield Assessment grant for the City of Topeka, Kansas. Lindsey was a part of the team who wrote the successful grant for the City and has been a part of the communication efforts to get the grant going forward with the client and working with the Project Manager on tasks assigned. She is also responsible for all ACRES reporting to the US EPA for this project.

US EPA CWA Grant Application and Implementation for city of Mankato, Minnesota

Lindsey is serving as the Assistant Project Manager for the FY2017 US EPA Brownfield Assessment grant for the City of Mankato, Minnesota. Lindsey was a part of the team who wrote the successful grant for the City and has been a part of the communication efforts to get the grant moving forward with the client and working with the Project Manager on tasks assigned. She is also responsible for all ACRES reporting for this project.

US EPA CWA Grant Application and Implementation for city of St. Cloud, Minnesota

Lindsey is serving as part of the project team for the US EPA Brownfield Assessment grant for the City of St. Cloud, Minnesota. She is also responsible for all ACRES reporting to the US EPA for this project.

David Holmes PG

QA/QC Review

36 years of experience · Mequon, Wisconsin

David has more than 36 years of professional consulting experience performing and managing environmental assessment, investigation, and cleanup projects and helping public and private sector clients to secure funding to implement these projects. David currently serves as a National Technical Lead for Brownfields at Stantec. David has worked on hundreds of brownfield sites on behalf of local government and developer clients throughout the US. He has exceptional experience securing state and federal grants to support brownfields redevelopment and habitat restoration projects (with more than 126 grants and \$30 million in funding awarded to date).

EDUCATION

Doctoral Program Coursework, Ongoing, University of Wisconsin, School of Freshwater Science, Mequon, Wisconsin, 2018

Bachelor of Science Geology, University of Wisconsin, Milwaukee, Wisconsin, 1984

OSHA, Health & Safety for Hazardous Waste Operations, 40-hour, 2011

Master of Science Geology, University of Wisconsin, Milwaukee, Wisconsin, 1988

REGISTRATIONS

Professional Geologist #887-13, State of Wisconsin, First Issued 4/11/1996

PROJECT EXPERIENCE

USEPA Brownfield Grant Implementation | Various Locations, Wisconsin, Minnesota, Washington

Dave is assisting with all aspects of grant implementation including preparation of Quality Assurance Project Plans, preparation of eligibility determination requests, preparation of site-specific sampling and analysis plans, Site investigation reports and preparation of

quarterly reports for 14 brownfields assessment grants awarded in Fiscal Years 2010-2013.

USEPA Assessment and Cleanup Grant Applications Assistance, Various Clients

Since 2005, David has authored or coauthored more than 90 successful applications to the USEPA for brownfields assessment, cleanup, area-wide planning, and revolving loan fund grants totaling \$19.1 million in funding. David has worked with local units of government (including cities, counties, and regional agencies) as well as non-profit organizations in 14 states (AK, CA, CO, FL, IL, IN, MN, ND, NY, OR, SC, UT, WA, and WI) in pursuing these grants. David has had significant success in working with first time grant applicants lacking previous experience in securing funding from USEPA. Including grants resulting from resubmittal, David's overall success rate exceeds 90%.

City of Milwaukee Multi-Year Environmental Assessment Contracts* | Milwaukee, Wisconsin

David was the project manager for three multi-year environmental services contracts with the City of Milwaukee during 1994 through 2005. As part of these contracts, David managed more than 50 environmental assessment or environmental cleanup projects involving more than 500 vacant, abandoned, or underutilized brownfield parcels throughout the City. The sites assessed ranged from vacant former residential lots to landfills, abandoned historic manufacturing facilities, rail yards, gas stations, to a 5-1/2 block area of the City being targeted for commercial redevelopment. A majority of the projects were performed in conjunction with redevelopment of City-owned parcels by private developers, or sites targeted for acquisition by the City. A significant number of projects were performed in conjunction with USEPA or other state and federal grants. Milwaukee is noteworthy in having received more USEPA brownfields grants than any other local government in the U.S.

* denotes projects completed with other firms

Wendy Van Duyne PLA, LEED AP

Outreach and Planning Lead
13 years of experience · Bismarck, North Dakota

With a focus on master planning, Ms. Van Duyne is a project manager and landscape architect with more than 13 years of professional experience. Her eye for big-picture thinking has contributed to her successful leadership to multi-disciplinary design and engineering teams on a wide variety of projects. Working across a wide variety of market sectors, Wendy has successfully coordinated with clients on a diverse range of projects including parks and recreation master planning, trails development, campus master planning, industrial development, and downtown revitalization.

EDUCATION

Bachelor of Landscape Architecture, Kansas State University, Manhattan, Kansas, 2006

REGISTRATIONS

Licensed Landscape Architect #112, State of North Dakota, 2015-Present

PROJECT EXPERIENCE

Manhattan Plaza West Area-wide Plan,
Junction City Area-wide Topeka River South Area-Wide Plan

Wendy is leading two area-wide plans for Flint Hills Regional Council as part of a FY2018 Brownfield Assessment Grant. The purpose of this study is to identify ways that reinvestment in this neighborhood can spur renewed activity. Working closely with the City, property owners and community residents, Wendy is leading a collaborative design process to improve this neighborhood for years to come.

Topeka River South Area-Wide Plan
Topeka, Kansas, Planner, Landscape Architect, Public Outreach Facilitator

Working collaboratively with Stantec's EPA Brownfield assessment team, Wendy is currently leading an area wide plan for the City of Topeka to study the River South sub district of downtown. The purpose of this study is to identify ways that reinvestment in this neighborhood can spur renewed activity. Working closely with the City, property owners and community residents, Wendy is leading a collaborative design process to improve this neighborhood for years to come.

Kansas Avenue Landscape Master Plan *
Topeka, Kansas, Project Manager

As part of a collaborative process for the re-design and reconfiguration of the downtown corridor of Kansas Avenue, Wendy worked with engineers and downtown business owners to lead and facilitate a public charrette process which reimaged the downtown environment in the Capital City. Working with numerous stakeholders—from the City to businesses to community residents, Wendy was involved with guiding schematic concepts, refining ideas and rendering a holistic concept which has led to revitalization of Topeka's downtown community. Included in the final redevelopment efforts are pedestrian pocket parks and a cohesive planting palette, for which Wendy provided project management on both design and construction.

* denotes projects completed with other firms

Stuart Gross PG

QA/QC

27 years of experience · Mequon, Wisconsin

Stu's knowledge and experience in environmental consulting and project management spans more than 27 years. Stu is a Professional Geologist licensed in Wisconsin and Illinois and currently serves as Environmental Remediation Team Lead managing a group of employees that perform environmental services for a wide variety of client types. Stu has successfully managed and/or personally completed a wide range of projects including: environmental due diligence related to property transactions, Brownfield redevelopment, remedial investigations and planning, industrial facility deactivation/deconstruction, mine reclamation planning, environmental compliance and geologic and hydrogeologic evaluations on a variety of proposed developments and non-metallic mining sites.

EDUCATION

Bachelor of Science - Geology (emphasis Hydrogeology), University of Wisconsin, Madison, Wisconsin, 1994

CERTIFICATIONS & TRAINING

40-hour Health & Safety Training for Hazardous Waste Operations, Milwaukee, Wisconsin, 1994

REGISTRATIONS

Professional Geologist #1201-13, State of Wisconsin, 2003

Professional Geologist #196001290, State of Illinois, 2010

PROJECT EXPERIENCE

US EPA Community-wide Brownfields Assessment Grant Implementation | Neenah, Wisconsin

Provided technical oversight for phase I and II ESA activities associated with the

implementation of two US EPA Community-wide Brownfields Assessment Grants for petroleum and Hazardous Substances awarded in 2012 to the City of Neenah, Wisconsin. Funding is being used to inventory Brownfield properties, perform environmental assessments on select sites, conduct remedial planning and assist with community involvement activities as part of a three-year contract.

US EPA Community-wide Brownfields Assessment Grant Implementation | Marinette County, Wisconsin

Provided technical oversight for phase I and II ESA activities associated with the implementation of two US EPA Community-wide Brownfields Assessment Grants for petroleum and Hazardous Substances awarded in 2010 and 2011 to Marinette County, Wisconsin. Funding was used to complete a brownfield inventory including a heavy GIS component, Phase I and II ESAs, site investigations, reuse planning alternatives for a failing mall, and development of remedial action plans for multiple properties.

US EPA Community-wide Brownfields Assessment Grant Implementation | Green Bay, Wisconsin

Provided technical oversight for phase I and II ESA activities associated with the implementation of two US EPA Community-wide Brownfields Assessment Grants for petroleum and Hazardous Substances awarded in 2013 to the City of Green Bay, Wisconsin. Funding is being used to inventory Brownfield properties, perform environmental assessments on select sites, conduct remedial planning and assist with community involvement activities as part of a three-year contract.

US EPA Brownfields Assessment Grant Implementation | Sheboygan County, Wisconsin

Providing technical and management oversight for implementation of two U.S. EPA Brownfields Assessment Grants for petroleum and hazardous substances awarded in 2014 to Sheboygan County, Wisconsin.

Hiedi Waller PE

Demographic Researcher/Lead Grant Writer/Remedial Planning and Engineering Lead/Administrative Support
20 years of experience · Mequon, Wisconsin

Ms. Waller's experience in engineering and project management spans more than 20 years. As a senior registered engineer, Hiedi provides support on contaminant investigation and remediation projects for both soil and groundwater contamination. Her expertise in this area includes remedial system design, permitting, reporting and funding/reimbursement program assistance. Hiedi has put her property assessment and contaminant management skills to use on numerous brownfield redevelopment and brownfield program coordination projects.

EDUCATION

Master of Science, Coursework
Civil/Environmental Engineering, University of New Mexico, Albuquerque, New Mexico, 1992

Bachelor of Science, Mining Engineering,
University of Wisconsin, Platteville,
Wisconsin, 1987

OSHA, Health & Safety Training for
Hazardous Waste Operations, 40-hr., 1996

REGISTRATIONS

Professional Engineer #6201051822,
Michigan, First Issued 10/21/2004

Professional Engineer #33741-6, Wisconsin,
First Issued 09/30/1999

PROJECT EXPERIENCE

US EPA CWA Brownfield Grant Application and Implementation, Flint Hills Regional Council, KS, Topeka KS, St. Cloud, MN; Mankato, MN, Red Wing, MN; Coon Rapids, MN; Dakota County, MN; Fargo, ND,

Sioux Falls, SD, Green Bay, WI, Marinette County, WI; Neenah, WI; Sheboygan County, WI; Calumet County, WI; Stevens Point, WI
Hiedi completed demographic research for the US EPA Brownfield grant applications, assisted with preparation of QAPPs, preparation of eligibility determination requests, preparation of SSSAPs, and preparation of quarterly reports for 20 brownfields assessment grants.

US EPA Brownfield Grant Implementation, Minot, North Dakota

Hiedi completed demographic research and was lead author for the US EPA Brownfield hazardous substances and petroleum grant applications as well as the US EPA Brownfield Area-Wide Planning grant application. Once awarded, Hiedi served as the Project Manager for the resulting projects and prepared Quality Assurance Project Plans (QAPP), eligibility determination requests, and site-specific sampling and analysis plans (SSSAP) as well as coordinating outreach activities.

Forest County Potawatomi Community, Wisconsin (Tribal Brownfields Coordinator)

Hiedi administered the Tribe's brownfield funding for approximately two years. The funds included Tribal revenue and support from the CERCLA 128(a) Brownfields Grant Program for State and Tribal Response Programs. Under the program, Hiedi assisted with developing a geospatial database to reference aerial photographs, topographic maps, soil, geology, surface water, groundwater and wetlands and evaluating the program's effectiveness.

Bradney Barton PG

Phase I/Phase II ESA
16 years of experience · Wichita, Kansas

Mr. Barton has over 16 years of experience in the environmental industry having worked for environmental consulting firms. He holds a diploma of Bachelor of Science in Geology and Geophysics from University of Missouri-Rolla (now known as Missouri University of Science and Technology). He has abundant experience with Phase I, II, and, III Environmental Site Assessments (ESAs), groundwater monitoring, well installation and monitoring programs, drilling environmental programs and pilot tests, operation and maintenance of remediation systems, groundwater sampling programs. He has experience with oversight of drilling operations and construction crews on removal of underground storage tanks (USTs) at current and former gas stations.

EDUCATION

Bachelor of Science, Geology and Geophysics, University of Missouri-Rolla, now known as Missouri University of Science and Technology, 2002

CERTIFICATIONS & TRAINING

American Red Cross, CPR/AED, Adult Training, 2019

American Red Cross, Standard First Aid, Training, 2019

MSHA, 24 Hour Certified Training, (Part 48) Annual Refresher, 2020

OSHA 40 Hour, HAZWOPER, Health and Safety Certification, 2005

OSHA 8-Hour, HAZWOPER, Health and Safety Annual Certification, 2021

30-Hour Construction Safety and Health, OSHA, OSHA, Kansas, 2018

Certificate # 1908014251410, OSHA 8 Hour HAZWOPER Supervisor Training, Safety Unlimited, Kansas, 2019

REGISTRATIONS

Professional Geologist #783, State of Kansas

PROJECT EXPERIENCE

Retail Groundwater Sampling and Monitoring | Various Locations, Kansas

Brad's responsibilities included conducting groundwater investigations at both current and former retail gas stations with underground storage tanks that are covered by the Kansas Underground Storage Tank Trust Fund. Investigation included groundwater sampling, preparation of quarterly monitoring reports, well installation, and plugging wells.

Groundwater Sampling/Monitoring, Drilling, and Well Installation*

Brad's responsibilities included conducting groundwater investigations at current and former U-Haul sites with former USTs. Investigations included groundwater sampling, preparation of quarterly and semi-annual monitoring reports, well installation, plugging wells, oversight of installation of SVE/AS systems, and operation and maintenance of SVE/AS systems.

Former Refinery | Wichita, Kansas

Brad maintained clear lines of communication with the project manager on many projects including: abandoning of wells on-site and rehabilitation of recovery wells on-site. Chemicals included petroleum and metals that impacted soil and groundwater. Investigations included Geoprobe and hollow stem auger drilling, field screening and laboratory testing of soil and groundwater samples, installation of monitoring wells, creek sediment sampling, surface water sampling, and product sampling.

Former Refinery | Potwin, Kansas

Brad's responsibilities included logging, screening, and sampling of shallow borehole soil samples during a site investigation program using a Geoprobe rig.

* denotes projects completed with other firms

Erin Gross PG

Phase I/Phase II ESA, Grant Administrative Reporting
8 years of experience · Cottage Grove, Wisconsin

Erin Gross is a University of Wisconsin - Madison Alumnus with Bachelor of Science degrees in Geological Engineering, and Geology & Geophysics with an emphasis in hydrogeology. With more than eight years of experience as an environmental consultant, she has assisted in a variety of environmental investigations including more than 100 Phase I and II environmental site assessments for municipal, retail, and private clients. Erin has assisted several clients with USEPA grant proposals and upon award has written numerous EPA Site Eligibility Determinations for funding approval, Phase I Environmental Site Assessments (ESAs), prepared Sampling and Analysis Plans, performed Phase II ESAs, and written Remedial Action Plans. Erin has additional experience including managing brownfield redevelopment efforts, investigating soil, sediment, vapor, and groundwater impacts from historical land uses, planning for and evaluating remedial options, evaluating development opportunities, and providing community outreach. Erin believes that her work as an environmental hydrogeologist is important to extend opportunities to the communities we live in.

EDUCATION

Bachelor of Science, Geological Engineering and Geology & Geophysics, University of Wisconsin - Madison, Wisconsin, 2014

Bachelor of Arts, Physics, Carthage College, Wisconsin, 2012

CERTIFICATIONS & TRAINING

40-Hour HAZWOPER Training, OSHA, Wisconsin, 2021

REGISTRATIONS

Professional Geologist #1378-13, National Association of State Boards of Geology, January 29, 2019 - July 31, 2022

PROJECT EXPERIENCE

US EPA Coalition Assessment Grant Implementation, Flint Hills Regional Council, Kansas

Stantec initially consulted for the procurement and implementation of a \$600,000 Coalition Assessment Grant awarded to Flint Hills Regional Council (FHRC), Kansas in 2018. Erin is assisting with implementation of grant-funded activities which includes environmental assessment, clean-up planning and /or reuse planning for up to 24 priority brownfields sites. Some of these sites included Phase I ESA and Phase II ESA work at the following sites: Plaza West, 110 Grant Ave. & 1841 N. Washington St. Junction City, and 224 Main St. Paxico, properties.

US EPA Assessment Grant Implementation for Topeka, Kansas

Stantec initially assisted the City in the successful application for a \$300,000 US EPA Community-wide Brownfields Assessment Grant for Hazardous Substances and Petroleum awarded in 2017 and 2020. Ms. Gross proactively assisted with soil and groundwater investigation planning in project areas, evaluated potential remedial options, and assisted with community involvement/outreach.

US EPA CWA Coalition Grant Application and Implementation for Washington County | Washington County, Wisconsin

Stantec initially assisted the County in the successful application for a \$600,000 USEPA Coalition Brownfields Assessment Grant awarded in 2014 and 2017. Ms. Gross proactively investigated soil and groundwater impacts in project areas, evaluated remedial options, and assisted with community involvement/outreach.

Andrew Swaim

Inventory Support
12 years of experience · Mequon, Wisconsin

As a GIS Technician at Stantec, Mr. Swaim employs GIS/GPS technologies to create contaminate, environmental, geologic, and hydrogeologic maps and cross sections to assist with site evaluation, remedial action, and site closure reports. Andrew has more than 12 years of consulting experience working on a wide range of projects, including environmental site assessments (ESAs), site remediation, soil and groundwater monitoring, and environmental oversight. He has also participated in numerous investigation and remediation projects affected by volatile organic compounds, polyaromatic hydrocarbons, PCBs, metals, and other contaminants of concern.

EDUCATION

Bachelor of Science, Geology and Geophysics, University of Wisconsin, Madison, Wisconsin, 2011

CERTIFICATIONS & TRAINING

First Aid/CPR Training, Mequon, Wisconsin, 2016

OSHA 40-Hour Hazardous Waste Worker Training, Milwaukee, Wisconsin, 2005

REGISTRATIONS

Certified Small Water System Operator, State of Wisconsin

Certified Site Assessor, State of Wisconsin

PROJECT EXPERIENCE

GIS Analysis

Procurement and Implementation of Multiple US EPA Assessment Grants for Various Locations

Andrew assisted Stantec's brownfield team with graphics depicting general site overview and spatial characterizations. He

georeferenced historic orthophotography, historic Sanborn maps, and building blueprints for site investigations. He provided field services and subcontractor oversight for two US EPA Brownfield Site Assessment Grants for petroleum and hazardous substances awarded in 2015 to Washington County, Wisconsin. Duties included preparation of Eligibility Determinations, Phase I ESAs, Site Specific Sampling and Analysis Plans, Health and Safety Plans, and field sampling report preparation.

Whitestone Village Brownfield Redevelopment, Menomonee Falls, Wisconsin

Andrew provided GIS mapping and field investigation activities for \$180 million, multi-year brownfield redevelopment project. He provided assessment and remediation of multiple contiguous former industrial properties totaling more than 100 acres for redevelopment to mixed residential and retail use. The project was complicated by the presence of hazardous solvent waste, PCB contamination, wetland contamination, and compressed schedules required for site construction. Civil design and construction oversight was also provided by Stantec.

Various Phase I and II ESAs

Andrew assisted with GIS maps, field investigation activities, and report preparation for more than 400 Phase I ESAs in Wisconsin to identify past or present recognized environmental concerns. Also completed more than 100 Phase II ESAs for commercial, industrial, and private clients, and dozens of Phase III ESAs to delineate the nature and extent of soil and groundwater contamination and to develop remedial actions.

Jonathan Coffey M.A., RPA

Phase I and Phase II ESA
7 years of experience · Wichita, Kansas

Mr. Coffey is an environmental scientist with 6 years of experience in archaeology and 3 years of experience in geology. In 2020, Mr. Coffey earned his Register of Professional Archaeologist's license, #18147, and got Stantec listed as an approved cultural resources consultant with the Kansas Historical Society. His work experience includes excavation of historic and prehistoric archaeological sites, field surveying, artifact cataloguing, cultural resource monitoring, archival research, ArcGIS, Collector, Trimble GPS units, Total Station, database management, Phase I and II Environmental Site Assessments (ESAs), groundwater monitoring, groundwater, soil, and vapor sampling, LNAPL recovery, seep inspection, O&M of remediation systems, supervision of subcontractors and field crews, and authoring cultural and environmental reports.

EDUCATION

B.S., Earth Science, Emporia State University, Emporia, Kansas, 2014

MA, Anthropology (archaeology concentration), Wichita State University, Wichita, Kansas, 2017

CERTIFICATIONS & TRAINING

Adult First Aid/CPR/AED, American Red Cross, Kansas, 2019

30-Hour Construction Safety Training, OSHA, Kansas, 2019

40-Hour HAZWOPER Training, OSHA, Kansas, 2019

8-Hour HAZWOPER Supervisor Training, OSHA, Kansas, 2019

8-Hour Refresher HAZWOPER Training, OSHA, 2021, Wichita, Kansas, 2021

REGISTRATIONS

Registered Professional Archaeologist #18147, Register of Professional Archaeologists, 2020-Present

PROJECT EXPERIENCE

Multiple Phase I and Phase II Environmental Site Assessments across the Midwest United States

Evaluated environmental database information, background research, and lab report data on more than 20 Environmental Site Assessment projects in Kansas, Oklahoma, Arkansas, Illinois, and Wisconsin. Phase I site investigations entailed surveying commercial and private properties, documenting past and present property use, and recording any Recognized Environmental Conditions. Phase II site investigations involved collecting soil and groundwater samples, delineating areas of potential contamination, and supervision of drill crews.

Former Refinery | El Dorado, Kansas

Provides environmental compliance monitoring services for various projects at a former refinery property. Activities include periodic groundwater monitoring, groundwater sampling (low-flow and volume based), seep inspections, surface water sampling, O&M of a remediation system, free product recovery, and oversight of monitoring well removal.

Former Refinery | Arkansas City, Kansas

Provides environmental compliance monitoring services for various projects at a former refinery property. Activities include periodic groundwater monitoring, groundwater sampling (low-flow), and seep inspections.

Former Refinery | Potwin, Kansas

Provides environmental compliance monitoring services for various projects at a former refinery property. Activities include periodic groundwater monitoring, groundwater sampling (low-flow and volume based), and surface water sampling, and seep inspections.

Dan Feldt MPH, CIH

HSSE Lead, Phase I and II ESA Support
41 years of experience · Mequon, Wisconsin

Mr. Feldt has 37 years of professional experience in industrial hygiene and project management. As a Senior Project Manager in corporate HSSE, Mr. Feldt is responsible for overseeing OSHA compliance programs and managing a wide range of industrial hygiene, safety, and indoor air quality projects.

Throughout his experience, Mr. Feldt has worked with clients ranging in size from 20 to 60,000 employees. Having worked in several facets of industrial compliance, Mr. Feldt has developed a strong understanding of client needs. His expertise includes general industrial hygiene, indoor air quality, asbestos management, emergency action planning, process safety management, and noise/hearing conservation. He has also provided expert witness assistance for numerous worker's compensation cases.

Mr. Feldt is recognized by his peers as an expert in his field. He has served three terms (1987, 1992, 2007) as president of the Wisconsin Section of the American Industrial Hygiene Association. In 1996, he received the Byron Berg Award for outstanding contribution and service to the field of industrial hygiene from the Wisconsin Section of the AIHA. He has also served as a guest lecturer at the Milwaukee School of Engineering and the University of Illinois, Chicago, and has presented a number of short courses, seminars, and training sessions on industrial hygiene and related topics.

EDUCATION

M.P.H. Industrial Hygiene, University of Minnesota, Minneapolis, Minnesota, 1980

M.S. Pathology, University of Wisconsin, Madison, Wisconsin, 1978

B.S. Zoology, University of Wisconsin, Oshkosh, Wisconsin, 1975

Health & Safety Training for Hazardous Waste Operations, OSHA, 40-hour, with annual refreshers, 1992

REGISTRATIONS

Certified Industrial Hygienist #3741 (1987), American Board of Industrial Hygiene, Comprehensive Practice

PROJECT EXPERIENCE

Examintetics | Overland Park, Kansas

Responsible for managing industrial hygiene and noise monitoring projects at Examintetics' client sites nation-wide.

Domtar Paper Mills | Port Edwards and Nekoosa, Wisconsin

Responsible for multiple industrial hygiene and noise surveys.

Fort McCoy, Wisconsin, Project Manager

Site Safety & Health Manager for an environmental cleanup project of 3 landfills.

Hentzen Coatings, Milwaukee, Wisconsin, Project Manager

Development of a Process Safety Management program for flammable liquids, including a process hazard analysis.

WITCO Chemical Company, Janesville, Wisconsin, Project Manager

Responsible for three Process Safety HAZOPS.

P&H Material Handling, Oak Creek, Wisconsin, Principal Industrial Hygienist Responsible for multiple industrial hygiene surveys.

Eaton Corporation, Watertown and Ixonia, Wisconsin, Principal Industrial Hygienist Responsible for an industrial hygiene survey.

Brunswick Corporation, Mercury Marine Plants, Fond du Lac, Wisconsin

Principal Industrial Hygienist

Thomas Morey CFM, RS

Resiliency Lead

26 years of experience · Overland Park, Kansas

Tom has 10 years' experience as the State NFIP coordinator for the State of Kansas and 13 years in floodplain management for the Kansas Department of Agriculture. He has served on the State of Kansas Hazard Mitigation Team as both a member and the Chair of the Team. As the State NFIP Coordinator, Tom participated in the FIMA strategic planning initiative. He oversaw a project to increase the number of Community Rating System (CRS) communities in Kansas, raising the number from five to 37. He currently represents the Association of State Floodplain Managers on the CRS-Task Force and serves on the Substantial Damage Committee. As a project manager for Stantec he provides expert floodplain management input for both public and private clients including FEMA, Kansas, Missouri, Iowa and renewable energy firms. He has also conducted numerous meetings ranging from Flood Risk Review to Community Coordination for floodplain mapping projects for the State of Kansas and FEMA Region VII. He was involved in a multi-agency partnership for the development of statewide high resolution topographic data for the state of Kansas. He has worked on projects for the NRCS, HUD, FEMA and CDC. He has assisted in the development of Benefit Cost Analysis (BCA) including the BCA for a non-residential structure in Kansas. He is a Certified Floodplain Manager with the Association of State Floodplain Managers and a Registered Sanitarian in Kansas.

EDUCATION

Teachers Certification, Emporia State University, Emporia, Kansas, 1993

BGS, University of Kansas, Lawrence, Kansas, 1991

CERTIFICATIONS & TRAINING

CFM, Association of State Floodplain Managers, Certified Floodplain Manager, Madison, WI, 2006

RS, Registered Sanitarian, Joint Committee for the Credentialing of Sanitarians, Kansas, 2003

PROJECT EXPERIENCE

FEMA Headquarters Production & Technical Services (PTS) - Risk MAP Program Implementation Support Nationwide, Multiple Sites, Nationwide (Project Manager). Tom has been involved in Regional projects related to the development of flood hazard information and technical assistance to Region VII staff and local communities.

NFIP Coordinator*, Kansas Department of Agriculture. Responsible for the activities of the Kansas floodplain management program. He provided expert technical advice and consultation to environmental scientists and engineers, the agency head, real estate officials, insurance officials, developers, contractors, trade associations, property owners and local communities in the development and implementation of the National Flood Insurance Program.

Johnson County, KS Watershed Master Plans, Johnson County, Kansas (Project Management, Sub-consultant Task Lead) Tom currently serves as the point of contact for Stantec as a sub-consultant to GBA, Inc. for the development of watershed master plans for 2 watersheds in Johnson County, KS.

CLARB

Planning and Community Outreach, Reuse Planning
31 years of experience · Overland Park, Kansas

Mr. VanElders has more than 30 years of practice working with public clients. Kelly's design and planning expertise is demonstrated in various project types ranging from national to local park and recreation facilities, multi-use trails, riverfront parks, monument and memorials, learning environments, signage and wayfinding, brownfield planning, landscape and hardscape, green infrastructure and stormwater mitigation, environmental restoration, erosion stabilization, stakeholder workshops and open houses, specifications, value engineering, and design support during construction. Kelly registered with CLARB and currently hold registrations in Kansas, Colorado, Iowa, and Missouri. He is an Envision and LEED Accredited Professional.

EDUCATION

Bachelor of Landscape Architecture, Kansas State University / College of Architecture, Planning and Design, Manhattan, Kansas, 1990

Associate of Arts in Architecture, Central College, McPherson, Kansas, 1986

REGISTRATIONS

Registered Professional Landscape Architect #577, State of Kansas

Registered Professional Landscape Architect #2008016666, State of Missouri

Registered Professional Landscape Architect #LA.0000806, State of Colorado

LEED Accredited Professional, U.S. Green Building Council, 2008

Envision™ Sustainability Professional (ENV SP), Institute for Sustainable Infrastructure, 2014

Landscape Architect #30646, Council of Landscape Architectural Registration Boards

Registered Professional Landscape Architect #00533, Iowa Professional Licensing Bureau, 2004-2011, currently in CLARB reinstated process

PROJECT EXPERIENCE

River South Area Wide Plan | Topeka, Kansas
Master plan of industrial neighborhood to create an innovation district that embraces the river and surrounding districts.

Meadowbrook Park | Prairie Village, Kansas
Master plan, public process visioning, and construction documents to convert an existing private golf course into an 80-acre public park. Stantec experience included overseeing initial phase of construction.

Lewis & Clark Riverfront Park* | Atchison, Kansas

Mr. VanElders was involved transforming a former railroad brownfield site into the city's main destination for recreation, and public events. Mr. VanElders designed several key components including an interactive information shelter, restrooms, replica keel boat play structure, spray pad, two, river access boat ramps and articulating boardwalks, river walk trails and native landscaping. The project was part of the National Park Service's commemoration of the 150 years since Lewis and Clark camped at the location.

Kaw Lake Recreation Area Master Plan | Shawnee, Kansas

Managed planning and visualization process to convert a sand quarry into a unique recreational amenity adjacent to the Kansas River water trail.

Valley of Champions Area Master Plan | Shawnee, Kansas

Designer for an area wide Master Plan to create and enhance multiple sport venues.

Josh Cheek PLA

Planning

22 years of experience · Overland Park, Kansas

Josh is a Senior Landscape Architect in Stantec's Community Development practice. During the past two decades, he has had the opportunity to work on a variety of projects of all scales both stateside and internationally. The diversity of these project types and clients has guided his understanding of what makes a project successful and the benefits of true collaboration and thoughtful design. His belief that landscape architecture in the art and science of crafting the natural and built environment has guided his design of spaces that allow clients to fully realize their vision and maximize site potential.

EDUCATION

Bachelor of Landscape Architecture, Kansas State University, Manhattan, Kansas, 2000

REGISTRATIONS

Certified Landscape Specialist #18201, Council of Landscape Architectural Registration Boards

Landscape Architect #2007013275, State of Missouri

MEMBERSHIPS

Member, American Society of Landscape Architects

PROJECT EXPERIENCE

Topeka River South Area Master Plan | Topeka, Kansas

Master plan of industrial neighborhood to create an innovation district that embraces the river and surrounding districts.

E H Young Park* | Riverside, Missouri, United States

Master plan and construction documents for the renovation of a 45-acre park on the banks of the Missouri River.

Lake Olathe Park | Olathe, Kansas

Visioning of engagement areas within park to increase the number of touch and experience points within the site.

Kaw Lake Master Plan

Master plan and vision document for the reuse of an existing sand and gravel pit into a regional recreational amenity.

Gardner Main Street and Civic Green Master Plan* | Gardner, Kansas

Master plan to create a civic green and community space to connect an existing Main Street corridor to festival and fairgrounds.

Atchison Riverfront Park* | Atchison, Kansas

Master plan and construction documents for a riverfront park to celebrate the history of the Lewis and Clark landing.

Kaw Point Park* | Kansas City, Kansas

Master plan and construction documents of a community park at the confluence of the Missouri and Kansas Rivers.

Cedar Niles Trail Master Plan* | Johnson County, Kansas

Master plan and layout of a 4.5-mile trail to connect existing parks to neighborhood communities.

Bois D'Arc Park and Sar Ko Par Park Renovations | Lenexa, Kansas, United States

Josh was responsible for design development and construction documentation for the renovation of existing sport court facilities.

Shawnee Parks Master Plan | Shawnee, Kansas

Comprehensive study of all parks, trails, and facilities within the city. Summary and action plan outlining achievable steps to implementation.

* denotes projects completed with other firms

Jake Stodola

Planning

5 years of experience · Overland Park, Kansas

Mr. Stodola hosts a strong arts and design background with a Bachelor in Landscape Architecture from Iowa State University. His passion in the field includes Urban Design, Ecological Design, and visual graphics. He enjoys place making and creating spaces that help to improve people's overall health and well-being.

EDUCATION

Bachelor of Landscape Architecture, Iowa State University, Ames, Iowa, 2017

AWARDS

2020 PGASLA Honor Award, Southwest Park and Roscoe Righter Park Master Plans

2018 PGASLA Award of Excellence, UP Link

2016 IAASLA, ICIW Healing Garden

PROJECT EXPERIENCE

Topeka River South Area Master Plan | Topeka, Kansas

Master plan of industrial neighborhood to create an innovation district that embraces the river and surrounding districts.

Manhattan Plaza West Area Master Plan | Topeka, Kansas

Lead design and visualization for master plan of large retail development site with brownfield conditions located in Wildcat Creek floodplain. Project design includes outdoor recreational amenities anchoring proposed mixed use, residential, and retail development based on a market study completed as part of the project.

Junction City Area Master Plan | Topeka, Kansas

Master plan of larger study area and catalyst sites with proximity to Downtown Junction City

Junction City Area Master Plan | Topeka, Kansas

Master plan of larger study area and catalyst sites with proximity to Downtown Junction City and the Republican River. Key opportunities include reinvestment and interest as a commercial area, updated gateway to the city, and key market opportunities for property owners.

Idaho Falls - Northgate/1st Street Corridor Area-Wide Planning Study | Idaho Falls, Idaho

Master plan of two corridors with long histories of blight, abandonment, and brownfield conditions. The project objectives were to explore existing property conditions, designate future activity nodes, identify potential catalyst sites, and define a series of revitalization strategies for the area.

Washburn University Law School | Topeka, Kansas

Design of arrival, plaza, and site landscape to support the creation of a new law school building to serve the university.

Valley of Champions Area Master Plan | Shawnee, Kansas

In charge of visualization, the project was an area wide Master Plan to create and enhance multiple sport venues and strategically interject support amenities and connections throughout the designated region that enhances the overall athlete and fan user experience while driving economic development.

Kaw Lake Recreation Area Master Plan | Shawnee, Kansas

In charge of visualization, the project entailed converting a sand quarry into a unique recreational amenity adjacent to the Kansas River water trail.

Lake Olathe Park | Olathe, Kansas

Visioning of engagement areas within park to increase the number of touch and experience points within the site.

Kayla Fischer

Administration Reporting Support
5 years of experience · Mequon, Wisconsin

Kayla Fischer has been the Administrative Assistant in the Mequon, WI office for over three years. During her time with Stantec she has provided administrative support for numerous business sectors including, Environmental Services, Civil Development, and Safety and Compliance. She has edited and formatted reports, on-boarded employees, coordinated office activities and training, managed fleet vehicles, and created spreadsheets. Kayla utilizes her data processing skills to assist with client data collection and management. Her attention to detail and ability to multitask has been an asset to the assembly of numerous proposals, permits, and reports.

EDUCATION

Bachelor of Business Administration,
Marketing, University of Wisconsin -
Milwaukee, Milwaukee, Wisconsin, 2017

Certificate of International Business,
University of Wisconsin - Milwaukee,
Milwaukee, Wisconsin, 2017

Associate of Arts and Sciences, University of
Wisconsin - Sheboygan, Sheboygan,
Wisconsin, 2015

PROJECT EXPERIENCE

Brownfields

Phase I and II Environmental Site
Assessments, Various Sheboygan County,
Wisconsin Sites

Formats and compiles draft and final Phase I
and II Environmental Site Assessments for
multiple locations in Sheboygan County.

Phase I and II Environmental Site
Assessments, Various Manitowoc County,
Wisconsin Sites

Kayla assisted in formatting and compiling
draft and final reports for multiple Manitowoc
sites in the Brownfield Redevelopment
program.

Phase I and II Environmental Site
Assessments, Various Washington County,
Wisconsin Sites

Kayla assists with formatting, reviewing, and
compiling attachments for multiple sites in
Washington County.

Phase I and II Environmental Site
Assessments, Various City of Peoria, Illinois
Sites

Kayla is responsible for draft and final review
of documents and compiling attachments of
multiple sites in the City of Peoria, Illinois.

Phase I Environmental Site Assessment,
Minot, North Dakota

Kayla has assisted in formatting and
compiling a Phase I Environmental Site
Assessment and supporting documents for
Minot, North Dakota.

Various Brownfield Related Reports

Kayla has assisted in formatting and finalizing
multiple reports related to Brownfield
redevelopment for various sites including but
not limited to Sampling Analysis Plans, Health
and Safety Plans, Quarterly Reports, and
Case Closures. She also assists with printing,
mailing, and uploading documents for
submission to the Wisconsin Department of
Natural Resources.

U.S. EPA Brownfield Grants

Kayla has assisted with the final formatting,
review and finalization of multiple grant
documents for submittal to the U.S. EPA.

Relevant Professional Services Experience

Our nationally recognized expertise with the EPA Brownfield Grant Program combined with decades of experience providing investigation and remediation services on hundreds of sites throughout the Midwest puts us in a unique position to provide high-quality funding and technical expertise to the FHRC. Our team has provided project-based environmental, engineering and planning services in support of dozens of brownfields assessment, cleanup and redevelopment and other projects on behalf of public and quasi-public agencies in EPA Region 7.

Our history of projects has allowed us to work extensively with and develop relationships with many EPA Regions. These relationships specifically help facilitate assessment and cleanup work. Therefore, we have specific experience in EPA Brownfield grant procurement, grant management, and project management of EPA Brownfield grants. **A summary of our select EPA Brownfield Grant experience is provided in the following Grant Table at the end of this section.**

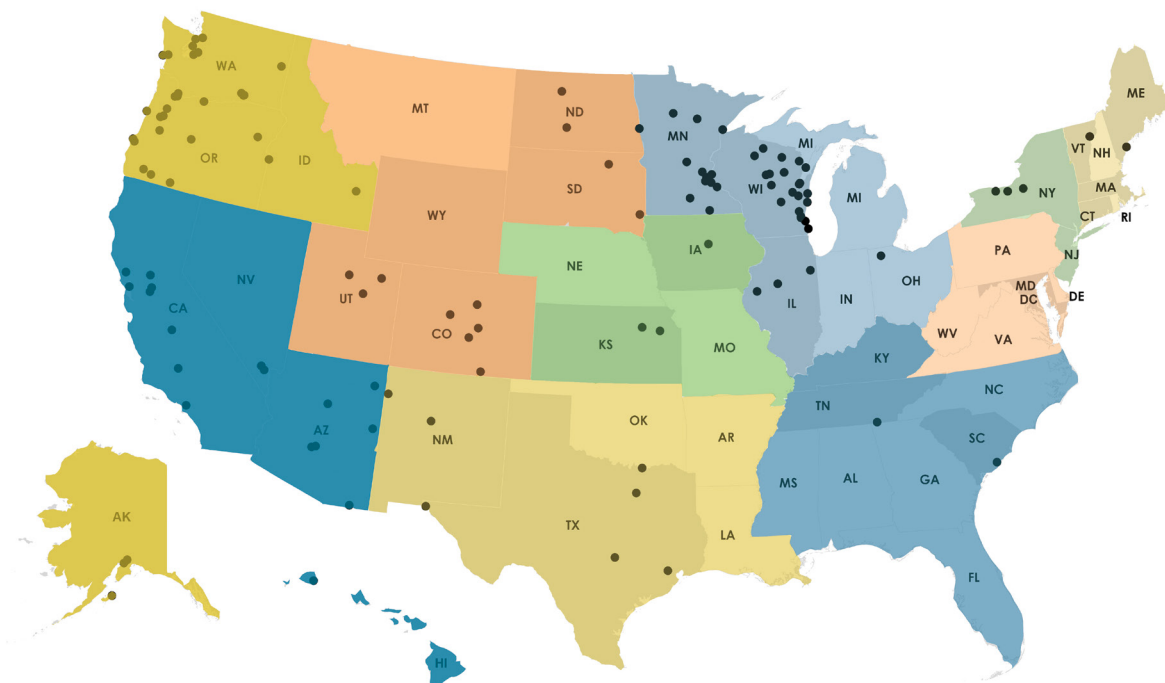
The following section includes a staff matrix summarizing experience and qualifications and descriptions of our team’s relevant project experience.

Brownfield Redevelopment Inventories, Assessments, and Investigations

As a result of our grant funding and implementation experience, we have significant experience in Brownfield Development for public and private entities. This includes multiple site inventory types as well as assessments, and supplemental site investigations. The scope of services these entailed were similar to those detailed in Section B.

Stantec staff have assisted with implementation of more than 90 US EPA brownfields assessment grants, all of which included completion of a brownfields inventory or performing updates to an existing inventory. This experience means that we can guide the FHRC in evaluating a wide range of options available for completing an inventory, soliciting nominations of sites,

FIGURE 1. EPA BROWNFIELD GRANT CLIENTS THROUGHOUT THE EPA REGIONS



securing interest by private property owners in participating in the program, and managing potential concerns related to developing a public inventory and/or identifying sites as “brownfields.”

We also understand the benefits that can result from an inventory, in making public officials more fully aware of the numbers, locations, and other attributes of underutilized properties within their jurisdictional boundaries, including sites that may meet the eligibility requirements for various state or federal funding programs. We are also experienced in working with local units of government in different approaches for prioritizing sites for use of assessment funding.

The options available to grantees for developing inventories are almost unlimited. One of the more ambitious inventories completed as part of a US EPA brownfields assessment grant project was managed by David Holmes for Elkhart County, Indiana. The inventory task was used to develop a custom web-based GIS computer application (the “e-Atlas”) that used ESRI ArcGIS Server technology designed specifically for brownfields identification, management, and analysis of environmental information. As part of the inventory, records for 5,600 potential brownfield sites stored in several non-spatial databases were mapped in the County’s GIS and aligned with property parcels.

In addition, more than 200,000 pages of paper inspection records collected for commercial and industrial properties throughout the County over 20 years as part of a “Groundwater Protection Program” were indexed, scanned and linked into the County’s document management system (Laserfiche). The web-based GIS interface allows users to interact with the information via the map, and to view, query, buffer, and link to additional content. The e-Atlas subsequently served as the model for a similar system known as “INSIT” or Indianapolis Site Inventory tool, developed by the City of Indianapolis which is also a web-based GIS application that utilizes ArcGIS Server technology.

Stantec has exceptional experience conducting Phase I and II ESAs at hazardous substance brownfields, petroleum brownfields, and other types of environmentally impaired sites. This

WE'LL GET THAT FUNDED

STANTEC'S NORTH AMERICAN FUNDING PROGRAM

We recognize that securing funding is a critical component of executing projects that advance the quality of life in communities. For 30+ years, Stantec has partnered with our clients to successfully apply for grants and loans and have helped our clients secure more than **\$4 billion in funding.**

Funding services is a natural and complementary extension of the other technical and professional services we offer as a firm. With Stantec, from concept to construction you have an integrated team of resources at your fingertips—not only grant writers, but more than 120 funding experts, experienced financial consultants, urban planners, engineers, landscape architects, transportation designers, and geographic information systems (GIS) analysts. We’ve compiled a team of Funding Advisors that have decades of experience developing financial plans and securing grants and loans for communities across the country. We have successfully leveraged our technical offerings into our funding services to create robust applications that ‘Wow’ funding agencies. With Stantec, you get all the services you need in-house.

experience includes more than 2,500 projects involving Underground Storage Tanks (USTs), 3,800 petroleum and chemical investigation/remediation projects, and over 6,000 ESAs in the Midwest region alone. While not all of these projects were performed on brownfields, they are an indication of depth of Stantec's environmental assessment and remediation expertise.

Public Outreach and Involvement

Stantec staff members assigned to the project team are experienced in conducting a broad range of outreach activities as part of more than 90 US EPA brownfield assessment, cleanup, area-wide planning, and RLF grant implementation projects. These projects have included a broad range of outreach activities, ranging from very basic community outreach meetings to far more complex public engagement involving multiple stakeholder meetings, charrettes, visual preference surveys, and concept plans. Stantec has completed hundreds of planning projects for which public outreach was a significant component in order to best serve FHRC needs.

Redevelopment Planning and Market Research

The US EPA brownfield assessment grants represent a significant opportunity to plan the redevelopment of brownfield sites on an integrated basis. Our project team includes not only multiple experts in the environmental assessment of brownfield sites, but urban planners and market researchers with experience in redevelopment and revitalization of former brownfields sites. Our team also includes experts in urban planning and design, civil and structural engineering, market analysis, economic development, environmental consulting, landscape planning, and architecture.



Most US EPA CWA Grants are implemented by environmental consulting firms with an overwhelming focus on the Phase I and II ESA components of the project. One of the exceptional aspects of the US EPA assessment grants is their ability to fund not only environmental assessment activities, but a broad range of reuse planning activities that can be of greater impact on select brownfield sites.

Approaching the US EPA brownfields assessment grant projects with a combination of both planning and environmental expertise results in superior project outcomes, as the environmental assessment process can be guided or focused with an understanding of site reuse options and requirements (placement of parking lots or roads with potential contamination). Planning for brownfields reuse is greatly enhanced when the project team has an in depth understanding of environmental constraints, and how these could impact decisions such as industrial vs residential use, construction of underground parking, placement of stormwater ponds, etc.).

Our team can deliver an effective multidisciplinary approach to assessing sites, securing community input and support, assessing transportation and infrastructure requirements, and reducing possible impediments to redevelopment associated with potentially undefined environmental liabilities.

Scientific/Technical Knowledge and Experience

Quality Assurance and Quality Control

The Stantec Quality Management System (QMS) guides the work practices in Stantec through the ISO 9001 standard. Our current ISO certification is approved through December 2023. ISO 9001 is an internationally recognized standard for quality management and has been adopted by Stantec to:

- Reduce the risk and consequences of design errors,
- Help us grow by promoting reliable processes,
- Improve productivity and efficiency,
- Promote the quality and reliability of our services,
- Improve the financial performance of our operations,
- Increase client confidence and loyalty, and
- Support regulatory compliance

The Stantec QMS provides our employees with information on our organization's practices for planning, managing people, client satisfaction, practice management, managing subconsultants, and for continual improvement.

The Stantec QMS is broken down into the following sections:

- Planning
- People Focus
- Customer Focus
- Project Management Processes
- Service Delivery Processes
- Supplier Focus
- Measurement, Analysis, and Improvement

Our commitment to quality is shared by management, technical, clerical, and administrative staff. Quality assurance and control procedures are implemented throughout a project, starting with the individual work components. Stantec is also ISO 45001, 14001, 2000, and 27001 certified.

Hazardous Contaminant and Remediation Strategies

We have extensive experience managing cleanup projects at sites impacted with petroleum and/or hazardous substances, including large brownfield redevelopment sites as well as smaller commercial and residential properties. This experience has resulted in a detailed knowledge of the Kansas regulatory requirements as well as an excellent working relationship with staff at multiple state and federal regulatory agencies.

For example, Stantec successfully obtained regulatory approvals for a broad range of beneficial reuses of both construction and demolition materials, as well as soil and fill materials containing

elevated concentrations of one or more contaminants. Reuse of materials can save millions of dollars on larger brownfield sites associated with historic fill or other large-scale contamination sources, and can make the difference between successful redevelopment or long-term vacancy.

We have significant experience in green and traditional remediation at sites impacted with hazardous substances and petroleum, ranging in size from residential heating oil tanks excavations, to large industrial complexes and manufactured gas plants (MGPs). Stantec has exceptional experience conducting Phase I and II ESA activities at hazardous substance brownfields, petroleum brownfields, and other types of environmentally impaired sites. As mentioned previously, we have completed more than 25,000 environmental projects in the Midwest alone.

Site Redevelopment Services

The end goal for nearly all sites on which assessment activities are performed is redevelopment for private or public use. Our team can deliver an effective multidisciplinary approach to revitalizing sites, securing community input, assessing transportation and infrastructure requirements, and eliminating impediments to redevelopment associated with undefined environmental liabilities, lack of current or accurate market data, community opposition, uncertainties related to access and infrastructure, or other factors. We are knowledgeable in the strategies for managing geographic coordinate data throughout all phases of assessment, cleanup, and redevelopment as they occur at many brownfield sites, and integrating these data with GIS.

Stantec has a broad spectrum of engineering knowledge and expertise, covering many disciplines. Stantec also has significant additional expertise in the environmental services field, with experts in a variety of disciplines a phone call away and available to consult on unexpected, unusual, or particularly challenging issues that arise related to individual brownfield sites.

Federal/State Environmental Statutes or Associated Regulations

Stantec's experience with federal regulations includes fulfilling the requirements of the AAI Final Rule utilizing standards set forth in the ASTM E-1527-13. We also have experience with the various provisions and requirements associated with the CERCLA. Team member, Rick Binder assisted the EPA Office of Inspector General with conducting technical review of the remedial planning process at 11 Superfund sites across the United States per Section III (k) of CERCLA. This included review of Preliminary Assessment Reports, Site Investigation Reports, Community Relations Plans, QAPPs, Public Health and Environmental Risk Assessments, Feasibility Studies, and Records of Decision. This required detailed knowledge of the National Contingency Plan and other applicable EPA guidance documents.

In addition, Stantec staff have a strong working knowledge of Resource and Recovery Act (RCRA) and Toxic Substances Control Act (TSCA) regulations. We have performed investigation and remediation on numerous RCRA sites and have assessed and remediated PCBs subject to subject to TSCA.

Our staff expertise includes the National Environmental Policy Act to address historical sites, waterways, and wetlands when it is required.

As demonstrated during implementation of the current CWA grants, Stantec has strong working relationships with KDHE, EPA, and other federal and state agencies. Several team members have

20 or more years of professional experience working on brownfield sites, providing a diverse knowledge base to draw from regarding any regulatory issues that arise related to brownfield sites targeted for grants or loans.

We have prepared EPA-approved QAPPs in Region 7 and have completed hundreds of assessments as part of the EPA's assessment grant program nationwide, requiring extensive interaction with state environmental staff.

Occupational Safety and Health Administration (OSHA) and Other Health and Safety Rules or Requirements

Stantec maintains a health and safety program in accordance with Occupational Safety and Health Administration (OSHA) requirements for environmental investigation and cleanup sites that are subject to HAZWOPER requirements as outlined in 29 CFR 1910.120. We are experienced at preparing HASPs and addressing OSHA and other health and safety rules and requirements.

We are OSHA18001 Certified and team member Dan Feldt is a Certified Industrial Hygienist (CIH) and will assist with HASP development and implementation. In addition, our project quality program is ISO 9001 and ISO14001 certified. Please note that all Stantec field personnel have 40-hour OSHA HAZWOPER training, as well as the required 8-hour annual refresher update training.

Knowledge Regarding Physical/Chemical/Biological Sciences

Stantec has exceptional knowledge regarding physical, chemical, and biological sciences. In the event that specialized scientific or technical issues related to these fields arise on any of the assessment projects, our staff includes more than 160 biologists, 90 ecologists, 75 chemists or chemical engineers, 600 environmental scientists, and 200 physical scientists (geologists or hydrogeologists).

Knowledge Regarding Risk Analysis

Key staff assigned to this project have detailed knowledge of risk analysis as it relates to brownfields sites, including the risk based corrective action (RBCA) guidance published by ASTM as utilized by Kansas. In addition, Stantec has a dedicated risk assessment team that includes at least 14 full time toxicologists or risk assessment specialists – eight of whom have PhDs.

Knowledge Regarding Engineering

Stantec's diverse knowledge regarding the full spectrum of engineering disciplines was referenced in this a previous section of this proposal.

US EPA Brownfield Grant Table

Below is a list of communities that Stantec assisted in obtaining EPA grant funding which includes assessment, clean up, area-wide planning, and RLF brownfield grants. The majority of these projects are currently or have been implemented by Stantec.

Table 1: EPA Brownfield Grant Project Experience (2011-2021)				
EPA Region	Grant Recipient	Award Year	Grant Type	Amount
1	NVDA (Northeast Kingdom, VT)	2018	CWA Coalition	\$600,000
1	Portland Harbor Commission, ME	2015	CWA**	\$350,000
2	Wayne County IDA, NY	2020	CWA Coalition	\$600,000
2	Greater Syracuse Land Bank, NY	2019	CWA Coalition	\$600,000
2	Rochester, NY	2018, 2014, 2013, 2011	Cleanup x2 + CWA**	\$1,000,000
4	Chattanooga, TN	2016	Cleanup**	\$200,000
4	Berkeley-Charleston-Dorchester COG(Charleston, SC)	2017	AWP**	\$200,000
5	Arrowhead Regional Development Corporation, MN	2020	CWA Coalition	\$600,000
5	Sheboygan County, WI	2019, 2017, 2014	CWAx3	\$1,000,000
5	Calumet County, WI	2019	CWA	\$300,000
5	Peoria, IL	2020, 2019, 2014	Cleanup & CWAx2	\$1,200,000
5	Dakota County Community Development Agency, MN	2019	CWA Coalition	\$600,000
5	Stevens Point, WI	2018	CWA	\$300,000
5	Prairie Hills Resource Conservation & Development, IL	2018	CWA Coalition	\$600,000
5	Mankato, MN	2017	CWA	\$300,000
5	Washington County, WI	2020, 2017, 2014	RLF & CWA Coalition	\$2,000,000
5	Green Bay, WI	2020, 2019, 2017, 2013	RLF, CWAx3 & AWP	\$2,000,000
5	Green Bay Redev. Authority, WI	2019	Cleanup	\$500,000
5	St. Cloud, MN	2016	CWA	\$400,000
5	St. Ann Center for Intergenerational Care (Milwaukee, WI)	2016	Cleanup x2	\$400,000
5	Racine, WI	2016, 2015	RLF x2	\$800,000
5	Manitowoc, WI	2018, 2015, 2013	SSA, CWA, & RLF**	\$1,900,000
5	Hastings Economic Development & Redev. Authority (Hastings, MN)	2015	Cleanup x3	\$600,000
5	Kankakee, IL	2014	CWA	\$400,000
5	Wauwatosa, WI	2013	CWA	\$200,000
5	Wausau, WI	2013, 2012	Cleanup x2 & AWP	\$600,000
5	Neenah, WI	2012	CWA	\$400,000

5	Ramsey County, MN	2011	CWA	\$200,000
5	Manitowoc, WI	2011	CWA*	\$400,000
5	Marathon County, WI	2011	CWA*	\$400,000
5	Marinette County, WI	2011	CWA	\$200,000
6	Dallas, TX	2020	CWA Coalition	\$600,000
6	El Paso Coalition, TX	2020	CWA Coalition	\$600,000
6	Bernalillo County, NM	2020	CWA Coalition*	\$600,000
6	Grayson County JCD, TX	2019	Multi-Purpose*	\$787,500
6	Houston, TX	2018	CWA**	\$300,000
7	Flint Hills Regional FHRC, KS	2018	CWA Coalition	\$600,000
7	Topeka, KS	2017, 2021	CWA	\$600,000
8	Aberdeen, SD	2020	CWA	\$300,000
8	Colorado Springs, CO	2019	CWA Coalition	\$600,000
8	Fremont County, CO	2018	CWA Coalition	\$600,000
8	Carbon County, UT	2018	CWA Coalition	\$600,000
8	Provo, UT	2016	CWA	\$400,000
8	Uintah Basin AOG (Duchesne County, UT)	2016	CWA Coalition	\$550,000
8	Fargo, ND	2016	CWA	\$400,000
8	Denver, CO	2015	CWA**	\$400,000
8	Sioux Falls, SD	2015	CWA	\$400,000
8	Trinidad, CO	2015	CWA Coalition	\$500,000
8	Lake County, CO	2014	CWA	\$400,000
8	Minot, ND	2013	CWA & AWP	\$600,000
9	Richmond Community Foundation	2020	CWA	\$300,000
9	Northern Arizona COG (Apache, Coconino, Navajo and Yavapai Counties)	2019	CWA Coalition**	\$600,000
9	National Development FHRC, CA	2019	CWA Coalition**	\$600,000
9	Los Angeles, CA	2020, 2019, 2017	Cleanup x2 & CWA**	\$1,300,000
9	Cochise County, AZ	2019	CWA Coalition	\$600,000
9	Fresno, CA	2020, 2019	CWA Coalition & RLF	\$1,400,000
9	Stockton, CA	2018	CWA Coalition	\$600,000
9	Bakersfield, CA	2017	CWA	\$300,000
9	Richmond, CA	2016	CWA**	\$400,000
9	Sonoma County, CA	2016	CWA**	\$392,000
9	Henderson, NV	2016	CWA Coalition**	\$550,000

9	Phoenix, AZ	2020, 2015	CWA Coalition* & CWA**	\$1,000,000
9	Clark County, NV	2015	CWA Coalition**	\$500,000
9	Lodi, CA	2020, 2015	CWA x2	\$700,000
10	Port Gamble S'Klallam Tribe, WA	2020	CWA	\$300,000
10	Baker Technical Institute (BTI), OR	2020	Cleanup	\$500,000
10	The Dalles, OR	2020	CWA Coalition	\$600,000
10	Coquille Indian Tribe/Mith-Ih-Kwuh EDC, OR	2020	SSA	\$350,000
10	Beaverton, OR	2019	CWA**	\$300,000
10	Spokane, WA	2019, 2017, 2014	CWA Coalition, Cleanup x3, & CWA	\$1,600,000
10	Anchorage, AK	2019, 2017	CWA Coalition & CWA	\$900,000
10	Eugene, OR	2017, 2012**	CWA Coalition	\$1,180,200
10	Prosper Portland, OR	2019	Cleanup	\$500,000
10	Idaho Falls, ID	2018	CWA Coalition	\$600,000
10	Corvallis, OR	2018	CWA Coalition	\$600,000
10	Kodiak Island Borough, AK	2017	CWA Coalition	\$600,000
10	Bremerton, WA	2017	CWA	\$300,000
10	Grays Harbor COG (Grays Harbor County, WA)	2020, 2017	CWA Coalition x2	\$1,200,000
10	Ontario, OR	2017	CWA Coalition	\$600,000
10	Oregon Cascades West COG (Lincoln County, OR)	2017	CWA Coalition	\$600,000
10	Rogue Valley COG (Medford, OR)	2017	CWA Coalition	\$600,000
10	Matanuska-Susitna Borough, AK	2016	CWA Coalition	\$550,000
10	Oregon Metro (Portland, OR)	2020, 2016	CWA Coalition x2	\$1,200,000
10	Klamath Falls, OR	2015	CWA Coalition	\$500,000
10	Coos Bay, OR	2015	CWA	\$400,000
10	Salem, OR	2015, 2014	CWA x2	\$400,000
10	Everett, WA	2013	CWA	\$400,000
10	Vancouver, WA	2013	CWA & AWP*	\$600,000
10	Deschutes County, OR	2013	CWA*	\$400,000
10	Kent, WA	2012	CWA	\$400,000
TOTAL				\$54,809,700
<p><i>*Stantec assisted with grant application only and did not assist with implementation</i> <i>**Stantec assisted with grant implementation only and did not assist with grant application</i> Stantec assisted with securing and implementing grants for all other projects.</p>				

REGULATORY AND SCIENTIFIC/TECHNICAL KNOWLEDGE TABLE

Personnel	Federal Environmental Statutes and Regulations	State Statutes, Laws, and Regulations	OSHA and Brownfield Health and Safety	Site Redevelopment Services	Brownfield Projects and Site Remediation
Rick Binder, PG <i>Project Manager</i>	●	●	●	●	●
Lindsey Brown, <i>Assistant Project Manager</i>	●	●			●
David Holmes, PG <i>QA/QC Review</i>	●	●	●	●	●
Stu Gross, PG <i>QA/QC Review</i>	●	●	●	●	●
Hiedi Waller, PE <i>Demographic Research</i>	●	●	●	●	●
Erin Gross, PG <i>Phase I/Phase II</i>	●	●	●	●	●
Brad Barton, PG <i>Phase I/Phase II</i>	●	●	●		●
Jonathan Coffey <i>Phase I/Phase II</i>	●	●	●		●
Dan Feldt, MPH, CIH, HSSE <i>Lead</i>	●	●	●		
Tom Morey, RS, CFM <i>Resiliency</i>	●	●	●	●	●
Wendy Van Duyne, PLA <i>Planning</i>	●			●	●
Kelly VanElders, PLA <i>Planning</i>				●	●
Josh Cheek, PLA <i>Planning</i>				●	●
Jake Stodola, PLA <i>Planning</i>				●	●
Kayla Fischer, Agency <i>Reporting Support</i>	●	●			●

BEFORE: White Stone Station Brownfield Redevelopment



AFTER: White Stone Station Brownfield Redevelopment



RELEVANT EXPERIENCE TABLE

Personnel	Years of Experience	EPA/KPHE Program Requirements	SAP, QAPP, ABCA/RAP, HASP, MMP	Remediation Oversight	Inventory, PI ESA, PII ESA, Site Investigations, and RAP	Community Outreach	Assessment Grant Management	Area-wide Planning
Rick Binder, PG <i>Project Manager</i>	33	●	●	●	●	●	●	●
Lindsey Brown, <i>Project Coordinator</i>	13					●	●	●
David Holmes, PG <i>QA/QC Review</i>	35	●	●	●	●	●	●	●
Stu Gross, PG <i>QA/QC Review</i>	27	●	●	●	●	●	●	
Erin Gross, PG <i>Phase I/Phase II</i>	6	●	●		●		●	
Hiedi Waller, PE <i>Demographic Research</i>	30	●	●	●			●	
Brad Barton, PG <i>Phase I/Phase II</i>	16	●	●	●	●			
Jonathan Coffey, <i>Phase I/Phase II</i>	7	●	●			●		
Dan Feldt, MPH, CIH <i>HSSE Lead</i>	41	●	●	●	●			
Tom Morey, RS, CFM <i>Resiliency</i>	28	●		●	●	●		●
Wendy Van Duyne, PLA <i>Planning</i>	15				●	●		●
Kelly VanElders, PLA <i>Planning</i>	31					●		●
Josh Cheek, PLA <i>Planning</i>	22					●		●
Jake Stodola, <i>Planning</i>	5					●		●
Kayla Fischer, <i>Agency Reporting Support</i>	5	●	●			●		●

COST PROPOSAL

GRANT WRITING SERVICES

Stantec will prepare the CWA Grant application and CA Work Plan (if desired) at our sole risk, with no fees. In the event that the application is not funded during the FY2022 grant competition, we will participate in an EPA debrief meeting(s) to identify areas of improvement and revise and resubmit the application as part of the FY2023 competition. We will not assess any additional fees for time, effort, and expense associated with revision and re-submittal of the CWA grant application.

GRANT IMPLEMENTATION SERVICES

Implementation of successful grants will be performed for a not to exceed amount detailed in the CA Work Plan to be established between the FHRC and EPA following grant award. We do not anticipate any out-of-pocket costs for implementation of the Assessment grant. As previously discussed, if FHRC desires to request authorization of pre-award costs, which can be applied as early as July 1, 2022, Stantec understands that funds will not be available to be drawn down until October 1, 2022 and will work at our risk during that time period.

A conceptual estimate of probable costs is provided below. Please note that we have allotted for five percent of the grant to be applied to FHRC administrative costs and a similar percentage for FHRC personnel, fringe and travel. A detailed conceptual estimate of probable costs for contractual services is provided on the following table, which includes estimated quantities. Stantec's rates are further defined on the table and on our generalized rate table provided on page 40.

The scope, schedule and costs will be further modified to meet the needs of FHRC as the grant application and Work Plan are developed and as the project evolves. Please note that although our conceptual schedule extends for three years, the schedule can be accelerated as needed. We understand that accelerating the schedule with successful results may enhance FHRC's potential for future grant funding.

Line #	Budget Categories	Task 1	Task 2	Task 3	Task 4	Task 5	Total
	(program costs only)	Brownfields Inventory and Site Prioritization	Community Involvement	Conduct Phase I ESAs	Conduct Phase II ESAs, Site Investigations, Remedial Planning, Area-Wide Planning, and Site Reuse Planning	Programmatic Activities	
1	Personnel	\$3,750	\$7,500	\$3,750	\$3,750	\$7,500	\$26,250
2	Fringe	\$1,250	\$2,500	\$1,250	\$1,250	\$2,500	\$8,750
3	Travel		\$5,909				\$5,909
4	Admin (5%)	\$2,000	\$1,000	\$3,000	\$17,000	\$2,000	\$25,000
5	Contractual	\$19,326	\$7,392	\$60,632	\$341,605	\$5,136	\$434,091
TOTAL BUDGET		\$26,326	\$24,301	\$68,632	\$363,605	\$17,136	\$500,000

**BROWNFIELD COMMUNITY-WIDE ASSESSMENT GRANT
FLINT HILLS REGIONAL COUNCIL
ESTIMATED COST BREAKDOWN BY TASK OF USEPA BROWNFIELDS ASSESSMENT GRANT**

Task #	Task	Task Description	Anticipated Level of Effort (in hours)	Anticipated Staff	Hourly Rate (in \$)	Anticipated "Contractual" Total	Anticipated Subcontractor Expense (Lab, Drilling)	Total Unit Cost	Units	Total	
1	Brownfields Inventory and Site Prioritization	1) Assist City in Completing inventory and ranking of BF sites	16	Lindsey Brown	\$141	\$2,256		\$3,696	1	\$7,392	
			8	Wendy Van Duyne	\$180	\$1,440					
		2) Assist City in incorporating data into GIS	16	Lindsey Brown	\$141	\$2,256		\$3,696			
			8	Wendy Van Duyne	\$180	\$1,440					
2	Community Involvement	1) Attend three Community Open Houses (actual dates pending notification by City)	8	Lindsey Brown	\$141	\$1,128		\$2,568	1	\$5,136	
			8	Wendy Van Duyne	\$180	\$1,440					
		2) Attend three Community Impact Sessions with Business, Nonprofits, and Multifamily Owners (actual dates pending notification by City)	8	Lindsey Brown	\$141	\$1,128		\$2,568			
			8	Wendy Van Duyne	\$180	\$1,440					
3	Conduct Phase I ESAs	1) Obtain Access Agreement from property owners	2	Erin Gross	\$131	\$262		\$262	8	\$60,632	
		2) Complete and submit eligibility determination (ED) forms	8	Erin Gross	\$131	\$1,048		\$1,228			
			1	Rick Binder	\$180	\$180					
		3) Complete initial Phase I environmental site assessments (ESAs)	30	Field Personnel (1)	\$127	\$3,810		\$700			\$5,525
			5	Erin Gross	\$131	\$655					
			2	Rick Binder	\$180	\$360					
4) Complete Property Profile forms in ACRES Database	4	Lindsey Brown	\$141	\$564		\$564					
4	Conduct Phase II ESAs, Site Investigations, Remedial Planning, Area-Wide Planning, and Site Reuse Planning (2)	1) Conduct pre-Quality Assurance Project Plan (QAPP) conference call with EPA	2	Erin Gross	\$131	\$262		\$622	1	\$3,538	
			2	Rick Binder	\$180	\$360					
		2) Prepare and submit QAPP Update to EPA	16	Field Personnel (1)	\$127	\$2,032		\$2,916			
			4	Erin Gross	\$131	\$524					
			2	Rick Binder	\$180	\$360					
		3) Prepare Site-Specific Sampling & Analysis Plans (SAPs) for each site	16	Field Personnel (1)	\$127	\$2,032		\$2,916	6	\$17,496	
			4	Erin Gross	\$131	\$524					
			2	Rick Binder	\$180	\$360					
		4) Prepare and Health and Safety Plans (HASPs) for Phase II ESAs and/or Other Assessment Activities for each site	4	Erin Gross	\$131	\$524		\$884	6	\$5,304	
			2	Rick Binder	\$180	\$360					
		5) Conduct Phase II ESA Fieldwork and Reports (3)	60	Field Personnel (1)	\$127	\$7,620		\$12,000	\$23,680	3	\$71,040
			20	Erin Gross	\$131	\$2,620					
			8	Rick Binder	\$180	\$1,440					
		6) Prepare site investigation workplans and conduct site investigations (4)	100	Field Personnel (1)	\$127	\$12,700		\$24,000	\$42,070	3	\$126,210
			30	Erin Gross	\$131	\$3,930					
			8	Rick Binder	\$180	\$1,440					
		7) Complete Remedial Alternatives evaluation and prepare remedial action plans	35	Field Personnel (1)	\$127	\$4,445		\$6,475	3	\$19,425	
			10	Erin Gross	\$131	\$1,310					
			4	Rick Binder	\$180	\$720					
		8) Input investigation results into ACRES database	2	Lindsey Brown	\$141	\$282			\$282	6	\$1,692
9) Complete an Area-Wide Brownfield Redevelopment Plan	80	Lindsey Brown	\$141	\$11,280			\$65,280	1	\$65,280		
	300	Wendy Van Duyne	\$180	\$54,000							
10) Complete Site-Specific Reuse Plan	10	Lindsey Brown	\$141	\$1,410			\$15,810	2	\$31,620		
	80	Wendy Van Duyne	\$180	\$14,400							
5	Programmatic Activities	1) Assist City with Quarterly Reports to be completed in ACRES, property profile sheets, annual WBE/MBE reports, and annual financial status reports	3	Lindsey Brown	\$141	\$423		\$1,279	12	\$15,348	
			8	Kayla Fischer	\$107	\$856					
		2) Assist City with Grant Closeout	16	Lindsey Brown	\$141	\$2,256		\$3,978			
			6	Kayla Fischer	\$107	\$642					
	6	Rick Binder	\$180	\$1,080							

TOTAL \$434,091

(1) Field Personnel may include Jonathan Coffey, Brad Barton or other staff
(2) The cost is based on one medium sized commercial parcel with one building. Actual cost will vary based on site specific factors
Assumes \$5,000 for geoprobe installation and \$7,000 for laboratory analytical fees. Assumes general scope of work including up to twenty geoprobe boreholes to a maximum depth of fifteen feet below grade, up to 2 soil samples per borehole, with up to ten (3) temporary wells. Laboratory analysis may include a variety of hazardous substances and petroleum (e.g. VOC, PAH, SVOC, Metals, PFAS, etc). MBE/WBE firms would be preferentially selected for this work. Actual costs will vary based on site specific factors
Assumes \$12,000 for drilling/monitoring well installation and \$12,000 for laboratory analytical fees. Assumes general scope of work including up to 20 drilled boreholes to a maximum depth of fifteen feet below grade, up to 2 soil samples per borehole, with up (4) to five 2-inch diameter monitoring wells. Laboratory analysis may include a variety of hazardous substances and petroleum (e.g. VOC, PAH, SVOC, Metals, PFAS, etc). MBE/WBE firms would be preferentially selected for this work. Actual costs will vary based on site specific factors

2021 Stantec Rate Table*

Billing Level	2021 Rate*
3	\$95
4	\$107
5	\$115
6	\$119
7	\$127
8	\$131
9	\$141
10	\$147
11	\$160
12	\$165
13	\$174
14	\$180
15	\$199
16	\$228
17	\$238
18	\$241
19	\$249
20	\$260
21	\$270

*Subject to annual increase

Expenses and Materials

Stantec's standard mark-up on expenses is 10%. Unless prescribed differently within the proposal or other contract paperwork, this mark-up is used in all areas as indicated below:

- Subconsultants
- Subcontracted Commodity Services (e.g., analytical laboratory services, drilling contractors, etc.).
- Meals (may be billed at cost or daily per diem).
- Lodging
- Mileage (Travel, including mobilization to the project site, will be billed according to the US Internal Revenue Service standard mileage rate).
- External Equipment and Supplies (e.g., delivery charges, outside copying/reproduction, leased/rented field equipment, etc).

Company-owned equipment will be billed on unit rate basis (e.g., daily; weekly); the expense markup does not apply to these rates. A separate Stantec Equipment Rate Schedule* is available upon request. If applicable, per diem rates will be those set by the US General Services Administration, unless prescribed differently in the proposal or contract terms and conditions).

PROJECT SCHEDULE AND TIMELINE

The proposed project schedule and timeline detailing the approach and supporting elements is located on the following page.

Task No.	Task Name	Activity Description	Start Date	End Date	Fiscal Year 2022				Fiscal Year 2023				Fiscal Year 2024				Fiscal Year 2025																																					
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4		Quarter 1		Quarter 2		Quarter 3		Quarter 4																											
					Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25		
0	Pre-Award Work	Grant Application	10/16/2021	12/1/2021																																																		
		Grant Award / Workplan Preparation	5/1/2022	7/1/2021																																																		
		Pre-award request from EPA to start work early	7/1/2022	9/30/2025																																																		
		Formal Cooperative Agreement	10/1/2022	9/30/2025																																																		
1	Brownfields Inventory and Prioritization	Update State/Federal Database GIS Records	10/1/2022	9/30/2025																																																		
		Prioritize Sites for Assessment and Screen Sites	4/1/2023	6/30/2023																																																		
2	Phase I Environmental Site Assessments	Prepare Eligibility Determination Request Forms	10/1/2022	9/30/2025																																																		
		Obtain EPA Eligibility (for Haz Sites)	10/1/2022	9/30/2025																																																		
		Obtain KDHE Eligibility Letters (for Petroleum Sites)	10/1/2022	9/30/2025																																																		
		Execute Property Access Agreements	10/1/2022	9/30/2025																																																		
3	Phase II ESAs, Supplemental Site Investigations, Remedial Action Plans, and Planning	Conduct Phase I ESAs	10/1/2022	9/30/2025																																																		
		Prepare a Quality Assurance Project Plan	10/1/2022	3/30/2023																																																		
		EPA Review, Approval, and Finalize QAPP	10/1/2022	11/1/2022																																																		
		Annual QAPP Update	10/1/2023	10/1/2024																																																		
		Prepare Site-Specific Sampling and Analysis Plans	12/1/2022	9/30/2025																																																		
		Prepare OSHA-compliant Health and Safety Plans	12/1/2022	9/30/2025																																																		
		Conduct Phase II ESAs	1/1/2023	9/30/2025																																																		
		Prepare Site Investigation Workplans	7/1/2023	9/30/2025																																																		
		Conduct Supplemental Site Investigations	9/1/2023	9/30/2025																																																		
		Prepare Remedial Action Option Reports	11/1/2023	9/30/2025																																																		
		Prepare Remedial Action Plans	12/1/2023	9/30/2025																																																		
		Area-Wide Planning - Site-Specific and/or Area-Wide	7/1/2023	9/30/2025																																																		
		Market Studies	7/1/2023	9/30/2025																																																		
		Flood Evaluation	7/1/2023	9/30/2025																																																		
		4	Community Outreach and Involvement	Media Partnerships	10/1/2022	9/30/2025																																																
Education Partnerships	10/1/2022			9/30/2025																																																		
Stakeholder Group Meetings	10/1/2022			9/30/2025																																																		
Brownfield Advisory Committee Meeting	10/1/2022			9/30/2025																																																		
Press Releases	10/1/2022			9/30/2025																																																		
Public Service Announcements	7/1/2023			9/30/2025																																																		
Attend/Present at Brownfield Conferences	4/1/2024			9/30/2025																																																		
5	Program Management	Prepare Quarterly Reports	1/30/2023	10/30/2025																																																		
		Annual DBE Progress and Financial Reports	9/30/2023	9/30/2025																																																		
		Maintain & Update EPA ACRES Database	1/1/2023	9/30/2025																																																		
		Other correspondence with EPA as necessary	10/1/2022	9/30/2025																																																		

Note: DBE = disadvantaged business enterprise
 ESA = environmental site assessment
 EPA = United States Environmental Protection Agency
 QAPP = Quality Assurance Project Plan
 FHRC = Flint Hills Regional Council Inc.

ACRES = Assessment, Cleanup and Redevelopment Exchange System
 OSHA = Occupational Safety and Health Administration
 KDHE = Kansas Department of Health and Environment
 GIS = Geographic Information System

SMALL/DISADVANTAGED AND MINORITY OR WOMEN-OWNED BUSINESSES

Certifications for Bara Geophysical Services, New Horizons, LLC, Razek Environmental, LLC, and CT Laboratories are included in the following pages.

Dwight D. Eisenhower State Office Building
700 S.W. Harrison Street
Topeka, KS 66603-3745

Mike King, Secretary
Doria Watson, Chief



Phone: 785-296-7940
Fax: 785-296-0723
Hearing Impaired - 711
publicinfo@ksdot.org
<http://www.ksdot.org>

Sam Brownback, Governor

September 27, 2021

Ahmed Elsheikh
Bara Geophysical Services, LLC
12271 Autumn Hill Drive
Maryland Heights, MO 63043

aelsheikh@barageo.com

Dear Ahmed Elsheikh:

Subject: Annual Affirmation for DBE Status

Thank you for your continued interest in the DBE Program and your cooperation in reaffirming your firm's DBE eligibility with the Kansas Department of Transportation (KDOT) Office of Civil Rights Compliance. Our office has reviewed and approved the materials you sent.

As always, keep in mind that our office needs notification within 30 days of any changes to your firm.

Again, thank you for participating in our DBE program. Please feel free to contact us at any time if we can be of any assistance to you.

Sincerely,

A handwritten signature in black ink, appearing to read "Doria Watson". The signature is stylized with a long horizontal stroke at the end.

Doria Watson
Civil Rights Administrator



State of Kansas

Department of Health and Environment

CERTIFICATE

This is to certify that Certification No.: E-10368

CT Laboratories, LLC

**1230 Lange Court
Baraboo, WI 53913-3109**

has been accredited in accordance with K.S.A. 65-1,109a under the standards adopted in K.A.R. 28-15-36 for performing environmental analyses for the parameters listed on the most current scope of accreditation. Continuous accreditation depends on successful, ongoing participation in the program. Clients are urged to verify with this agency the laboratory's certification status for particular methods and analytes.

Effective Date: 11/1/2020

Expiration Date: 10/31/2021

Director
Office of Laboratory Services

Certification Section Chief
Office of Laboratory Services

KANSAS STATEWIDE CERTIFICATION PROGRAM



CERTIFIES

New Horizons Enterprises, LLC

*Disadvantaged Business Enterprise (DBE)/
Woman Business Enterprise (WBE)*

NAICS Code/Work type(s): 238910 - Site Preparation Contractors; 541620 - Environmental Consulting Services; 562111 - Solid Waste Collection; 562119 - Other Waste Collection; 562910 - Remediation Services

May 12, 2020

Effective Date

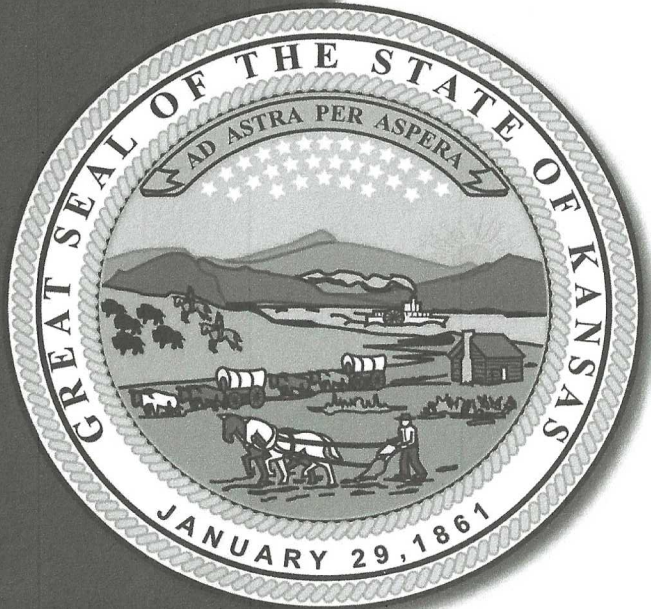
Rhonda Harris

Rhonda Harris, Director
Office of Minority & Women Business
Kansas Department of Commerce

Doria Watson

Doria Watson, Administrator
Office of Civil Rights Compliance
Kansas Department of Transportation

KANSAS STATEWIDE CERTIFICATION PROGRAM



CERTIFIES

RAZEK Environmental, LLC

*Disadvantaged Business Enterprise (DBE)/
Woman Business Enterprise (WBE)*

NAICS Code/Work type(s): 541990 - All Other Professional, Scientific &
Technical Services; 541380 - Testing Laboratories; 238990 - All Other Specialty
Trade Contractors

April 23, 2020

Effective Date

Rhonda Harris

Rhonda Harris, Director
Office of Minority & Women Business
Kansas Department of Commerce

Doria Watson

Doria Watson, Administrator
Office of Civil Rights Compliance
Kansas Department of Transportation



**WISCONSIN DEPARTMENT OF
ADMINISTRATION**

**SCOTT WALKER
GOVERNOR**

**SCOTT A. NEITZEL
SECRETARY**

CERTIFICATION

WI-5499 - WBE

**The Department of Administration
Division of Enterprise Operations
having determined that**

CT Laboratories, LLC

*Has successfully met the certification requirements as outlined in
Wisconsin Administrative Code Adm. 83 and the policies adopted thereunder,
hereby grants the designation of*

Woman-Owned Business Enterprise

and is recognized as such until the expiration of registration and certification on

Expiration: February 28, 2021

NAICS Codes:

541380 Testing Laboratories

NIGP Codes:

See online business directory at: <https://wisdp.wi.gov>

Product:

Environmental analytical chemistry testing laboratory.

Authorized By: 
Libby Schmedlin, Equal Opportunity Specialist



PROJECTS AND REFERENCES

Flint Hills Regional FHRC FY2017 Brownfield Assessment Grant Writing and Implementation

Ogden, Kansas

Stantec is currently assisting Flint Hills Regional FHRC (FHRC) in implementation of a \$600,000 Coalition Assessment Grant awarded in 2018. Stantec also assisted FHRC in grant procurement. The Coalition includes FHRC; Geary, Lyon, Morris, and Riley Counties; and the Cities of Junction City, and Manhattan, Kansas.

A comprehensive inventory of brownfield sites was compiled in 2019. The sites were prioritized based on Community Goals, Environmental Conditions, Redevelopment Potential, EPA priorities and other factors. Funding eligibility was approved for over 100 parcels. Phase I environmental site assessments (ESAs) were performed for approximately 25 parcels. A Quality Assurance Project Plan was prepared for all sampling activities and Phase I and Phase II environmental site assessments (ESAs) were completed on select sites.

The Phase II ESA process included soil and groundwater sampling and asbestos, lead-bearing paint, and restricted waste surveys. As part of Phase II ESA activities, three 10,000-gallon underground storage tanks were removed at an identified catalyst site to allow for sampling beneath the USTs. Several comprehensive Area-wide reuse plans were developed for the Cities of Junction City and Manhattan. The Manhattan plan included flood modeling in the "Plaza West" redevelopment area due to recent flood events and resiliency concerns. Significant Community outreach occurred as part of development of the Area-wide plans and included multiple open house events. FHRC also provided numerous updates at public meetings within the service region.

CONSULTANT: STANTEC
 PROJECT MANAGER: RICHARD BINDER, PG, CPG
 PROJECT NAME: US EPA COALITION
 ASSESSMENT GRANT APPLICATION/
 IMPLEMENTATION
 OWNER NAME: FLINT HILLS REGIONAL FHRC
 OWNER ADDRESS: P.O. BOX 514, OGDEN, KS
 66517
 OWNER'S REPRESENTATIVE: JANNA WILLIAMS
 PHONE: (405) 612-4062
 EMAIL: JWILLIAMS@FLINTHILLSREGION.ORG
 ANTICIPATED COMPLETION DATE: 12/30/2021
 ESTIMATED COST: \$540,000



US EPA Community-wide Brownfield Assessment Grants Application/ Implementation

Topeka, Kansas

Stantec assisted the City of Topeka with procurement of two \$300,000 US EPA Community-wide Brownfields Assessment Grants for Hazardous Substances and Petroleum awarded in 2017 and 2021.

Stantec was also selected to assist in implementation of the Grants. The 2017 grant was utilized to inventory brownfield properties, perform environmental assessments on select sites, conduct remedial and area-wide planning, and assist with community involvement activities. The grant was focused on high priority brownfield properties primarily located within the "Dynamic Core" area.

This area has recently undergone levy modifications to enhance resiliency to flooding, while brownfield planning, cleanup and redevelopment and other sustainability measures are underway. Of note, the project included an area-wide planning study for the River South area and included Phase I and II Environmental Site assessments of three contiguous properties on the south shore of the Kansas River as well as 12 parcels initially planned for Oregon Trail Park on the north shore of the Kansas River adjacent to the Great Overland Station and North Topeka (NOTO) Arts District.

The 2021 grant will be utilized to further redevelopment efforts in the Dynamic Core and will initially focus on the River South Area specifically. The area is part of three Opportunity Zones, which will be utilized with other incentives to spur redevelopment.

Given the importance of the projects, EPA Region 7 chose to hold press conferences in Topeka to announce award of both grants.

CONSULTANT: STANTEC
PROJECT MANAGER: RICHARD BINDER, PG, CPG
PROJECT NAME: US EPA COMMUNITY-WIDE BROWNFIELD ASSESSMENT GRANTS APPLICATION/IMPLEMENTATION
OWNER NAME: CITY OF TOPEKA
OWNER ADDRESS: 620 SE MADISON, 3RD FLOOR; TOPEKA, KS 66603
OWNER'S REPRESENTATIVE: DAN WARNER
PHONE: (785) 368-3006
EMAIL: DWARNER@TOPEKA.ORG
ANTICIPATED COMPLETION DATE: 09/30/2024
ESTIMATED COST 2017 GRANT: \$294,500 AND FINAL COST 2017 GRANT: \$299,395
ESTIMATED COST 2021 GRANT (ONGOING): \$294,500



Topeka River-South Area-Wide Plan

Topeka, Kansas

As part of a larger \$300,000 US EPA Community-wide Brownfield Assessment Grant for Hazardous Substances and Petroleum, Stantec's team of urban planners, landscape architects and scientists is currently working with the City of Topeka to complete an area-wide plan (AWP) for the River South Neighborhood, just north of Downtown Topeka. Situated between the bustling I-70 Corridor and the south bank of the Kansas River, this neighborhood has long been the hub for industrial activity but is uniquely poised to receive renewed interest in redevelopment opportunities.

Building on previous studies for the area and a recently completed market analysis, the AWP kicked off with a deep dive into current market conditions and numerous meetings with local property owners and community stakeholders to understand considerations for future redevelopment.

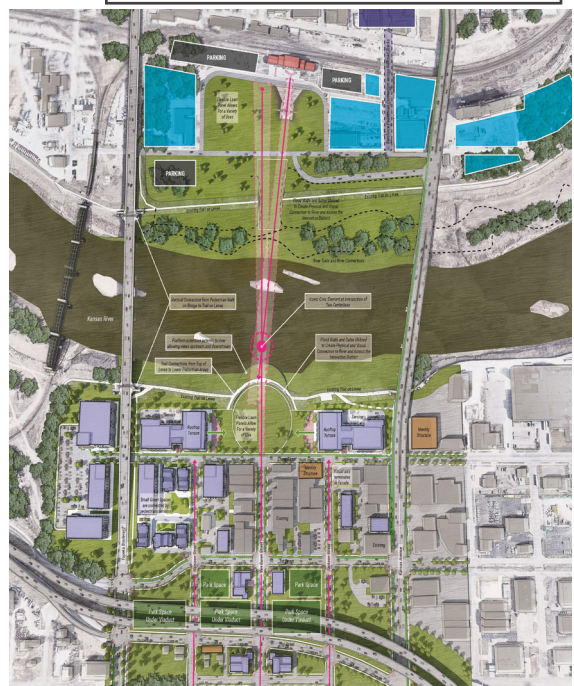
Following the first round of stakeholder engagement, the Stantec team assembled and presented recommendations for key redevelopment priorities that can complement and build on existing redevelopment momentum currently underway within the downtown core.

Once the community reached consensus on redevelopment priorities, Stantec planners and landscape architects assembled a framework plan for the neighborhood, which identified opportunities for infill redevelopment and public realm improvements. The team presented these concepts in a second round of property owner and stakeholder meetings and then developed a final framework plan for further refinement.

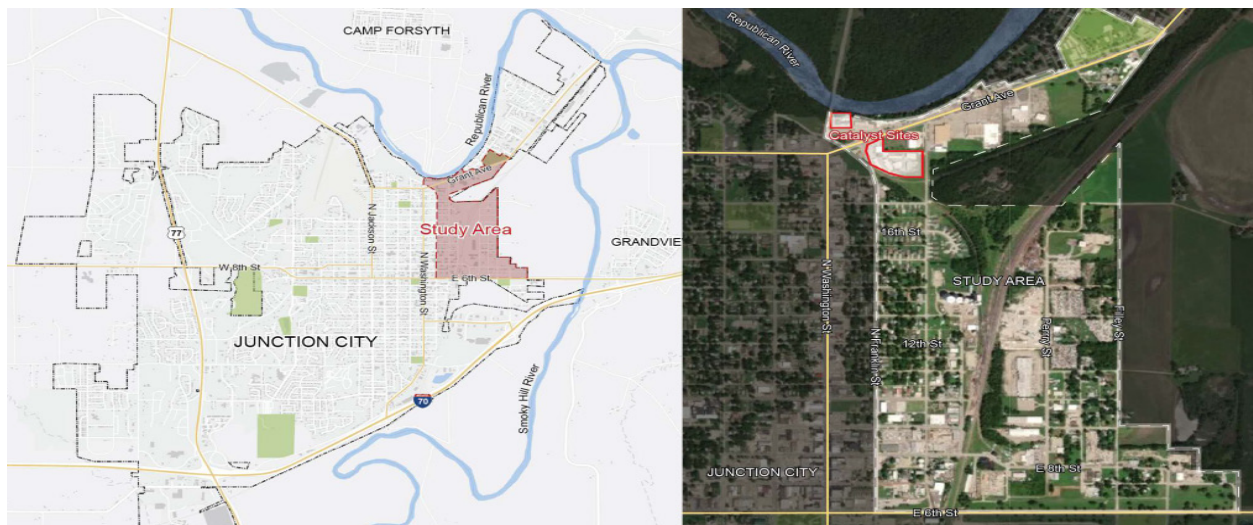
During spring 2020, the Stantec team prepared renderings and final recommendations for the neighborhood to develop River South as an innovation district to help diversify Topeka's economy. The proposed plan for the River South innovation District places emphasis on the redevelopment of properties owned by the City and on reinvestment into pedestrian corridors and public open spaces. Within the central areas of this neighborhood, existing buildings and businesses should remain and potential opportunities for infill new construction could also be considered.

When COVID-19 conditions restricted public meetings and stymied stakeholder feedback, the Stantec team worked closely with the City of Topeka to assemble an ArcGIS StoryMap to convey recommendations and renderings and collect stakeholder input. The study is now complete, preparing the area for its next stage of growth.

CONSULTANT: STANTEC
PROJECT MANAGER: WENDY VAN DUYN, PLA
PROJECT NAME: TOPEKA RIVER-SOUTH
AREA-WIDE PLAN
OWNER NAME: CITY OF TOPEKA
OWNER ADDRESS: 620 SE MADISON, 3RD
FLOOR; TOPEKA, KS 66603
OWNER'S REPRESENTATIVE: DAN WARNER,
COMPREHENSIVE PLANNING MANAGER
PHONE: (785) 368-3940
EMAIL: DWARNER@TOPEKA.ORG
ANTICIPATED COMPLETION DATE: 2022
ESTIMATED COST: \$70,000



Rendering of Topeka Area-Wide Plan



Junction City Brownfield Area-wide Plan

Junction City, Kansas

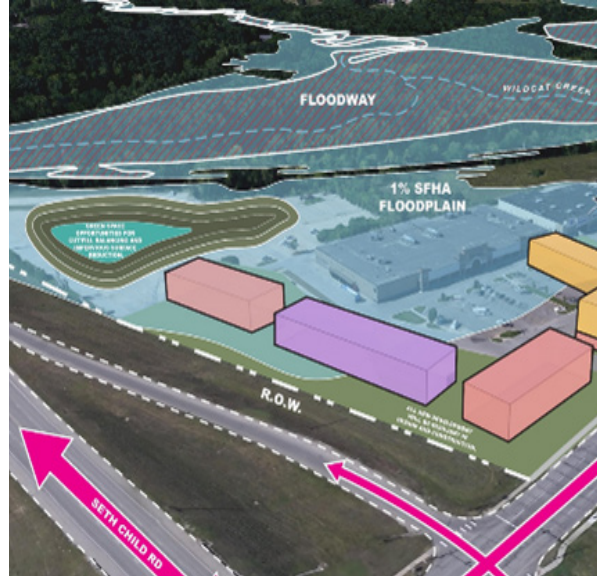
Janna Williams, (785) 203-6534

In 2018, the Flint Hills Regional Council (FHRC) received a \$600,000 EPA Brownfield Grant to identify, prioritize, assess, and develop plans for brownfield sites located within the Flint Hills Region, represented by FHRC. As a member community of the FHRC, Junction City was eligible to utilize this funding to bring planning resources to study two catalyst sites, and their surrounding neighborhoods, east of downtown (between Grant Avenue and Reynolds Street). These catalyst sites were selected because of their proximity to Fort Riley and their location as a gateway into the heart of Junction city. The larger study area was selected to study for public space improvements because of its proximity to downtown, previous industrial uses, and community gateway potential.

The AWP kicked-off with a deep dive into current market conditions and numerous meetings with local property owners and community stakeholders to understand considerations for future development. At the conclusion of this first phase in the planning process, the city and the Planning team had a market analysis for the area for which planning recommendations could be made. Community engagement, with property owners, Steering Committee representatives and residents of Junction city, has been a priority for the AWP process.

To supplement virtual communications and stakeholder feedback, Stantec leveraged funding from K-State's Technical Assistance for Brownfields (TAB) program to hire two graduate planning student interns from the University to assist with local meetings and community outreach. Following completion of the market analysis and preliminary development scenarios, the Stantec team organized two open house events to share these ideas with the public and refine them into a preferred concept, based on stakeholder feedback. The timing of this plan coincides with a concurrent effort to develop a master plan for Downtown Junction City, which is expected to be complete in mid-2022. Both of these planning efforts have resulted in renewed interest from the community to re-imagine, and re-envision, how these areas can better serve the regional community. As the AWP for this EPA Brownfield study is completed in October 2021, the Stantec team will continue to work with the FHRC, Junction City and members of the Steering Committee to present and document final recommendations.

CONSULTANT: STANTEC
 PROJECT MANAGER: RICHARD BINDER, PG, CPG
 PROJECT NAME: JUNCTION CITY BROWNFIELD AREA-WIDE PLAN
 OWNER NAME: FLINT HILLS REGIONAL FHRC
 OWNER ADDRESS: P.O. BOX 514, OGDEN, KS 66517
 OWNER'S REPRESENTATIVE: JANNA WILLIAMS
 PHONE:(405) 612-4062
 EMAIL: JWILLIAMS@FLINTHILLSREGION.ORG
 ANTICIPATED COMPLETION DATE: 10/31/2021
 ESTIMATED COST: \$57,000



Manhattan Brownfield Area-wide Project

Manhattan, Kansas

Janna Williams, (785) 203-6534

In 2018, the Flint Hills Regional Council (FHRC) received a \$600,000 EPA Brownfield Grant to identify, prioritize, assess, and develop plans for brownfield sites located within the Flint Hills Region, represented by FHRC. As a member community of the FHRC, The City of Manhattan was eligible to utilize this funding to bring planning resources to an area known as Plaza West (south of Anderson Avenue, west of Seth Child Rd., and north of the Wildcat Creek). Working alongside FHRC and the City of Manhattan, Stantec's team of market analysts, planners, landscape architects and engineers have been leading a small area plan for Plaza West, which builds on previous studies and roots new recommendation in current market context. The AWP kicked-off with a deep dive into current market conditions and numerous meetings with local property owners and community stakeholders to understand considerations for future development. At the conclusion of this first phase in the planning process, the city and the Planning team had a market analysis for the area for which planning recommendations could be made.

Community engagement, with property owners, Steering Committee representatives and residents of Manhattan, has been a priority for the AWP process. To supplement virtual communications and stakeholder feedback, Stantec leveraged funding from K-State's Technical Assistance for Brownfields (TAB) program to hire two graduate planning student interns from the University to assist with local meetings and community outreach. This was a unique opportunity to reach a broader network of stakeholders as well as provide real-world planning experience for these students, prior to graduation. Stantec has been working closely with these interns to design community meetings and outreach exercises for both in-person and virtual events, which have been held at key milestones of the project.

Following the first round of stakeholder engagement, the Stantec team assembled and presented recommendations for key redevelopment priorities that respond to market conditions and consider the potential impacts from flooding that exist throughout the study area. The team presented these concepts in a second round of property owner and stakeholder meetings, which has provided the basis for a final framework plan that is currently under refinement for final presentations.

CONSULTANT: STANTEC
 PROJECT MANAGER: RICHARD BINDER, PG, CPG
 PROJECT NAME: MANHATTAN BROWNFIELD
 AREA-WIDE PLAN
 OWNER NAME: FLINT HILLS REGIONAL FHRC
 OWNER ADDRESS: P.O. BOX 514, OGDEN, KS
 66517
 OWNER'S REPRESENTATIVE: JANNA WILLIAMS
 PHONE:(405) 612-4062
 EMAIL: JWILLIAMS@FLINTHILLSREGION.ORG
 ANTICIPATED COMPLETION DATE: 10/31/2021
 ESTIMATED COST: \$97,000

Flint Hills / Fort Riley Joint Land Use Study

Fort Riley, Kansas

The 101,733-acre facility contains significant acreage for training; state of the art simulations, trainers, and gaming; limited environmental encroachment issues; and is tied closely to the local community. It is the largest employer in the region. The direct economic impact of the base is \$1.58 billion and the full economic impact is estimated to be \$3.485 billion.

A JLUS was conducted for Fort Riley in 2005; however, since that time, major changes in the mission and operating environment have occurred. The restationing of the 1st Infantry Division to Fort Riley led to a significant increase in personnel, training hours, and number and type of training missions. Population growth in Junction City and Manhattan as well as major business development increased the potential for land use conflict. Both Fort Riley and the Flint Hills Region are positioned for continued future growth – the JLUS will assist in ensuring that growth is compatible with one another.

Stantec was contracted by the Flint Hills Region in 2016 to initiate a JLUS update to the previous 2005 Study. The 2017 JLUS included four counties and seven municipalities with the primary concerns focusing on noise, natural habitat, land use suitability, and communication. Through intensive community outreach as well as regular team meetings with the Policy Committee and Technical Working Group, all 12 entities agreed on 67 implementation recommendations with wide subject matter and broad application.

CONSULTANT: STANTEC
PROJECT MANAGER: RICHARD BINDER, PG, CPG
PROJECT NAME: FLINT HILLS / FORT RILEY
JOINT LAND USE STUDY
OWNER NAME: FLINT HILLS REGIONAL FHRC
OWNER ADDRESS: P.O. BOX 514, OGDEN, KS
66517
OWNER'S REPRESENTATIVE: JOHANNA
WILLIAMS
PHONE:(405) 612-4062
EMAIL: JWILLIAMS@FLINTHILLSREGION.ORG
COMPLETION DATE: 2017
ESTIMATED COST: \$228,000

Riley County Police Department Shooting Range Environmental Site Assessments and Remedial Planning

Fort Riley, Kansas

Stantec was contracted by Riley County to assist with Phase I and Phase II environmental site assessments in support of relocation and expansion of the Riley County Police Department shooting range and training facilities. Assessments were conducted on a 95-acre property with historic quarrying and current Riley County Police Department shooting range operations. Requirements and estimated probable costs to close the existing rifle range were then evaluated. Assessments were also performed on a second 147-acre property with historic quarrying and landfill operations. Riley County acquired the second property and a new training and shooting range facility is under construction. Closure of the original shooting range is also in process.

Future work will entail required supplemental investigation, evaluation of cleanup alternatives, remedial design, specification preparation, contractor bidding, remediation documentation and site closure within the Kansas Voluntary Cleanup and Property Redevelopment Program.

CONSULTANT: STANTEC
PROJECT MANAGER: RICHARD BINDER, PG, CPG
PROJECT NAME: RILEY COUNTY POLICE
DEPARTMENT SHOOTING RANGE
ENVIRONMENTAL SITE ASSESSMENTS AND
REMEDIAL PLANNING
OWNER NAME: RILEY COUNTY
OWNER ADDRESS: 115 N. 4TH ST., 3RD FLR.
WEST; MANHATTAN, KANSAS 66502
OWNER'S REPRESENTATIVE: CLANCY HOLEMAN,
PHONE: (785) 565-6844
EMAIL: CHOLEMAN@RILEYCOUNTYKS.GOV
ANTICIPATED COMPLETION DATE: 12/30/2021
ESTIMATED COST: \$100,000



2-D Rain-on-Grid Modeling of Zone A Streams

Doniphan County, Kansas

Stantec completed the tasks associated with development of new FIRMs for Doniphan County, KS. This study included 2-D rain-on-grid analysis for all streams with at least 1 square mile of drainage area within the County.

The effective FIRMs were paper maps from 1978 and depicted floodplain boundaries that could not be tied back to hydraulic modeling. For the new Zone A analysis, Stantec broke the County into four watersheds on approximately the HUC10 scale, for modeling in HEC-RAS version 5.0. Rain-on-grid analysis was conducted by applying NOAA Atlas 14 rainfall data in the form of excess precipitation. Because there are no stream gages within the County, Stantec calibrated and validated the watershed results using USGS regression equations estimates (SIR 2017-5063).

CONSULTANT: STANTEC
PROJECT MANAGER: TOM MOREY
PROJECT NAME: 2-D RAIN ON GRID MODELING OF ZONE A STREAMS
OWNER NAME: FEMA REGION VII
OWNER ADDRESS: 11224 HOLMES, KANSAS CITY, MO 64131
OWNER'S REPRESENTATIVE: RICK NUSZ, SENIOR MANAGER
PHONE: (816) 283-7907
EMAIL: RICK.NUSZ@FEMA.DHS.GOV
ANTICIPATED COMPLETION DATE: ONGOING
ESTIMATED COST: \$84,900

The modeling resulted in new mapping for approximately 310 miles of Zone A streams. All study streams were analyzed for the 10, 4, 2, 1, 1plus, and 0.2 percent annual chance events. The regulatory floodplains were developed based on the HEC-RAS model output for the 1-percent annual chance event. The floodplains were rendered to only include fluvial flood elevations to map and report a single water surface elevation across the entire regulatory floodplain.

The floodplains were shared with the communities within Doniphan County through a Flood Risk Review meeting. The project was completed with submission of the new floodplain mapping data to FEMA.





**DESIGN WITH
COMMUNITY
IN MIND**

ATTACHMENT B

Insurance Certificates



CERTIFICATE OF LIABILITY INSURANCE

5/1/2022

DATE (MM/DD/YYYY)

10/25/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Lockton Companies 444 W. 47th Street, Suite 900 Kansas City MO 64112-1906 (816) 960-9000	CONTACT NAME: PHONE (A/C, No, Ext): E-MAIL ADDRESS:	FAX (A/C, No):													
	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : Berkshire Hathaway Specialty Insurance Company</td> <td>22276</td> </tr> <tr> <td>INSURER B : Travelers Property Casualty Co of America</td> <td>25674</td> </tr> <tr> <td>INSURER C :</td> <td></td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Berkshire Hathaway Specialty Insurance Company	22276	INSURER B : Travelers Property Casualty Co of America	25674	INSURER C :		INSURER D :		INSURER E :		INSURER F :
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INSURER C :															
INSURER D :															
INSURER E :															
INSURER F :															
INSURED 1415077 STANTEC CONSULTING SERVICES INC. 370 INTERLOCKEN BOULEVARD, SUITE 300 BROOMFIELD CO 80021-8012															

COVERAGES **CERTIFICATE NUMBER:** 17965980 **REVISION NUMBER:** XXXXXXXX

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> CONTRACTUAL/CROSS <input checked="" type="checkbox"/> XCU COVERED GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC <input type="checkbox"/> OTHER:	Y	N	47-GLO-307584	5/1/2021	5/1/2022	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 25,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
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DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CLIENT PROJECT #: RFP #21-04. PROJECT NAME: EPA BROWNFIELD ASSESSMENT GRANT WRITING AND IMPLEMENTATION SERVICES. FHRC IS AN ADDITIONAL INSURED AS RESPECTS GENERAL LIABILITY, IF REQUIRED BY WRITTEN CONTRACT.

CERTIFICATE HOLDER

17965980
 FLINT HILLS REGIONAL COUNCIL
 PO BOX 514
 OGDEN KS 66517

CANCELLATION See Attachment

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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Lockton Companies
444 W. 47th Street, Suite 900
Kansas City, MO 64112

STANTEC CONSULTING SERVICES INC.; 1415077



17965980

FLINT HILLS REGIONAL COUNCIL
PO BOX 514,
OGDEN, KS 66517

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- ◆ **Certificate ID: 17965980**
- ◆ **Email: kctsu@lockton.com**
- ◆ **Subject Line: TSU E-Delivery**

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**Lockton Companies
Technical Services Unit**



CERTIFICATE OF LIABILITY INSURANCE

10/1/2022

DATE (MM/DD/YYYY)

10/25/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Lockton Companies 444 W. 47th Street, Suite 900 Kansas City MO 64112-1906 (816) 960-9000	CONTACT NAME: PHONE (A/C, No, Ext): _____ FAX (A/C, No): _____ E-MAIL ADDRESS: _____														
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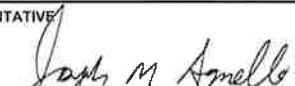
COVERAGES **CERTIFICATE NUMBER:** 17965983 **REVISION NUMBER:** XXXXXXXX

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATION MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVO	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
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	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y/N <input type="checkbox"/> N/A			NOT APPLICABLE			PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ XXXXXXXX E.L. DISEASE - EA EMPLOYEE \$ XXXXXXXX E.L. DISEASE - POLICY LIMIT \$ XXXXXXXX
A	Professional Liab	N	N	47-EPP-308810 NO RETROACTIVE DATE	10/1/2021	10/1/2022	\$3,000,000 PER CLAIM/AGG INCLUSIVE OF COSTS
B	Contractors Pollution Liab			CPO8085428	10/1/2021	10/1/2023	\$3,000,000 PER LOSS/AGG

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 CLIENT PROJECT #: RFP #21-04. PROJECT NAME: EPA BROWNFIELD ASSESSMENT GRANT WRITING AND IMPLEMENTATION SERVICES.

CERTIFICATE HOLDER**CANCELLATION**

17965983 FLINT HILLS REGIONAL COUNCIL PO BOX 514 OGDEN KS 66517	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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FLINT HILLS REGION

October 29, 2021

Mrs. Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
1401 Constitution Avenue, NW
Suite 71014
Washington, D.C. 20230

Re: EDA Competitive Travel, Tourism, and Outdoor Recreation Grant – Museum of Art & Light

Dear Mrs. Castillo,

We strongly support the Museum of Art & Light's Competitive Travel, Tourism, and Outdoor Recreation Grant application. The Museum of Art & Light's grant application is a component of an overall \$46,000,000 capital infrastructure project to build a state-of-the-art cultural, arts, and tourism museum in the Flint Hills Region. Manhattan, Kansas, the future location of the museum, is the largest community in the Flint Hills Region, is strategically positioned outside Fort Riley Army Installation, is home to Kansas State University, the Flint Hills Discovery Center, Manhattan Regional Airport, and the future home of the National Bio and Agro-Defense Facility (NBAF). Manhattan is also located in the only county in Kansas designated as a "Persistent Poverty County", helping to address the equity and lack of access to attractions of this nature. Additionally, this project would help serve the surrounding more rural populations throughout the Flint Hills Region, the state, and the surrounding states.

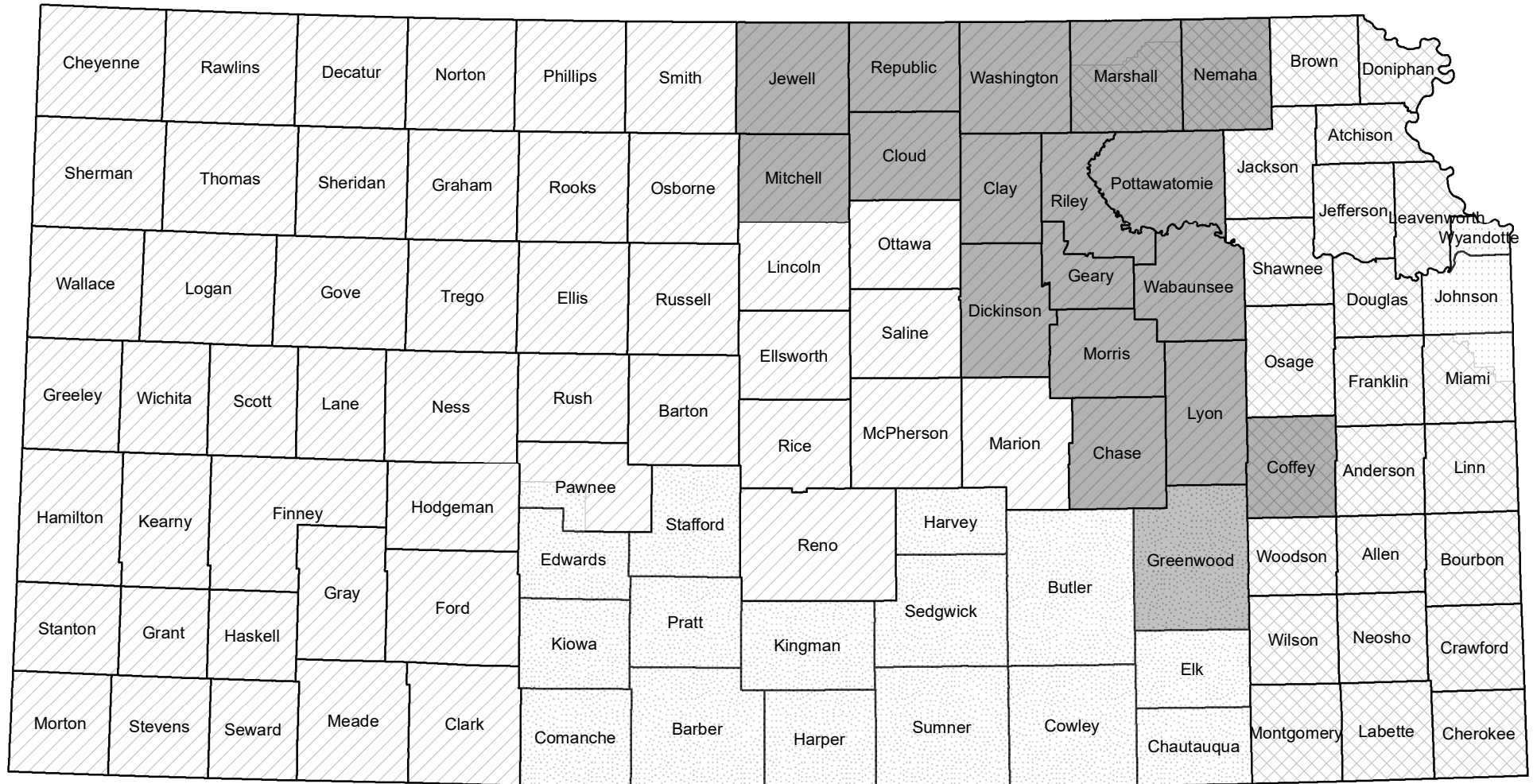
The museum, as planned, would be approximately 50,000 square-feet in size and would include interactive art experiences, giving visitors an opportunity to immerse themselves in interactive art displays. An independent feasibility study, conducted on behalf of the Museum of Art and Light founders, estimates that the Museum of Art and Light may attract approximately 150,000 visitors on an average annual basis, with over 20% of the visitors potentially coming from outside the state of Kansas and over 30% coming from outside of a 100-mile radius of the museum location. An attraction of this magnitude could be the catalyst to reimagine the tourism industry in Kansas.

The Museum of Art & Light would not only provide tremendous value to the tourism industry throughout the region and the state of Kansas but will create highly specialized positions that were previously limited or nonexistent in the region. Additionally, this project will provide opportunities for our young people, our future workforce, to be exposed to the arts and help to develop their higher-order thinking skills.

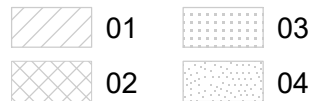
This project will be instrumental in our state's efforts to build back better amidst the ongoing pandemic. We fully support the Museum of Art & Light's grant application and encourage EDA to select them as a recipient of the Competitive Travel, Tourism, and Outdoor Recreation Grant.

Sincerely,

The Kansas Eighteen-County, Multi-Regional Healthcare Growth Cluster



Kansas Congressional Districts



Multi-Regional Healthcare Growth Cluster Coalition Territory



The Kansas Eighteen-County, Multi-Regional Healthcare Growth Cluster Proposal Narrative

OUR VISION

The Flint Hills Regional Council is leading Kansas' eighteen-county, multi-regional charge to address the critical shortage of healthcare workers through the creation of a robust, innovative talent pipeline--bringing together public and private sector investment to create a holistic wraparound approach to expand training capacity, and provide equitable access to both physical and mental healthcare services across rural Kansas and ultimately across the nation at one of the most critical times in U.S. history. **This vision is backed by our EDA-approved CEDS.**

According to Mercer's 2021 U.S. Healthcare Labor Market Report, "During the next five years, it is projected that 400,000 will leave the mental health occupation entirely nationwide, while at the same time the demand for mental health workers will increase by 10%, leaving employers to fill more than 510,000 total mental health vacancies by 2026....In this same five-year period, it is projected to be more than 3.2 million short in critical healthcare workers. As of 2021, approximately 9.7 million individuals currently work in critical, albeit lower-wage, healthcare occupations. The need for these workers will grow over the next five years to approximately 10.7 million. If current nationwide trends hold, it is projected that 6.5 million will permanently leave these jobs within five years while only 1.9 million will step in to take their place."

Kansas can make an impact on this regional and national challenge with the help of Build Back Better funding by developing the infrastructure required to expand training capacity and serve both urban and rural communities through the creation of a healthcare growth cluster in the heart of America. The Flint Hills Coalition taps into some of our most valuable regional healthcare and higher education institution assets. With identified long-standing projects, these coalition partners are ready to invest and demonstrate their commitment. Our Coalition Industry and Municipal Partners have also committed to the multi-regional healthcare growth cluster. This Coalition will play a critical role in their alignment to support cluster-based economic development and the EDA **Investment Priorities focused on Workforce Development** by creating a robust and innovative talent pipeline that supports workforce education and skills training activities that will serve the needs of our healthcare providers and result in well-paying jobs, and **Equity as EDA funding will be used to** benefit to Riley County Kansas which has been identified as one of the nations' persistent poverty counties. EDA's investment will catalyze wage growth, create jobs, and scale our healthcare industry.

The Flint Hills Coalition Members and the Regional Healthcare Consortium have been working toward addressing these healthcare industry workforce trends for years, but progress has been incremental and sparse due to a lack of funding. The Build Back Better Regional Challenge is already working, as it provided the mechanism to pull together an expanded eighteen-county, multi-regional coalition that includes a Unified School District, two regional technical colleges, a university, a 10-county community mental health center, a hospital system, a seven-county EDA-designated Economic Development District (EDD), and an expanded regional healthcare consortium--all eager to do their part to transform regional economies through the collection of

complementary aligned construction and non-construction projects combined under a singular vision and designed to grow new and scale our existing healthcare industry.

The eighteen Kansas counties that fall within the Multi-Regional Healthcare Growth Cluster Coalition territory include, Chase, Clay, Cloud, Coffey, Dickinson, Geary, Greenwood, Jewell, Lyon, Marshall, Mitchell, Morris, Nemaha, Pottawatomie, Republic, Riley, Wabaunsee, and Washington Counties. 12 of these counties can be classified as “rural” having less than 20 persons/sq mile with limited access to healthcare services. **No known barriers/mitigation needs are present for this project at this time.**

This eighteen-county area’s healthcare industry has been impacted not only by national healthcare industry trends, but was also hit even harder due an overall out-migration of Kansas’ and the Flint Hills Region population. **Between 2018 and 2020, the eighteen-county Flint Hills Region saw a 6% employment decline in local health services. And now magnified even further due to the COVID-19 pandemic where there was a 381% increase in unemployment within the local health services industries between April 2018 and April 2020.**

ECONOMIC OPPORTUNITY, METRICS OF SUCCESS & REGIONAL INVESTMENT

The Flint Hills Region has been proactively working to overcome these challenges for years, but has never had adequate funding to create the transformational change the region so desperately needs. A total of \$500,000 in planning technical assistance funding is being requested in Phase I and will be divided by coalition members (please see the Appendix and Budget Justification for details). \$74-\$75M is anticipated to be requested in Phase II, 20% provided by each benefiting member project. EDA’s investment would create good paying, quality jobs. **For every job created in the Cluster, an additional 2.4 jobs will be added** to the local economy by increasing demand for supporting services and the Gross Domestic Product would be expected to exceed \$700M for local health services. EDA’s investment would also assist to increase the average annual wage. Kansas’ Professional and Technical Services Target Sector Cluster comprises of nearly 6% of Kansas total employment and nearly doubles the state’s average annual wage (\$83,000 compared to Kansas’ average of \$46,000). EDA’s investment would work to train high school, technical college, and university populations--coupled with talent retention and job placement strategies to reduce out-migration and provide more equitable access to **healthcare in rural & historically underserved populations**. Although match is not required for Phase I, the estimated planning and technical assistance funding necessary for the identified projects is approximately \$954,779. **Our Coalition Members have agreed to maintain their full scope, and invest the difference of approximately \$454,779 in Phase I alone to be paired with EDA’s \$500,000 investment, if awarded. Timeline included with budget. All projects will be completed by 2027.**

Coalition Members

1. Flint Hills Regional Council - Lead (EDA Eco Dev District - 7-counties)
2. Kansas State University (Global)
3. Emporia State University (Global)
4. Manhattan Area Technical College
5. Flint Hills Technical College
6. Unified School District 383
7. Pawnee Mental Health (10-counties) (Community Mental Health Center)
8. Ascension Via Christi Hospital
Manhattan (regional serving non-profit)

Project #1: Expand the Regional Healthcare Consortium for Overall Coalition Coordination AND Develop Mechanisms and Strategic Partnerships Geared Toward Regional Healthcare Talent Retention

The Flint Hills Regional Council, a District Organization of an EDA-designated, seven-county EDD will serve as the lead institution and **will hire a Regional Economic Competitiveness Officer** whose central coordinator duties will include: 1) Utilize & expand the footprint and make-up of the [Flint Hills Regional Healthcare Consortium](#) (RHC) (Consisting of 20-25 public, private and non-profit physical/mental healthcare providers) to coordinate a line of communication among Coalition Members, Partners, and the EDA to accelerate collaboration and support. 2) **Expand the RHC role** to bridge the skills gap for in-demand and high-wage occupations in target sectors and strengthen graduate retention from our state's institutions of higher education in alignment with State objectives. 3) Utilize RHC to establish partnerships between education and industry to retain talent and fill vacancies. **For years, the healthcare industry has been at the table ready to invest in talent** in the form of expanding training capacity AND/OR to establish a scholarship program tied to job placement post-graduation. **Build Back Better provides the opportunity to help the healthcare industry invest in and retain future employees.** 4) Assist to develop formal partnerships with the private sector to host fellowships, clinical licensure training program placements, and residencies to build relationships early and work to fill vacancies prior to or upon graduation. Kansas can continue to invest in and train talent, but if we do not have incentives to retain the talent we are investing in, our economic development efforts fail. State-wide out-migration will continue and vacancies will go unfilled.

Project #2: Develop a Regional Healthcare Science and Technology Center with Mobile Units Supporting Equity & Rural Access to Healthcare in Historically Underserved Areas

1) Renovate and expand an existing building to serve as the Joint Emporia State University (ESU) / Flint Hills Technical College (FHTC) Regional Healthcare Science & Technology Center. This new space would provide highly specialized laboratories necessary to expand our existing healthcare programs and create new programs. The center would become a shared **space by ESU, FHTC, Newman Regional Health (NRH)**, and perhaps other external healthcare partners to facilitate collaborations & increase efficiencies for all partners. The goal is to build upon the foundational biomedical sciences programs to accelerate workforce development through state-of-the-art technology. Additional project components: 2) Collaborate with NRH to **create a new NAACLS-accredited baccalaureate level Medical Laboratory Science Program.** 3) Establish **on-line *Exploration of Healthcare Careers* course for high school students** to recruit future students/professionals. 4) Expand infrastructure to support **simulation labs and graduate max allowable number of baccalaureate prepared nurses.** 5) Refine and build **articulation program (RN-BSN) to graduate max allowable number of registered nurses.** 6) Collaborate with NRH to expand the unique **ESU Pre-med Fellowship Program** to meet future primary care needs. 7) **Integrate mental health counseling** to students throughout curricula to assist with education and health profession demands to increase retention. 8) Procure a **mobile dental services unit** for FHTC to help close the gap in providing dental care to children in rural areas where there is not a dentist available, for adults in long-term care facilities, and to families with transportation challenges in the region's rural areas. The Dental Hygiene Program would provide students an applied learning opportunity, accompanied by a clinical dentist, to provide dental radiographs, exams, and preventive care.

Project #3: Creating the Coordinated Infrastructure for a Robust Healthcare Talent Pipeline - Career Academy, Manhattan Area Technical College (MATC) Health Science Facility & Kansas State University (KSU) Technology Integration

1) **USD 383 is requesting a feasibility study of existing facilities to determine the most suitable facility for a Career Academy in Phase I and for Phase II to assist with the renovation/construction cost.** The proposed Career Academy expands equitable postsecondary education & training opportunities for earning a college certificate and/or associate degree as well as an industry-recognized credential or license, and creates a mechanism to lead high school students into healthcare careers, utilizing dual-credit to jump-start careers. It will **serve as a recruitment tool** for higher education institutions geared toward healthcare programming. Kansas Labor Occupation Projections reveal **over 5,000 jobs per year, not requiring a four-year or higher degree, are available in our region alone due to turnover and/or growth. The total annual earnings of these jobs are more than \$250M.** Most of these openings fit the high demand, sustainable wage conditions and/or are **tied to critical needs such as healthcare and public safety.** The **Career Academy** would work in partnership with MATC to include Health and Biological Sciences; Distribution, Logistics, & Transportation; Information Technology; Food & Agriculture; &, Advanced Manufacturing/Construction & Engineering Technology. USD 383 and MATC will undergo considerable planning to align career pathways, assess operational needs, identify suitable facilities, & develop a mutually beneficial inter-local agreement between involved entities within the region. **It is anticipated to impact 400 students through the “career academy” approach--**assisting to fill the 5,000 jobs per year available which are available due to turnover and/or regional growth.

2) MATC proposes to **construct a new health science building** (at a shovel-ready site on campus), with equipment & furniture for clinical simulation labs, virtual reality nursing clinical software headsets/software licenses, telehealth clinical access station and software licenses, and three FT instructors for first year salaries/benefits. MATC currently has its Nursing & Allied Health programs share space, limiting student capacity. **The proposed new health science building would enable health care programs to accept up to 20% more students** for education and preparation into the workforce. Funds will assist to acquire equipment, first-year personnel costs for instructors in Nursing, Allied Health & Emergency Medical Services. The additional capacity equates to producing **45-55 trained and licensed professionals annually entering the regional workforce and increasing enrollment by 50-65 students annually.**

3) **KSU** is requesting a program coordinator and equipment in Phase II to expand current course offerings and **integrating virtual reality, simulations, and augmented reality for at least two healthcare courses:** 1) Contemporary Approaches for Educating and Training Staff about Diet Modifications for Impaired Swallowing 2) Importance of Effective Patient-Provider Interactions when Communication is Impaired.

Project #4: Multifaceted Expansion of Mental Health Infrastructure, Training Capacity and Coordinated Access to Behavioral Health Services

1) **Pawnee Mental Health Services Inc. (PMHS), is a Kansas Community Mental Health Center serving 10 counties of mostly rural NC KS** (pop 180,165; 7,315 sq mi) has agreed to take on a leadership role to implement a self-sustaining w/in 4 yrs **“Multifaceted Workforce**

Development Initiative” partnering with existing systems a.) Designing a MATC Mental Health Tech certification, b.) a KSU mental health track via Nurse Practitioner program, c.) internship programs d.) a Clinical Fellowship working towards clinical licensure, in partnership partners & **graduating four classes, retaining 50%. Relocate PMHS services into one efficient building & use vacated existing space to expand a Crisis Stabilization Unit**--serving adults, children & adolescents experiencing psychological distress and removed from the workforce.

2) Ascension Via Christi Hospital of Manhattan is proposing a 22 adult inpatient & outpatient behavioral health unit & support space using renovated space at a regional facility. This proposal integrates with regional behavioral health needs in our community behavioral centers (Pawnee Mental Health) & educational institutions. **There are currently no inpatient behavioral hospital beds and no programs specific to educating and training this valuable workforce.** It is important to coordinate these efforts to ensure our ability to provide these patient services in a safe, behavioral specific environment with a workforce vested in the care of behavioral patients. **The new facility will require 32-35 new, behavioral specific healthcare workers and an ongoing source for training new staff.** Ascension Via Christi will self-fund the planning Phase I efforts and is requesting Phase II funding to assist with schematic design, inpatient and outpatient treatment space renovations and psych safe furnishings.

3) Kansas State University’s Couples and Family Therapy program will be requesting funding for assistantships, laptops & software to deliver telehealth counseling & mental health services in Phase II to expand services to rural Kansas.

4) USD 383 is also focused on supporting a structured process for responding to youth who are at risk for mental health concerns. The *School-Community Well-Being and Post-Secondary Outcomes Initiative* will improve equitable outcomes through an alignment of cross-system (school & community) efforts aimed at achieving shared outcomes: 1) Capacity to implement a structured process for recognizing, assessing, identifying, and responding to children/youth who are at risk, including coordination of wrap-around services; 2) Implementation of evidence-based, multi-tier, supports; 3) Resources, protocols, processes, & professional learning to sustain the implementation of tiered supports that improve well-being & postsecondary outcomes. Since COVID-19, **7 in 10 children/youth are experiencing clinically significant depression symptoms** due to the loss of loved ones, connection to friends, and normal daily routines. **Professionals that support children/youth are at risk of toxic stress, secondary trauma, and compassion fatigue.** The *Adverse Childhood Experiences (ACE) Study* identified important connections between ACE & school performance, perpetuating inequitable outcomes. **“Students dealing with ACEs are two-and-one-half times more likely to fail a grade; score lower on standardized achievement test scores; have more receptive/expressive language difficulties; are suspended or expelled more often; and are designated to special education more frequently.”** USD 383 recognizes the importance of equitable & coordinated access and is committed to providing dynamic learning experiences that address the needs of the whole child.

APPENDIX A: REGIONAL ASSETS

Regional Assets

Regional Healthcare Consortium

Formed in 2019, the Regional Healthcare Consortium consists of 20 to 25 public, private, and non-profit physical and mental healthcare providers. The Flint Hills Coalition has expanded the Regional Healthcare Consortium to an eighteen-county, multi-regional footprint. The Regional Healthcare Consortium is a regional asset critical to the success and sustainability of the cluster as it serves as a mechanism for members of the physical and mental healthcare industry to assess and identify existing initiatives and gaps throughout the region to help guide strategies to build and retain a robust and resilient healthcare workforce.

Institutions of Higher and Technical Education

The Flint Hills Region is home to Kansas State University, Emporia State University, Manhattan Christian College, Manhattan Area Technical College, Flint Hills Technical College, and three community colleges. The two public universities and two technical colleges have committed to serving as Flint Hills Coalition Members, as they specialize in providing nursing and allied health programs that align with the Coalition's vision of creating a holistic wraparound approach to expand training capacity and providing equitable access to both physical and mental healthcare services across rural Kansas. With two of these institutions being located in the northern reaches of our region and two being in the southern portion, they cumulatively work to train and develop a strong workforce to help meet the future demand of healthcare professionals.

National Bio and Agro-Defense Facility (NBAF)

Manhattan, one of the three largest communities in our region, is the future home of NBAF, scheduled to open in 2023. It is estimated that NBAF will eventually have approximately 400 personnel, with more than 240 team members having been hired as of July 2021. NBAF presents the region with the opportunity to grow and sustain the cluster with this influx of a specialized, highly educated workforce and the potential to attract new students and professionals seeking future employment throughout our Eighteen-County, Multi-Regional Healthcare Growth Cluster. The presence of NBAF enhances the region's reliable access to the supply chain of both services and goods necessary to sustain biological and chemical research initiatives, including medical-grade tools, equipment, and materials (e.g., pharmaceuticals and hazardous waste).

Fort Riley

Fort Riley is located in the Flint Hills Region of Kansas. It is home to soldiers and families of the 1st Infantry Division known as "The Big Red One" which celebrated its 100th anniversary in 2017. There are approximately 15,000 active duty service members assigned to Fort Riley with more than 18,000 family members, 29,000 veterans and retirees and 5,600 civilian employees who live in the region and/or work at the post. The 1st Infantry Division as well as National Guard and Reserve units from several states use the modern training facilities at Fort Riley to gain skills necessary to defend our nation.

Flint Hills Economic Development District

The Flint Hills Economic Development District (FHEDD) was formed in October 2014 and is one of the region's most valuable designations as it provides monetary support for the region. The district is regionally-driven and is critical to seven counties. FHRC serves as the FHEDD coordinator and oversees the implementation of the regional economic development plan.

Regional Diversity

Within the Flint Hills Region there are a diverse array of communities with different needs. In rural counties, local health services employees will be retiring soon. The number of employees retiring soon (those above 55 years) in this industry exceeds the national average by 18%. The regional growth cluster, especially Kansas State University and Manhattan Area Technical College will be at the forefront of workforce development and internship opportunities so that recent graduates will be able to assist the aging workforce. Other projects that would benefit rural communities include telehealth programs for mental health and mobile services such as mobile dental services where children and families may face transportation challenges by not having a nearby health provider. Regional urban and suburban settings will benefit primarily from Project 3 with coordinated infrastructure and technology integration improvements. New facilities and education centers will meet the behavioral and physical health needs in our community, provide employment opportunities, and support the construction industry. More detailed information can be found in Appendix D: Equity Plan.

Proposed: Ascension Via Christi Hospital Inpatient and Outpatient Behavioral Health Unit

In the multi-county area served by FHRC, there are currently no inpatient behavioral hospital beds and no programs specific to educating and training this valuable workforce. It is important to coordinate these efforts to ensure our ability to provide these patient services in a safe, behavioral specific environment with a workforce vested in the care of behavioral patients. Education of this unique workforce is key to delivering effective, safe, mental health care for a population with increasing needs. The new facility will require 32-35 new, behavioral specific healthcare workers and an ongoing source for training new staff. Working collaboratively with other community mental health providers it hopes to provide the inpatient component, supportive outpatient services and connect with other providers in the healthcare continuum.

Proposed: Joint USD 383 / Manhattan Area Technical College Career Academy & New Health Science Facility for Expanded Clinical and Simulation Lab Space

Please see project details in Concept Proposal Narrative.

Proposed: Project HOPE: Healthcare Opportunities Professional Education Clinical and Simulation Lab Space Expansion

Please see project details in Concept Proposal Narrative.

Proposed: Joint University/Technical College Regional Healthcare Science and Technology Center

Please see project details in Concept Proposal Narrative.

APPENDIX B: INDUSTRY LEADERSHIP

Ascension Via Christi Hospital

Ascension Via Christi Hospital in Manhattan is a healthcare leader serving northeastern Kansas with 150 physicians, 500 employees and 300 volunteers. The President of Ascension Via Christi Hospital serves as the Co-Chair of the Regional Healthcare Consortium and has been working with coalition members for years to address the healthcare industry workforce trends that have been identified by the Kansas Eighteen-County, Multi-Regional Healthcare Growth Cluster. Ascension Via Christi has fully committed to serving as a Coalition Member and working with the Flint Regional Healthcare Consortium.

Community HealthCare System

Community HealthCare System serves a rural, four-county area of northeast Kansas, and comprises one hospital, seven primary care clinics, a large home health care department, two nursing homes, one assisted living facility, and three fitness centers. Staffing their range of services with the necessary providers, nurses, CNAs, technicians, and others to keep their facilities running smoothly and maintaining the highest standards of patient care is becoming increasingly difficult. Community HealthCare System often struggles to fill vacancies, and acknowledges that more is needed to encourage and retain recent healthcare graduates. They are committed to helping develop expanded training capacity and a self-sustaining scholarship program tied to future job placement. The healthcare community throughout the region has indicated willingness to invest in such a program, which would be especially helpful in our rural area.

CrossWinds Counseling and Wellness

CrossWinds Counseling and Wellness provides prevention and support tools, educational resources, counseling and treatment options, and class offerings that can help individuals manage the circumstances of daily life. The need for services offered far outweighs the available professionals. The shortage of healthcare workers in our region is profound and must be addressed.

Emporia State University (ESU)

ESU is a Coalition Member that plays a critical role in workforce development in healthcare and supportive technologies in our region. ESU currently offers several baccalaureate and graduate-level healthcare programs (e.g., BSN, MSN, Pre-Medical, Pre-Physical Therapy, Pre-Dental, Pre-Pharmacy, and more) and has acknowledged the need to expand the capacity of these programs as well as develop additional programs to meet the workforce needs of our region. In doing so, ESU will be creating well-paying, quality jobs for healthcare professionals to support the cluster's vision of a robust healthcare talent pipeline.

Flint Hills Technical College

Flint Hills Technical College is a two-year public institution of higher education nestled in the rolling hills of east-central Kansas with the mission to provide a diverse community of learners with lifelong educational opportunities for personal growth and preparation for professional and civic responsibilities that meet the needs of society. This Technical College, with EDA's

investment, is prepared to meet head-on many of the challenges related to our region's healthcare shortage.

Katie's Way

Katie's Way is located in Manhattan, KS and provides outpatient behavioral health therapy and outpatient psychiatry services. The need for these services far outweighs the available professionals so it is critical that the shortage of healthcare workers in our region is addressed. Katie's Way is willing to provide support via job training/experience for students, and independent of these funds, seriously explore scholarships for students who commit to serving our area for a given length of time. Katie's Way has committed to being a Coalition Partner alongside the other Coalition Members, medical providers, institutions of higher education, technical schools, and other entities throughout our region.

Konza Prairie Community Health Center

Konza Prairie Community Health Center provides integrated medical, dental, and behavioral health, along with ancillary services such as lab, x-ray, and pharmacy serving the northern portion of our region. As a Community Health Center they have had trouble filling vacancies and recognize the dire need to address the shortage of healthcare workers. Konza Prairie Community Health Center is a member of the Flint Hills Regional Healthcare Consortium has committed to serving as a Coalition Partner to collaborate across the region on how to address gaps in healthcare and the associated workforce and ensure the sustained success of our cluster.

Manhattan Area Technical College (MATC)

Manhattan Area Technical College, is a public, accredited technical college, has provided quality technical, general, and adult education for many years.

While MATC's focus is successfully licensing and helping students enter the regional workforce, its three existing medical programs (nursing, medical laboratory technology, and emergency medical sciences) employ 11 healthcare-related workers internally. As a result of its proposed clinical and simulation lab space expansion, MATC expects to employ three more full-time instructors.

Morris County Hospital

Morris County Hospital is a healthcare delivery provider serving three counties in our region. In an effort to provide more equitable healthcare services, Morris County Hospital recently added two more clinic locations to be more accessible to its elderly clientele. At the beginning of the COVID-19 pandemic, Morris County Hospital assumed operations of a local Assisted Living Center and is facing challenges in finding and retaining CNAs and CMAs to care for these residents 24/7. Morris Community Hospital has committed to serving as a Coalition Partner to work with other partners and members to explore training opportunities and incentives to attract and retain a robust healthcare workforce.

Newman Regional Health

Newman Regional Health's goal is to recruit and hire graduates and those receiving certifications in areas of healthcare from all aspects of the talent pipeline. It will serve as a Coalition Partner

and do its part to contribute toward the success of the Kansas Eighteen-County, Multi-Regional Healthcare Growth Cluster.

Pawnee Mental Health Services (PMHS)

PMHS’s “Workforce Development Vision” aims to establish the implementation of four Clinical Fellowship graduating classes and obtain a retention of 50% of that class to stay on with PMHS. This would happen on a yearly basis. Its role is to take on a leadership role to address our region’s shortage of trained mental health staff by creating a post-graduate clinical licensure training program and partner with higher education institutions throughout the State to expand mental health training programs within their existing framework with the goal of retaining mental health professionals to serve PMHS’ ten-county service area, the eighteen-county Coalition service area, and ultimately benefit the entire State of Kansas. PMHS is a member of the Flint Hills Regional Healthcare Consortium and has been working with coalition members for years to address these healthcare industry workforce trends

Regional Healthcare Consortium

Formed in 2019, the Regional Healthcare Consortium consists of 20 to 25 public, private, and non-profit physical and mental healthcare providers. The Flint Hills Coalition has expanded the Regional Healthcare Consortium to an eighteen-county, multi-regional footprint. The Regional Healthcare Consortium is a regional asset critical to the success and sustainability of the cluster as it serves as a mechanism for members of the physical and mental healthcare industry to assess and identify existing initiatives and gaps throughout the region to help guide strategies to build and retain a robust and resilient healthcare workforce.

Letters of support are included.

Private Sector Engagement Strategy

Implementation of The Kansas Eighteen-County, Multi-Regional Healthcare Growth Cluster's Private Engagement Strategy will be led by the Flint Hills Regional Healthcare Consortium and the Regional Competitiveness Officer. The Strategy is critical to the success of the cluster and aligns with the cluster's vision of bringing together public and private sector investment to create a holistic wraparound approach to expand training capacity, and provide equitable access to both physical and mental healthcare services across rural Kansas.

The COVID-19 pandemic has reinforced the notion that we must work together to keep our region and our nation moving forward. As such the Private Engagement Strategy uses a three-phased approach, focusing on *communication through **interaction***, *cooperation through **dialogue***, and *collaboration through **agreement***.

Phase 1: Interaction. The Interaction Phase consists of 1) participation in task forces and leadership committees and 2) sharing of information, policy changes, and priorities. Through the formation of the Flint Hills Regional Health Care Consortium, Phase 1 has been ongoing since 2019. The Build Back Better Regional Challenge enhanced this phase by encouraging the Consortium to grow beyond its traditional regional boundaries and has pulled together interested parties from both the public and private sectors. Through these interactions we were able to assess and identify existing initiatives and gaps throughout the region to help determine what our regional challenge is: developing and retaining a qualified healthcare workforce. It is expected that our cluster will be perpetually engaged in this phase of engagement as our challenges evolve over time.

Phase 2: Dialogue. The Dialogue Phase aims to take the information obtained in the Interaction Phase from the macro-level to the micro. During this phase, the cluster's engagement with the private sector will aim to define the key objectives and potential projects, discuss identified barriers and constraints, and determine what private sector partnerships, engagements, or commitments are appropriate for those specific components. Metrics of success, budget, and sources of funds are also defined during this phase in an effort to develop an action plan. Phase 2 was critical during the Build Back Better Regional Challenge application process to pull together component projects that address our identified challenge and will continue to be critical to the success of our cluster.

Phase 3: Agreement. The Agreement Phase implements components of the action plan identified in Phase 2. This phase requires close collaboration to not only ensure procurement standards are followed by both public and private sector stakeholders, but works with the various stakeholders on RFPs, contract negotiations, awards, program/project implementation, monitoring, and evaluation.

These three phases are critical to effective and efficient private sector engagement and the success of our regional cluster. This strategy is adapted from [Private Sector engagement \(jsi.com\)](https://www.jsi.com/private-sector-engagement).

18 October 2021

Mrs. Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
1401 Constitution Avenue, NW
Suite 71014
Washington, D.C. 20230

Re: EDA Build Back Better Regional Challenge - Flint Hills Build Back Better Healthcare Challenge

Dear Mrs. Castillo,

Emporia State University (ESU) plays a critical role in workforce development in healthcare and supportive technologies in this region, and we serve as a coalition member for the Regional Build Back Better initiative led by the Flint Hills Regional Council. ESU currently offers several baccalaureate and graduate level healthcare programs, e.g., BSN, MSN, Pre-Medical, Pre-Physical Therapy, Pre-Dental, Pre-Pharmacy, and more. However, we must expand the capacity of these programs as well as develop additional programs to meet the workforce needs of our region.

Education Serving Kansas/Workforce Development: ESU is an economic engine for the region with direct expenditures that created \$304 million output, \$100 million earnings, and 3,393 jobs in our 7-county area (2012 Economic Impact Study). The university is the 3rd largest employer in Emporia with an employee headcount (benefits eligible + non-benefits eligible) of 842, and 79% of employees live in Emporia or Lyon County. In addition, 87% of on-campus students are from outside Lyon County, and our sporting events, concerts, conferences, theatrical productions, and other events bring thousands of people to Emporia each year. Mercer's 2021 External Healthcare Labor Market Analysis reported a shortage of healthcare workers over the next 5 to 10 years (<https://www.mercer.us/content/dam/mercero/mercero/assets/content-images/north-america/united-states/us-healthcare-news/us-2021-healthcare-labor-market-whitepaper.pdf>). In response, ESU has recently added specific objectives within our strategic plan related to a special focus on health and healthcare initiatives.

Providing Equity: Rural Healthcare Need: ESU offers [baccalaureate](#) and [master's](#) level programs in nursing. Our MSN is primarily focused on preparing graduates for work in rural healthcare settings, and we offer three tracks: Management, Education, and a Blended track of Management & Education. In addition, we offer the full array of pre-professional programs preparing students for entry into professional programs (e.g., pre-Medical, pre-Pharmacy, pre-Dental, pre-PT, pre-PA, pre-Optometry, and pre-OT). We also offer graduate level programs in [Athletic Training](#), [Art Therapy](#), [Clinical Counseling](#), and [Clinical Psychology](#). ESU is well-positioned to collaborate with Flint Hills Technical College, Newman Regional Health, and the Flint Hills Regional Council to address the many rural healthcare challenges described in the 2020 Health Professional Underserved Area Report (https://www.kdheks.gov/olrh/download/2020_Underserved_Areas_Report.pdf).

Providing Equity: Educational Access: Enrollment of Hispanic students at ESU has increased by 102.5% over the past decade. We believe that these trends provide us with an opportunity to increase the number of Hispanic students pursuing careers in healthcare.

Recovery and Resilience: Federal funding would provide ESU with the additional resources necessary to expand the capacity of our existing programs, foster greater collaboration with Flint Hills Technical College (FHTC), and create new programs to train students in high-demand healthcare professions (e.g., Medical Laboratory Scientist) to meet the needs of rural healthcare facilities.

18 October 2021

Letter to Mrs. Alejandra Y. Castillo

Page 2

- Renovate and expand an existing building to serve as the **Regional Healthcare Science & Technology Center**. This new space would be critically important to provide the highly specialized laboratories necessary to expand our existing healthcare programs and create new programs. In addition, the center is envisioned as a space that could be shared by ESU, FHTC, NRH, and perhaps other external healthcare partners. Sharing a building with other healthcare partners would help facilitate collaborations and increase efficiencies for all partners.
 - \$16,000,000 (retrofit existing building for flexible classroom, lab, office, and commons areas, add ADA compliant features, update building envelope, furnishings, equipment)
- Collaborate with NRH to create a new NAACLS-accredited baccalaureate level Medical Laboratory Science Program.
 - \$1,950,000 startup costs (director, curriculum development, equipment)
- Establish on-line *Exploration of Healthcare Careers* course for high school students for Lyon and surrounding counties to recruit future students/professionals.
 - \$65,000 startup costs (staffing, curriculum development, marketing)
- Expand infrastructure to graduate max allowable number of baccalaureate prepared nurses.
 - \$550,000 (additional staffing, upgrades to simulation labs, clinical experience redesign and expansion)
- Refine and build articulation program (RN-BSN) to graduate max allowable number of registered nurses.
 - \$300,000 (additional staffing; marketing)
- Collaborate with NRH to expand the unique ESU Pre-medical Fellowship Program to meet future primary care needs. The pilot for this unique program has already been launched with funding from philanthropic gifts.
 - \$75,000 expansion costs (clinical coordinator, clinical curriculum development)
- Integrate mental health counseling to students throughout curricula in allied healthcare programs to assist with education and health profession demands to increase retention in the programs as well as the profession.
 - \$450,000 startup costs (staffing, curriculum development)

On behalf of ESU, I thank the members of the Flint Hills Regional Council for their leadership on these critically important initiatives, and we look forward to serving as a committed member of this coalition. Please do not hesitate to contact me if you have questions or need additional information.

Sincerely,



R. Brent Thomas, PhD
Dean, College of Liberal Arts & Sciences
rthomas2@emporia.edu



Office of the President

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16 October 2021

Mrs. Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
1401 Constitution Ave, NW
Suite 71014
Washington, D.C. 20230

RE: EDA Build Back Better Regional Challenge – Flint Hills Build Back Better Healthcare Challenge

Dear Mrs. Castillo,

Please accept this letter in support of Flint Hills Technical College serving as a coalition member for the Regional Build Back Better initiative led through the Flint Hills Regional Council. Flint Hills Technical College is one of the economic drivers for the greater Flint Hills region, providing workforce training, short-term certificates, technical certificates, and associate of applied science degree paths that prepare graduates to directly enter the workforce with certifications and credentials. With its healthcare industry programming, FHTC is prepared to respond and partner to address the healthcare needs of our rural region of east-central Kansas.

Education serving Kansas-Regional Investment/Workforce Development: FHTC is a leader in the region for technical education and training. According to the “Economic Value of Flint Hills Technical College” report presented by EMSI in 2019, FHTC generates an additional \$13.9 million in added income for the Flint Hills Technical College service area. This financial impact is the equivalent of supporting 251 jobs in our region. The study states “FHTC is an investment from the perspectives of students, taxpayers, and society,” as the student rate of return on investment is calculated at 15%, taxpayers enjoy an annual rate of return at 6.1%, and the state of Kansas receives an estimated value of \$72.5 million in added state revenue over the course of students’ working lives. The report states, “For every \$1 society invests in FHTC, an average of \$7.50 in benefits will accrue to Kansas over the course of the students’ careers.”

Providing Equity: Rural Healthcare Need: FHTC provides practical nursing, dental assisting, dental hygiene, emergency services technology, and several certificates supporting allied health credentialing, from CNA to IV Therapy. The Dental Assisting and Dental Hygiene programs, both accredited by the Commission on Dental Accreditation (CODA), experience high job placement rates.

According to the Health Professional Underserved Areas Report of 2020, the surrounding counties in the Flint Hills Technical College service area score well below the maximum score of 26 for dental health: https://www.kdheks.gov/olrh/download/2020_Underserved_Areas_Report.pdf.

A mobile dental services unit could help to close the gap in providing dental care to children in surrounding schools, adults in long-term care facilities, and families with childcare or transportation challenges in the region's rural areas. The Dental Hygiene Program students, accompanied by a clinical dentist, provide dental radiographs, exams, and preventive care throughout the region. Families who need dental services receive referrals to a dental practitioner of their choice.

Providing Equity: Educational Access. FHTC enrollment data by race/ethnicity indicates a 124% increase in enrollment of Hispanic students from 2011-2016. The Kansas Board of Regents data numbers show from 2015-2020, Hispanic enrollment in the technical college sector increased 109%.

Regional Distress: Health Services Sector. The Emporia State University Center for Research and Center for Economic Development and Business Research with Wichita State University identified data to indicate declining employment in the Health Services sector post-Covid in Lyon County (KS) in particular. Flint Hills Technical College is poised to supplement the workforce in our region by creating new programming and increasing training to healthcare employment opportunities for our communities that migrate out of our region for similar positions.

Recovery and Resilience: With access to federal funding support for technical programming, FHTC recognizes the need to expand programs for a multitude of allied health services in the region, from Radiologic Technician Assistant to Respiratory Therapist Assistant; Physical Therapy Assistant; Medical Laboratory Technician; and Paramedic. The Occupational Outlook Handbook identifies many of these programs as the fastest growing associate-degree level occupations from 2020-2030 for the healthcare industry. FHTC solicits support for the development of these programs, to include a director to provide curriculum and accreditation oversight as well as a faculty member to align clinical supports and deliver curriculum. Needs per new program would include these:

- **Radiologic Technician Assistant:** Director, Faculty, Curriculum Development, Equipment, Marketing, Facilities (lab / lecture spaces) -- \$500,000 startup costs
- **Respiratory Therapist Assistant:** Director, Faculty, Curriculum Development, Equipment, Marketing, Facilities (lab / lecture spaces) -- \$500,000 startup costs
- **Physical Therapist Assistant:** Director, Faculty, Curriculum Development, Equipment, Marketing, Facilities (lab / lecture spaces) -- \$250,000 startup costs
- **Occupational Therapist Assistant:** Director, Faculty, Curriculum Development, Equipment, Marketing, Facilities (lab / lecture spaces) -- \$250,000 startup costs
- **Medical Laboratory Technician:** Director, Faculty, Curriculum Development, Equipment, Marketing, Facilities (lab / lecture spaces) -- \$250,000 startup costs
- **Paramedic:** Director, Faculty, Curriculum Development, Marketing, Equipment (FHTC has existing space within the EMS program) -- \$350,000 startup costs

- **Dental Assisting and Dental Hygiene Program Rural Community Service Expansion—Mobile Dental Unit:** Acquisition of a mobile unit and costs to equip the unit. A fully-equipped and functional mobile unit may be leased for approximately \$5,000 per month (\$300,000 for 5 years); one-time dental equipment costs are \$83,000. Disposable supplies are \$30,000. A sustainable, fully-equipped vehicle could be purchased and ready for service for approximately \$683,000.

FHTC proposes initial costs to address personnel, curriculum development, program development, specialized accreditation, and needed equipment. This cost recommendation is \$2.10 million for programming and an additional \$600,000 for mobile dentistry to respond to rural healthcare needs. This cost does not include retrofitting or renovating facilities, and for aging facilities, this need is present.

Please do not hesitate to reach out if you have additional questions. Flint Hills Technical College looks forward to serving as a coalition member with Flint Hills Regional Council, aligning with regional partners to support the healthcare needs of our region.

Thank you.



Dr. Caron Daugherty
President, Flint Hills Technical College

Board of Trustees

Pat Wiederholt, Board Chair | Angie Gilpin, Board Vice-Chair | Michelle Hammond | Brian Potter | Leslie Seeley | Ken Roemer

October 18, 2021



TO: Assistant Secretary of Commerce for Economic Development

ATTN: Mrs. Alejandra Y. Castillo

RE: EDA Build Back Better Regional Challenge – Flint Hills Build Back Better Healthcare Challenge

SUBJ: LETTER OF SUPPORT AS COALITION MEMBER

Dear Mrs. Castillo:

Pawnee Mental Health Services Inc. (PMHS), a Kansas Community Mental Health Center serving 10 counties of mostly rural north-central Kansas (pop 180,165; 7,315 sq mi), would like to declare our enthusiastic support to implement a comprehensive workforce development program in cooperation with private and public organizations across multiple regions to generate well-paying professional jobs to meet the needs of the underserved population across North Central Kansas. For 65 years, Pawnee Mental Health Services has dedicated itself to the service of the community, building stronger healthier communities.

Pawnee Mental Health Services has a long history of leadership in successful collaboration amongst organizations throughout the region. From fostering alliance with 13 rural community hospitals and 10 county governments to bring a cutting-edge Crisis Stabilization Unit to the region, to patterning with law enforcement agencies to create the regions first mental health co-responder program, Pawnee Mental Health Services has historically been a leader in regional collaboration efforts that affect the mental, physical, and economic health of our area's workforce. Phase 1 and Phase 2 of this proposal have the support and cooperation of partnerships across and beyond the Flint Hills region that include 14 graduate school programs, even more undergraduate programs, as well as Manhattan Area Technical College, Ascension Via Christi Hospital, and a large centrally located school district (USD 383).

This project creates a structure and ongoing future for a pathway towards generating well-paying and much needed jobs throughout a region decimated by struggles in agricultural and light manufacturing industry. Through creation of realistic and obtainable routes of individual economic stability, the project creates retention of the population and more stable tax base for a healthy, thriving population. We believe so strongly in this initiative that Pawnee Mental Health Services is prepared to supplement the EDA Phase 1 funding to ensure successful development and success of Phase 2. With \$75,000 of EDA Phase 2 funding, and the remaining \$28,000 contributed by Pawnee Mental Health Services, we can partner and move forward towards a healthy and prosperous region.

Very respectfully,

A handwritten signature in black ink that reads "Robbin Cole". The signature is fluid and cursive.

Robbin Cole, LSCSW
Executive Director

2001 Claffin Rd.
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**MANHATTAN
TECH**

MANHATTAN AREA TECHNICAL COLLEGE

Mrs. Alejandra Y. Castillo, Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
1401 Constitution Avenue, NW
Suite 71014
Washington, D.C. 20230

October 18, 2021

RE: EDA Build Back Better Regional Challenge—Flint Hills Build Back Better Healthcare Challenge

Dear Mrs. Castillo,

On behalf of our Board of Directors, Faculty, Staff, and Students of Manhattan Area Technical College, and on behalf of the Trustees of the Manhattan Area Technical College Foundation, I am pleased to present this letter of support for the Build Back Better Health Care initiative through the Flint Hills Regional Council. This coalition effort will enable MATC to significantly strengthen access and essential frontline health care workers to a multiple county area of Kansas. This is a true coalition effort as it is only through the combination of the members and their resources that we can drive this transformational change improving health care in the region, which in turn reinforces community and economic development.

Manhattan Area Technical College, as a public, accredited technical college, has provided quality technical, general, and adult education for many years. Although our institutional budget is only approximately \$7 million annually, our economic impact (as determined by EMSI in 2019) is almost \$20 million! More importantly, almost two-thirds of our graduates remain in our primary service area as employees in essential occupations, as taxpayers, as consumers, and as residents of our region. We like to tell folks our mission and purpose is HIRE education that keeps the region going. This project requires a significant commitment from the College and its Foundation, as well as the community. But quality health care is the keystone for community and economic development. MATC offers both Practical Nursing and Registered Nursing programs with a licensure pass rate exceeding the state and national average. We have additional medical programs in Certified Nursing Assistance, Certified Medication Assistant, Phlebotomy, Emergency Medical Technician, Medical Laboratory Technology, Biotechnology, and Critical Environment Technology. These programs provide a critical workforce in our region. The proposed funding from EDA will allow us to expand program capacity, access by incorporating the latest technology for virtual and augmented reality instruction, and enhanced engagement with related businesses and organizations in our service area.

MATC is committing monetary and in-kind resources to the project. We anticipate the final project, if approved, would make an impact in providing 20-25% more essential healthcare workers annually in our region! This, in turn, reinforces the region's capacity for community and economic development.

Sincerely,

James D. Genandt

James D. Genandt-President/CEO, Manhattan Area Technical College
www.manhattantech.edu



Manhattan-Ogden

October 14, 2021

Mrs. Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
1401 Constitution Avenue, NW
Suite 71014
Washington, C.C. 20230

Re: EDA Build Back Better Regional Challenge - Flints Hills Build Back Better Healthcare Challenge

Dear Mrs. Castillo,

This letter is provided in support of two projects included in a regional *Build Back Better* planning grant. Each project is critical for rebuilding a healthy and diverse workforce within our region. Separately and collectively these projects promote equitable access to opportunities for improvements that benefit students, families, employers and our entire region.

As a coalition member, the *Regional School and Community Mental Health Support Structures* proposal will provide assistance for systemic planning among multiple partners that are all committed to addressing the significant mental health needs that have grown exponentially during our many months of the COVID-19 global pandemic. By working together, partners from K-12 education, mental health and higher education will create a system that includes education, prevention, identification, intervention and post-treatment care along a continuum from mild to severe mental health needs. These support structures will support and strengthen relationships in families, workplaces and throughout the community – enhancing both well-being and productivity.

As a coalition member, the *Manhattan/Flint Hills Region Career Academy Alliance* will bring together local leaders from business and industry, K-12 education, and higher education who share a strong desire to provide potential employees with equitable access to training in high wage/high demand and critical need occupations. Funding through the proposed *Build Back Better* grant will provide a planning process critical in a complex regional workforce development initiative.

Please let me know if additional information is needed about either of these proposals. I look forward to planning and implementing these investments that allow us to truly “Build Back Better.”

Respectfully,

A handwritten signature in cursive script that reads 'Marvin Wade'.

Marvin Wade, Superintendent
Manhattan-Ogden USD 383
785-587-2000
marvinw@usd383.org



Ascension

October 18, 2021

Mrs. Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
1401 Constitution Avenue, NW
Suite 71014
Washington, D.C. 20230

Re: EDA Build Back Better Regional Challenge – Flint Hills Build Back Better Healthcare Challenge

Dear Mrs. Castillo,

Ascension Via Christi Hospital is very supportive of the efforts being coordinated by the Flint Hills Regional Council to establish ongoing education and training resources for behavioral healthcare staff and to support development of a 22-bed inpatient behavioral health unit at a regional healthcare facility. These resources will allow us to provide health care services to an ever-expanding underserved population.

Geary and Riley counties rank as the eleventh and fifth largest counties in Kansas. Both communities are very transient, and the health care infrastructure of the region is strained. We particularly lack behavioral health services throughout the continuum in part due to scarce staffing resources. Partnering with Pawnee Mental Health and other providers in our region is key to ensuring access to quality behavioral healthcare.

As a Co-Chair of the Regional Healthcare Consortium, and Co-Chair of the Manhattan Area COVID Recovery Task Force, I am fully committed to doing what it takes to assist our region recover from the impacts of COVID-19, work with our Regional Healthcare Consortium to develop and implement healthcare talent retention strategies, and continuing to be a part of the solution to overcome our regional healthcare challenges.

As the President of Ascension Via Christi Hospital in Manhattan, I am committed to serving as a Coalition Member, improving services to our residents and those in the surrounding communities by continuing to work collaboratively with our Flint Hills Regional Council partners.

Sincerely,

Robert Copple, FACHE, PE
President, Ascension Via Christi Hospital Manhattan

October 18, 2021

Mrs. Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
1401 Constitution Avenue, NW
Suite 71014
Washington, D.C. 20230

Re: EDA Build Back Better Regional Challenge – Flint Hills Build Back Better Healthcare Challenge

Dear Mrs. Castillo,

As a member of the Flint Hills Regional Council, the College of Health and Human Sciences at Kansas State University is in full support of its application for the U.S. Economic Development Administration's Build Back Better Regional Challenge and is committed to serving as a Coalition Partner. This proposal aims to develop and implement a series of projects and strategies to create a robust talent pipeline to address the critical shortage of healthcare workers and availability/access to healthcare services throughout our Flint Hills Region.

At the College of Health and Human Sciences at Kansas State University, we focus first on people. From the innate need for clothing and shelter to physical exercise and proper nutrition, to mental well-being, our students have dedicated their education to bettering the lives of people. We inspire and prepare passionate and caring individuals for a meaningful life, and a career that promotes human well-being in the areas of business, design, teacher education, human behavior, and health sciences. We are proud to offer healthcare degrees in Physician Assistant, Athletic Training, Speech Pathology, Dietetics, Public Health, Couples and Family Therapy as well as a nursing pathway with Wichita State University. We know that access to high-quality healthcare and healthcare careers is critical to the success of our community, region, and the general public health. The shortage of healthcare workers is not unique to any single facet of the medical field and impacts both our urban and rural populations.

USD 383 and the Manhattan Area Technical College's vision for a Career Academy is a game changer for our region's workforce trajectory, as it will help high school students gain employable skills and jump-start their career and educational pathway--guiding students into an array of healthcare and other professions. It will also serve as a recruitment tool to align students to continue their educational path with Manhattan Area Technical College, and/or other existing higher education programming at Kansas State University, Emporia State University, Flint Hills Technical College, University of Kansas, and Wichita State University--a time when enrollment is down and continues to impact our regional economy.

"In a world focused on things, we focus first on PEOPLE."

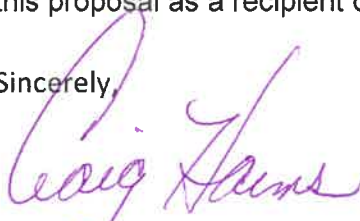
In 2019, the Regional Healthcare Consortium identified healthcare space, staffing, and resource needs of a three-county area. If funded, the Consortium has agreed to expand to a multi-regional, eighteen-county footprint to assist with the Healthcare Growth Cluster. This group is dedicated to building the necessary partnerships needed between academic, healthcare providers and civic leaders to begin to overcome healthcare staffing shortages by helping to expand educational training capacity, work toward retention of recent graduates and increase access to services--all strategies within our EDA-designated CEDS Plan. The Regional Healthcare Consortium will play a critical coordinating role for all Coalition Member and Coalition Partners to pull the right representatives into the discussion at the right time throughout the implementation process and ensure its success.

The efforts of Kansas State University, Pawnee Mental Health, Ascension Via Christi, and USD 383--all headquartered within Manhattan, but serve regionally and in some cases globally, should be commended for their leadership and dedication to making our region better. This application is just one more example of their commitment to make a difference by actively working to expand capacity and access to mental health services and other allied health services, a challenge that hits home with so many of our agricultural military and student population and their families that is now more acute than ever before due to the impacts COVID-19 has had on our families. Expanded mental health capacity and access to services has never been so critical, as our future workforce also depends on us acting now.

The College of Health and Human Sciences believes in regional and multi-regional efforts to make transformative change and therefore is grateful for the opportunity for our region to apply for Build Back Better funding. If funded, our eighteen Kansas counties will work hard to do our part to develop a healthcare talent pipeline to work toward closing the gap of at least a portion of the projected nationwide healthcare staffing shortage projected within the next five years.

The College of Health and Human Sciences is confident that these projects will create the much needed transformational change our rural communities so desperately need to help our Flint Hills Region, our State of Kansas, and nationwide to build back better. We encourage EDA to select this proposal as a recipient of the Build Back Better Regional Challenge Phase I grant.

Sincerely,



Craig A. Harms, PhD FACSM

Betty L. Tointon Interim Dean and Professor
College of Health and Human Sciences
Kansas State University
Manhattan, KS 66506



Morris County Hospital
600 N Washington
Council Grove, KS 66846
(620) 767-6811-Ext 121
Fax (620) 767-5611

October 19, 2021

Mrs. Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
1401 Constitution Avenue, NW
Suite 71014
Washington, D.C. 20230

Re: EDA Build Back Better Regional Challenge – Flint Hills Build Back Better Healthcare Challenge

Dear Mrs. Castillo,

As a member of the Flint Hills Regional Healthcare Consortium, Morris County Hospital is in full support of the Flint Hills Regional Council's application for the U.S. Economic Development Administration's Build Back Better Regional Challenge. We are committed to serve as a Coalition Partner in support of the proposed multi-regional project scope and value the efforts of the Coalition Members and our Regional Healthcare Consortium network of public and private healthcare providers coming to the table and being dedicated in the effort to assist with the creation of a healthcare growth cluster within our region.

Morris County Hospital struggles to fill vacancies, and we are committed to doing our part to support expanded training capacity efforts as feasible and to work collaboratively to develop a self-sustaining scholarship program tied to future job placement in an effort to retain recent healthcare graduates to our region. Our healthcare community throughout the region has indicated the willingness to invest, should a program be created that would help fill vacancies.

The Build Back Better Regional Challenge provides the planning dollars needed to hire a regional coordinator that as part of their assigned duties will help to research, pull in appropriate higher education representatives and facilitate the Regional Healthcare Consortium through a planning process to take this concept to the next step in developing incentives or programs specifically for the purpose of retaining healthcare graduates to our region for "x" number of years.

As a healthcare delivery provider serving three Counties, it is critical that the shortage of healthcare workers in our region is addressed. Our hospital in Council Grove recently added two more Clinic locations in White City and Alta Vista, Kansas, to be more accessible for our older clientele. Also we assumed operations of the local Assisted Living Center, at the beginning of the COVID pandemic, and we are now extremely challenged in finding and retaining CMAs and CNAs to take care of these residents 24/7. Our growth at a difficult labor time has really brought to light the need for training our own and enticing young people with the positive features of a healthcare career. Morris County Hospital is committed to being a contributing partner alongside our fellow medical providers, institutions of higher education, technical schools, and other entities.

Morris County Hospital fully supports the Flint Hills Regional Council's proposal and is confident that these projects will help our region build back better. We encourage EDA to select this proposal as a recipient of the Build Back Better Regional Challenge Phase I grant.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kevin A. Leeper". The signature is fluid and cursive, with the first name "Kevin" being the most prominent.

Kevin A. Leeper
CEO, Morris County Hospital



October 19, 2021

Mrs. Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
1401 Constitution Avenue, NW
Suite 71014
Washington, D.C. 20230

Re: EDA Build Back Better Regional Challenge – Flint Hills Build Back Better Healthcare Challenge

Dear Mrs. Castillo,

As a member of the Flint Hills Regional Healthcare Consortium, Community HealthCare System is in full support of the Flint Hills Regional Council's application for the U.S. Economic Development Administration's Build Back Better Regional Challenge. We are committed to serve as a Coalition Partner in support of the proposed multi-regional project, and we value the efforts of our Regional Healthcare Consortium network of public and private healthcare providers working to ensure that we can continue to provide quality healthcare in our region.

Community HealthCare System often struggles to fill vacancies, and we know that we need to do more to encourage and retain recent healthcare graduates. We are committed to help develop expanded training capacity and a self-sustaining scholarship program tied to future job placement. The healthcare community throughout the region has indicated willingness to invest in such a program, which would be especially helpful in our rural area.

The Build Back Better Regional Challenge provides the planning dollars needed to hire a regional coordinator who will help to research, work with appropriate higher education representatives, and facilitate the Regional Healthcare Consortium in developing incentives or programs to help healthcare graduates to our region.

As a healthcare system serving a rural, four-county area of northeast Kansas, we see how critical the shortage of healthcare workers in our region has become. Our organization comprises one hospital, seven primary care clinics, a large home health care department, two nursing homes, one assisted living facility, and three fitness centers, and we strive to provide care through the lifespan for our patients. Staffing our range of services with the necessary providers, nurses, CNAs, technicians, and others to keep our facilities running smoothly and maintaining the highest standards of patient care is becoming increasingly difficult. We have a long history of collaboration with area hospitals, communities, and civic organizations, and we are committed to strengthening partnerships with our fellow medical providers, institutions of higher education, technical schools, and others to ensure that our rural communities can continue to thrive.

Community HealthCare System fully supports the Flint Hills Regional Council's proposal and is confident that these projects will help our region build back better. We encourage EDA to select this proposal as a recipient of the Build Back Better Regional Challenge Phase I grant.

Sincerely,

A handwritten signature in black ink that reads "Todd M. Willert".

Todd Willert, CEO



720 Poyntz Ave
Manhattan, KS. 66502
(P) 785-320-7331
(F) 785-320-7338
katieswaymanhattan.com

October 19, 2021

Mrs. Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
1401 Constitution Avenue, NW
Suite 71014
Washington, D.C. 20230

Re: EDA Build Back Better Regional Challenge – Flint Hills Build Back Better Healthcare Challenge

Dear Mrs. Castillo,

As a member of the Flint Hills Regional Healthcare Consortium, Katie's Way is in full support of the Flint Hills Regional Council's application for the U.S. Economic Development Administration's Build Back Better Regional Challenge. We are committed to serve as a Coalition Partner in support of the proposed multi-regional project scope and value the efforts of the Coalition Members and our Regional Healthcare Consortium network of public and private healthcare providers coming to the table and being dedicated in the effort to assist with the creation of a healthcare growth cluster within our region.

Katie's Way struggles to fill vacancies, and we are committed to doing our part to support expanded training capacity efforts as feasible and to work collaboratively to develop a self-sustaining scholarship program tied to future job placement in an effort to retain recent healthcare graduates to our region. Our healthcare community throughout the region has indicated the willingness to invest, should a program be created that would help fill vacancies.

The Build Back Better Regional Challenge provides the planning dollars needed to hire a regional coordinator that as part of their assigned duties will help to research, pull in appropriate higher education representatives and facilitate the Regional Healthcare Consortium through a planning process to take this concept to the next step in developing incentives or programs specifically for the purpose of retaining healthcare graduates to our region for "x" number of years.

As a behavioral health care provider serving the Manhattan area, it is critical that the shortage of healthcare workers in our region is addressed. Katie's Way provides outpatient behavioral health therapy and outpatient psychiatry services. The need for these services far outweighs the available professionals. Katie's Way is willing to provide support via job training/experience for students, and, to seriously explore scholarships for students who commit to serving our area for a given length of time. Katie's Way is committed to being a contributing partner alongside our fellow medical providers, institutions of higher education, technical schools, other entities.

Katie's Way fully supports the Flint Hills Regional Council's proposal and is confident that these projects will help our region build back better. We encourage EDA to select this proposal as a recipient of the Build Back Better Regional Challenge Phase I grant.

Sincerely
Dr. Matt Wassom
Clinical Director

Jose Barajas
Practice Manager

October 19, 2021

Mrs. Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
1401 Constitution Avenue, NW
Suite 71014
Washington, D.C. 20230

Re: EDA Build Back Better Regional Challenge – Flint Hills Build Back Better Healthcare Challenge

Dear Mrs. Castillo,

As a member of the Flint Hills Regional Healthcare Consortium, Konza Prairie Community Health Center is in full support of the Flint Hills Regional Council's application for the U.S. Economic Development Administration's Build Back Better Regional Challenge. We are committed to serve as a Coalition Partner in support of the proposed multi-regional project scope and value the efforts of the Coalition Members and our Regional Healthcare Consortium network of public and private healthcare providers coming to the table and being dedicated in the effort to assist with the creation of a healthcare growth cluster within our region.

Konza Prairie Community Health Center struggles to fill vacancies, and we are committed to doing our part to support expanded training capacity efforts as feasible and to work collaboratively to develop a self-sustaining scholarship program tied to future job placement to retain recent healthcare graduates to our region. Our healthcare community throughout the region has indicated the willingness to invest, should a program be created, that would help fill vacancies.

The Build Back Better Regional Challenge provides the planning dollars needed to hire a regional coordinator that as part of their assigned duties will help to research, pull in appropriate higher education representatives, and facilitate the Regional Healthcare Consortium through a planning process to take this concept to the next step in developing incentives or programs specifically for the purpose of retaining healthcare graduates to our region for "x" number of years.

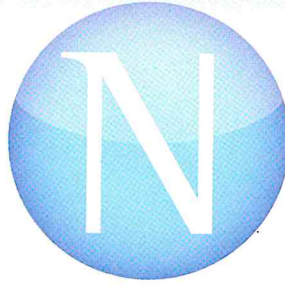
As a Community Health Center providing integrated medical, dental, behavioral health, along with ancillary services such as lab, x-ray and pharmacy serving the Manhattan, Junction City, and surrounding communities it is critical that the shortage of healthcare workers in our region is addressed. Our organization understands how important it is to address gaps in healthcare regionally and collaboratively. As a Community Health Center, Konza Prairie Community Health Center routinely works across county and agency lines to meet patient needs as a contributing partner alongside fellow healthcare providers, institutions of higher education, technical schools, and other entities. This project will enhance the capacity of the region to leverage collaboration on a broad scale and maximize collective impact on regional healthcare infrastructure, expanding access to care for all.

Konza Prairie Community Health Center fully supports the Flint Hills Regional Council's proposal and is confident that these projects will help our region build back better. We encourage EDA to select this proposal as a recipient of the Build Back Better Regional Challenge Phase I grant.

Sincerely,



Lee Wolf
Chief Executive Officer
Konza Prairie Community Health Center



October 18, 2021

NEWMAN

REGIONAL HEALTH

Mrs. Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
1401 Constitution Avenue, NW
Suite 71014
Washington, D.C. 20230


Re: EDA Build Back Better Regional Challenge – Flint Hills Build Back Better Healthcare Challenge

Dear Mrs. Castillo,

Newman Regional Health is a not-for-profit 25 bed Critical Access Hospital located in Emporia, Kansas serving a six-county catchment area of roughly 45,000 people to provide healthcare services and employment opportunities to the southern portion of the Flint Hills Region. For nearly 100 years we have continuously expanded to meet the needs of our community. With over 500 employees and a wide variety of clinical specialties on our medical staff, Newman is committed to job growth in our region for a wide range of clinical and non-clinical staff.

Emporia State University's and Flint Hills Technical College's vision for a Regional Healthcare Science and Technology Center and Mobile Dental Units to respond to rural healthcare needs is pivotal to our region's workforce trajectory. These efforts will expand training opportunities for new students and existing healthcare professionals to supplement the academic experience of curricula, grow new and scale existing programs to ensure health equity within rural communities, and build upon the foundational biomedical sciences programs to accelerate workforce development through state-of-the-art technology including high fidelity simulation and the use of highly specialized labs.

Newman Regional Health supports the efforts of the Flint Hills Regional Council and is committed to partnering with the Multi-Regional Healthcare Coalition to help attain the regional growth cluster goal of implementing a holistic wraparound approach to expand training capacity, and provide equitable access to both physical and mental healthcare services across rural Kansas. We encourage the EDA to select this proposal as a recipient of the Build Back Better Regional Challenge Phase I grant.


Sincerely,
Bob Wright
CEO

Newman Regional Health

1201 W. 12th Ave. | Emporia, Kansas | 66801-2504 | (620) 343-6800 | www.newmanrh.org

Owned by the people of Lyon County



City Manager's Office/104 E. 5th/P.O. Box 928/Emporia, KS 66801-0928 620-343-4250 FAX: 620-343-4254

Robert F. Gilligan, Mayor

Becky Smith, Vice-Mayor
Jon Geitz, Commissioner

Danny Giefer, Commissioner
Susan Brinkman, Commissioner

October 18, 2021

Mrs. Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
1401 Constitution Avenue, NW
Suite 71014
Washington, D.C. 20230

Re: EDA Build Back Better Regional Challenge – Flint Hills Build Back Better Healthcare Challenge

Dear Mrs. Castillo,

I am excited to offer my support for the Flint Hills Build Back Better Healthcare Challenge application. Emporia serves as a central hub for the southern portion of the Flint Hills Economic Development District by providing business, education and healthcare services for the majority of the seven counties area, including Chase, Morris and Lyon County as members of the district. Our region faces many of the similar challenges that rural America has been faced with over the years and the last 18 months during the pandemic. The challenges we have had to recruit, retain and grow our critical workforce talent pipeline has become more fractured and exposed and new innovative strategies will be critical to the long-term viability of our region.

As part of the Flint Hills Economic Development District, we have had a strong history of collaboration on successful regional projects with several regional partners. The Flint Hills Regional Council has provided great regional leadership and success on programs to tackle issues like brownfield mitigation, and regional strategies for effective growth and transportation management. Additionally, we have history of success working with our regional communities as part of the Animal Science Corridor that leverages strong regional partnerships and collaboration throughout the area. This regional partnership and network of support was a critical component to the Federal Strategy to select our regional partner Manhattan, KS as the headquarters for the National Bio and Agro-Defense Facility.

The strategy outlined in the application will help to focus on a specific need that is not only a threat to the long-term health and economic success of our region but many rural areas. The projected staffing shortages in rural healthcare is a broader threat to the economic success of our region as more resources would be lost and population numbers would continue to decline as families move for better access to care. If we have learned anything during this pandemic it should certainly be the role that a strong and stable healthcare system plays in the overall economic strength of our communities. The strategy outlined will attempt to help solve one of the biggest challenges our region faces in the immediate future and will be a roadmap for success that other rural regions throughout the country can follow to offer preservation of their rural healthcare needs.

It is my sincere hope that the EDA will see the value in this Build Back Better strategy, not just for the Flint Hills Economic Development District but for all of rural America and provide the opportunity for a strategic plan to be developed for future investment. Economic Vitality requires a well-trained health workforce to keep the broader population healthy and able, this proposed project would help to develop that next generation of frontline workers in this critical area of need at this time.

Sincerely,

A handwritten signature in blue ink, appearing to read "Robert Gilligan", with a long horizontal flourish extending to the right.

Robert Gilligan, Mayor
City of Emporia



October 18, 2021

Mrs. Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
1401 Constitution Avenue, NW
Suite 71014
Washington, D.C. 20230

Re: EDA Build Back Better Regional Challenge – Flint Hills Build Back Better
Healthcare Challenge

Dear Mrs. Castillo,

As a member of the Flint Hills Regional Council, the City of Manhattan is in full support of its application for the U.S. Economic Development Administration's Build Back Better Regional Challenge and is committed to serving as a Coalition Partner. This proposal aims to develop and implement a series of projects and strategies to create a robust talent pipeline to address the critical shortage of healthcare workers and availability/access to healthcare services throughout our Flint Hills Region.

The City of Manhattan is one of the three largest communities within the seven-county Flint Hills Economic Development District, providing services and employment opportunities to our residents and residents of the surrounding, more rural areas throughout the region. Access to high-quality healthcare and healthcare careers is critical to the success of our community, region, and the general public health. The shortage of healthcare workers is not unique to any single facet of the medical field and impacts both our urban and rural populations.

USD 383 and the Manhattan Area Technical College's vision for a Career Academy is a game changer for our region's workforce trajectory, as it will help high school students gain employable skills and jump-start their career and educational pathway--guiding students into an array of healthcare and other professions. It will also serve as a recruitment tool to align students to continue their educational path with Manhattan Area Technical College, and/or other existing higher education programming at Kansas State University, Emporia State University, Flint Hills Technical College, University of Kansas, and Wichita State University--a time when enrollment is down and continues to impact our regional economy.

In 2019, the Regional Healthcare Consortium identified healthcare space, staffing, and resource needs of a three-county area. If funded, the Consortium has agreed to expand to a multi-regional, eighteen-county footprint to assist with the Healthcare Growth Cluster. This group is dedicated to building the necessary partnerships needed between academic, healthcare providers and civic leaders to begin to overcome healthcare staffing shortages by helping to expand educational training capacity, work toward retention of recent graduates and increase access to services--all strategies within our EDA-designated CEDS Plan. The Regional Healthcare Consortium will play a critical coordinating role for all Coalition Member and Coalition Partners to pull the right representatives into the discussion at the right time throughout the implementation process and ensure its success.

The efforts of Kansas State University, Pawnee Mental Health, Ascension Via Christi, and USD 383--all headquartered within Manhattan, but serve regionally and in some cases globally, should be commended for their leadership and dedication to making our region better. This application is just one more example of their commitment to make a difference by actively working to expand capacity and access to mental health services and other allied health services, a challenge that hits home with so many of our agricultural military and student population and their families that is now more acute than ever before due to the impacts COVID-19 has had on our families. Expanded mental health capacity and access to services has never been so critical, as our future workforce also depends on us acting now.

The City of Manhattan believes in regional and multi-regional efforts to make transformative change and therefore is grateful for the opportunity for our region to apply for Build Back Better funding. If funded, our eighteen Kansas counties will work hard to do our part to develop a healthcare talent pipeline to work toward closing the gap of at least a portion of the projected nationwide healthcare staffing shortage projected within the next five years.

The City of Manhattan is confident that these projects will create the much needed transformational change our rural communities so desperately need to help our Flint Hills Region, our State of Kansas, and nationwide to build back better. We encourage EDA to select this proposal as a recipient of the Build Back Better Regional Challenge Phase I grant.

Sincerely,

A handwritten signature in blue ink that reads "Ron R. Fehr". The signature is fluid and cursive, with the first name "Ron" and last name "Fehr" clearly legible.

Ron R. Fehr
City Manager
City of Manhattan

21010

APPENDIX C: SUSTAINABILITY PLAN

Sustainability of The Kansas Eighteen-County, Multi-Regional Healthcare Growth Cluster is dependent upon the successful implementation of the **Private Sector Engagement Strategy** (see Appendix B), attraction and retention of students to our institutions of higher and technical education, and retention of graduates/fellowship cohorts to employers throughout our region. Our cluster’s sustainability plan aims to leverage these concepts to facilitate *significant regional investment and retention of qualified healthcare professionals to the region.*

Regional Investment. To ensure the benefits are distributed equitably across all affected communities throughout the Kansas Eighteen-County, Multi-Regional Healthcare Growth Cluster, our Coalition Members agreed to distributing Phase I funds equally. This distribution has generated a need for all Coalition Members to commit to investing not only the 20% matching requirement for their proposed Phase II project, but to commit to investing in their Phase I initiatives that exceed their allotment of \$75,000. Ascension Via Christi opted to not request Phase I funds and chose to provide that investment, in full, themselves.

This commitment of regional investment to kick off the Phase I initiatives shows our coalition’s dedication to the sustainability of the regional growth cluster in the years beyond ARP funding. The table below outlines the estimated regional investment by our Coalition Members in Phase I:

Coalition Member*	Phase I Federal Request	Additional Regional Investment	Total Funds Needed for Phase I
Ascension Via Christi	\$0	\$30,000	\$30,000
Emporia State University	\$75,000	\$190,000	\$265,000
Flint Hills Regional Council	\$75,000	\$0	\$75,000
Flint Hills Technical College	\$75,000	\$65,000	\$140,000
Manhattan Area Technical College	\$75,000	\$75,000	\$150,000
Pawnee Mental Health	\$75,000	\$28,104	\$103,104
USD 383	\$75,000	\$66,675	\$141,675
Indirect Costs	\$50,000	\$0	\$50,000
Total	\$500,000	\$454,779	\$954,779

*Note: Kansas State University is a Coalition Member and their proposed project costs will be rolled into Phase II

Independent of the regional investment for the Build Back Better Challenge, it was determined that there is significant interest in regional investment from our private sector partners to establish an incentive program in the form of scholarships, specifically for the purpose of retaining healthcare graduates to our region for a specified number of years.

Attraction & Retention of Qualified Healthcare Professionals & Students to the Region.

Through our dialogue with partners throughout the Kansas Eighteen-County, Multi-Regional Healthcare Growth Cluster, it was identified that retention of talent is key to the sustainability of the cluster and its vision of addressing the critical shortage of healthcare workers through the creation of a robust, innovative talent pipeline. The Private Sector Engagement Strategy is being utilized to develop the incentives or programs, as described above. Retention is critical not just to the sustainability of our educational partners, but our healthcare service providers as well.

Pawnee Mental Health Services (PMHS), a Coalition Member, indicated that sustainability of their “Workforce Development Vision” is achieved as a portion of the alumni from the Clinical Fellowship program (after obtaining their clinical licensure) choose to continue their practice in their current setting. The organization’s reimbursement for the services they provide is re-invested into the fellowship program and thus becomes self-sustaining, resilient and expandable. This is fully achieved with four Clinical Fellowship graduating classes and a retention of 50% that stay on with PMHS.

Manhattan Area Technical College (MATC), a Coalition Member, receives the majority of its institutional revenue from students paying tuition and fees (70% of the budget) and annual state appropriations based on enrollment in qualifying technical and general education courses (30%). MATC estimates that “Project HOPE (Health Opportunities Professional Education)” will increase enrollment at their institution by 50 to 60 students annually. An estimated 45 to 55 of those students will be successfully licensed and will enter the workforce. This increase in enrollment and training capacity provides MATC with the revenue to sustain beyond the period of the funded award.

Our Coalition Members will be looking to meet the future healthcare demands through the implementation of entirely new training programs and degree fields anticipate having the ability to sustain through a variety of external and internal sources once the curriculum is developed and enrollment begins.

APPENDIX D: EQUITY PLAN

The Kansas Eighteen-County, Multi-Regional Healthcare Growth Cluster is a diverse economic region that relies on diversity in both industry and population to thrive. Our region is connected by the deep roots of the Flint Hills, but each part of the region has its own unique demographics and economy. We are committed to sharing the benefits of the cluster equitably across all affected communities throughout our region, both urban and rural, including efforts to reach historically underserved or excluded populations, racial minorities and women. The foundation of our Equity Plan is our three-phase Private Sector Engagement Strategy and is to be incorporated into our cluster's activities through representation and consideration of projects that ensure equitable access to healthcare and healthcare careers, as indicated below:

Phase 1: Interaction - Representation of Underserved Areas

When forming our task forces or committees, it is critical to ensure there is representation from our underserved areas. Our region is home to two primary categories of underserved areas: 1) Persistent Poverty Counties, and 2) rural areas.

Persistent Poverty Counties

Riley County, home of the Lead Applicant and several Coalition Members, is the only county in the state of Kansas that is identified as a **Persistent Poverty County**.

Rural Areas

In 2020 it was reported that the total population of our eighteen-county region was 265,465. Of these 18 counties, 12 are classified as "rural" or "frontier" meaning they have less than 20 persons per square mile.

These areas face many unique challenges, particularly in the realm of healthcare workforce development and access to healthcare services, so ensuring their voice is heard is crucial. Our Coalition has members that represent our Persistent Poverty County and our rural communities, as well as the other segments of our region. An outcome of the COVID-19 pandemic is that many task force and committee meetings have been held virtually, making these interactions more accessible to members from across our region, leading to increased representation.

Phase 2: Dialogue - Equal Consideration of Projects

Incorporating representation into Phase I helps to ensure that the projects or solutions proposed to address our regional healthcare challenges do so in an equitable manner to share the benefits of our cluster across our region. Our Coalition Members took the first step to ensure equitable distribution of benefits by agreeing to allocate Phase I Build Back Better Technical Assistance Funds evenly between Coalition Members. Additionally, their commitment to equity is demonstrated through the diversity of component projects that aim to provide equity that are incorporated into our Concept Proposal. A comprehensive list of these projects and how they align with the EDA's equity investment priority can be found in the Concept Proposal Narrative. Below is a sample of our cluster's projects and how they demonstrate the successful implementation of our Equity Plan.

Addressing Rural Healthcare Need - Mobile Dental Services Unit

Flint Hills Technical College provides practical nursing, dental assisting, dental hygiene, emergency services technology, and several certificates supporting allied health credentialing, from CNA to IV Therapy. The Dental Assisting and Dental Hygiene programs, both accredited by the Commission on Dental Accreditation (CODA), experience high job placement rates. According to the Health Professional Underserved Areas Report of 2020, the surrounding counties in the Flint Hills Technical College service area score well below the maximum score of 26 for dental health:

https://www.kdheks.gov/olrh/download/2020_Underserved_Areas_Report.pdf. A mobile dental services unit could help to close the gap in providing dental care to children in surrounding schools, adults in long-term care facilities, and families with childcare or transportation challenges in the region's rural areas. The Dental Hygiene Program students, accompanied by a clinical dentist, provide dental radiographs, exams, and preventive care throughout the region.

Addressing Educational Access for Minorities and Women

Flint Hills Technical College enrollment data by race/ethnicity indicates a 124% increase in enrollment of Hispanic students from 2011-2016. The Kansas Board of Regents data numbers show from 2015-2020, Hispanic enrollment in the technical college sector increased 109%.

According to the CDC, women represent nearly 80% of the economy's 18 million workers ([Healthcare Workers | NIOSH | CDC](#)). Women account for three-quarters of full-time, year-round healthcare workers today ([Your Health Care Is in Women's Hands \(census.gov\)](#)). Of these workers, 5.2% live below the poverty line, 17.8% live <200% poverty line, and 6.3% have no health insurance ([A Basic Demographic Profile of Workers in Frontline Industries - Center for Economic and Policy Research \(cepr.net\)](#)). The creation of the talent pipeline allows women to continue their education and, at every step upward, increase their earning potential. The designed pipeline will enable women to see "a next step" and provide insight to additional earning potential should they choose to move along the pipeline.

Addressing Medical Access for Minorities

Before the COVID-19 pandemic, racial and ethnic disparities existed in social and environmental determinants of health such as poverty, education and housing. Minority populations in Kansas were more likely to experience higher poverty rates, lower high school graduation rates and educational attainment, and have less access to health care. The COVID-19 pandemic has likely made these challenges worse. The Kansas Health Institute calls for state and local leaders to engage with all communities to address disparities by socioeconomic status, race/ethnicity and geography to support the health and well-being of future generations of Kansans ([A Kansas Twist — 2020 Census Data Reveal a Changing Kansas \(August 20, 2021\) – Kansas Health Institute \(khi.org\)](#)). The Kansas Eighteen-County, Multi-Regional Healthcare Growth Cluster can make an impact on this regional and national challenge with the help of Build Back Better funding to achieve our vision of expanding train capacity to reach more minorities and serve both urban and rural communities through the creation of a healthcare growth cluster in the heart of America.

Budget Narrative

Within the Kansas Eighteen-County, Multi-Regional Healthcare Grown Cluster Proposal, five Coalition Members are each being allocated \$75,000. One Coalition Member agreed to absorb approximately \$30,000 of planning expenses, and one Coalition Member's funding request will be rolled into the Phase II application. The planning technical assistance funding requested was approximately double the available grant funding available. Each Coalition Member tentatively agreed to maintain their full project scope and to invest the difference of approximately \$454,779 in Phase I, if awarded. Please see Appendix C for details.

Ascension Via Christi Hospital of Manhattan is serving as a Coalition Member agreed to absorb approximately \$30,000 of planning expenses and is not requesting funding from Phase I.

Emporia State University (ESU) proposed to spend its \$75,000 on personnel for its: Regional Health Care Science and Technology Center (\$30,000), new NAACLS-accredited baccalaureate-level medical laboratory (\$15,000), Exploration of HealthCare Careers course (\$2,500), infrastructure to graduate the maximum number of baccalaureate-prepared nurses (\$7,500), refine and build its articulation program to graduate the maximum number of allowable nurses (\$7,500), pre-med fellowship program (\$5,000), and integrating mental health counseling to students throughout curricula (\$7,500). Fringe benefits will be absorbed by ESU, if applicable.

Flint Hills Regional Council (FHRC) will use \$64,283 for Personnel and \$10,717 in Fringe Benefits. It will hire the Regional Economic Competitiveness Officer (\$64,686 for salary and \$9,686 in fringe benefits) who will provide coordination and administration for this proposal. The Executive Director will be allocated \$9,283 in salary, and \$1,031 in fringe benefits for time contributed to the project.

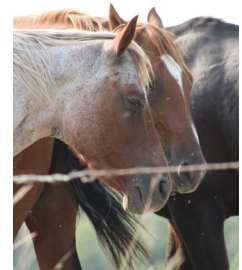
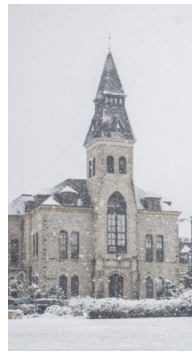
Flint Hills Technical College (FHTC) proposes to spend \$60,000 of its \$75,000 on a grant project manager (salary & fringe) to support its new program and to handle planning & physical logistics, and \$15,000 on part-time staff who will be assigned to this project.

Kansas State University (KSU) is serving as a Coalition Member, and no planning dollars are being requested for Phase I, but will be requested and rolled into the Phase II application.

Manhattan Area Technical College (MATC) proposes to spend its \$75,000 as follows: \$29,500 on personnel (\$25,000 salary, \$4,500 for fringe), \$10,500 on virtual reality (VR) healthcare software and headsets, and \$35,000 towards the \$64,500 total cost for contractual services to pay for the preparation of facility plans for healthcare and distance learning components.

Pawnee Mental Health Center (PMHC) will use its \$75,000 for Personnel and Fringe Benefits. PMHC proposes to hire a Director of Strategic Initiatives whose primary function is to design and develop the programs and coordinate the collaboration of partners.

USD 383 proposes to hire a District Coordinator (\$61,000 for salary and \$9,000 in fringe benefits). The remaining \$5,000 will be contractual for a feasibility study.



Flint Hills Economic Development District Plan:

Our Strategy-Driven Plan for Regional Economic Development

Serving Chase, Geary, Lyon, Morris, Pottawatomie, Riley, and Wabaunsee Counties

FLINT HILLS
REGION

DRAFT

FLINT HILLS REGION

Flint Hills Regional Council
PO Box 514
Odgen, KS, 66517
www.flinthillsregion.org



This plan was led by the Flint Hills Regional Council with financial investment from the U.S. Economic Development Administration.

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1

*Chapter 1***Introduction**

The Flint Hills Region is a dynamic region with a commitment to building a better future for our residents and businesses. Home to world-class assets such as Fort Riley, Kansas State University, Emporia State University, and the new National Bio and Agro-Defense Facility, the Flint Hills Region is poised to become an even more competitive destination for jobs and talent. Even with our impressive assets, the Flint Hills must continue to evolve and improve to better compete in the changed economic landscape of the modern economy and post COVID-19 economy. In service to this goal, leaders throughout our region initiated a series of community and economic development planning processes to create a consensus-based vision for the next five years and beyond.

Acknowledgments

Flint Hills Regional Council Board

Richard Weixelman

Board President
Wamego City Commission

Dee McKee

Vice-President
Pottawatomie County Commission

Linda Morse

Treasurer
Manhattan City Commission

Pam Bales

Secretary
Alma City Council

Tim Brown

At-Large
Junction City Commission

Trish Giordano

At-Large
Geary County Commission

Sharon Haun

At-Large
Council Grove City Commission

Katherine Focke

Member
Riley County Commission

David Fox

Member
Morris County Commissioner

Nancy Hier

Member
Waubunsee County Commissioner

Ryan Armbrust

Member
Alta Vista City Council

Linda Cook

Member
Kansas State University, Office of the President

Kelly Paskow

Member
Fort Riley, Plans, Analysis and Integration Office

Matt Ruhnke

Member
St. George City Council

Economic Development Partners

Jack Allston

Pottawatomie County Economic Development Corporation

Craig Bender

Junction City Chamber of Commerce

Mickey Fornaro-Dean

Junction City Area Chamber of Commerce

Rob Gilligan

Ignite Emporia Initiative, Emporia Area Chamber of Commerce

Tracy Henry

Greater Morris Development Corporation

Jim MacGregor

Wabaunsee County, Office of Economic Development

Janet Nichols

Manhattan Area Chamber of Commerce
Military Liaison

Toni Schneider

Chase County Chamber of Commerce

Jason Smith

Manhattan Area Chamber of Commerce
Manhattan Area Recovery Task Force

Daryn Soldan

Manhattan Area Chamber of Commerce

Regional, State, and National Representatives

Bob Copple

Ascension Via Christi
Manhattan Recovery Task Force

Caron Daugherty

Flint Hills Technical College

Shelia Ellis-Gasper

Black Entrepreneurs of the Flint Hills

Jim Genandt

Manhattan Area Technical College

Vernon Henricks

Greater Manhattan Community Foundation

Chad Jackson

Kansas State University, Center for the Advancement of Entrepreneurship

Kerri Keller

Kansas State University, Career Center

Bruce McMillan

McMillan Architects
FHRC Founding Father

Jeff Morris

Kansas State University, Division of Communications and Marketing

Katie Pawlosky

National Bio and Agro-Defense Facility
USDA Agricultural Research Service

Stephanie Peterson

Flint Hills Metropolitan Planning Organization

Jeffrey Tucker

Kansas State University, Technology Development Institute

Hilary Worcester

Mid Kansas Cooperative

Note: All Flint Hills Regional Council's Board Members were invited to serve on the steering committee

City and County Representatives and Local Stakeholders

Geary County

Theresa Bramlage

R2 B4 Bramlage Family Foundation
Geary Community Hospital Board of Directors

Nathan Bulter

Junction City Commission

Terry Butler

Junction City Community Advocate

Allen Dinkel

City of Junction City

Jerry Lonergan

Junction City Main Street

Shelia Markley

Junction City Opera House

Mark Powers

Junction City Chamber of Commerce,
Economic Development Commission
Advisory Committee

Kendall Schoenrock

Kendall Schoenrock Realty
PlayJC

Jeff Underhill

Hometown Insurance
Mayor of the City of Junction City
Junction City Chamber of Commerce,
Economic Development Committee

Lyon County

Scott Briggs

Lyon County Commission

Jeanine McKenna

Emporia Chamber of Commerce

Morris County

Cody Catlin

Council Grove/Morris County Chamber of
Commerce & Tourism Board

Angie Schwerdtfeger

Council Grove Area Foundation

Pottawatomie County

Nancy Burton

Greater Manhattan Economic Partnership

Stacie Eichem

City of Wamego

Kevin Fateley

Green Valley

Pottawatomie County (Continued)

Mary Jo Hanner

Blue Barn Farm

Dan Hohman

Sugar Creek Country Store

Kara Holle

Wamego Chamber of Commerce

Terri Hollenbeck

Crossroads Real Estate & Auction

Chad Kinsley

Pottawatomie County

Darin Miller

Iron Clad Coworking

Eric Neilson

Milestone Realty & Development

Kaylene Plummer

Westmoreland Chamber of Commerce

Jessica Venneberg

Pottawatomie County Economic
Development Corporation

Riley County

Tracy Anderson

Anderson-Knight Architects

Matt Crocker

Steel & Pipe Supply Company
Economic Development Committee,
Manhattan Area Chamber of Commerce

Fanny Fang

Mama Fang Asian's Market

Ron Fehr

City of Manhattan

Susmita Rishi

Kansas State University, Department of
Landscape Architecture and Regional &
Community Planning

Wayne Sloan

BHS Construction

Gina Scroggs

Downtown Manhattan

Wabaunsee County

Amanda Gnad

Wabaunsee County Steering Committee
Member

Flint Hills Regional Council Staff

Christy Rodriguez

Executive Director

Janna Williams

Regional Planner

Marissa Jones-Flaget

Recovery & Resiliency Planner - CARES
Funded

Rachel Peterson

Planner / Grant Specialist

Debby Werth

Grant Specialist

Ashton Hess

Planning Intern

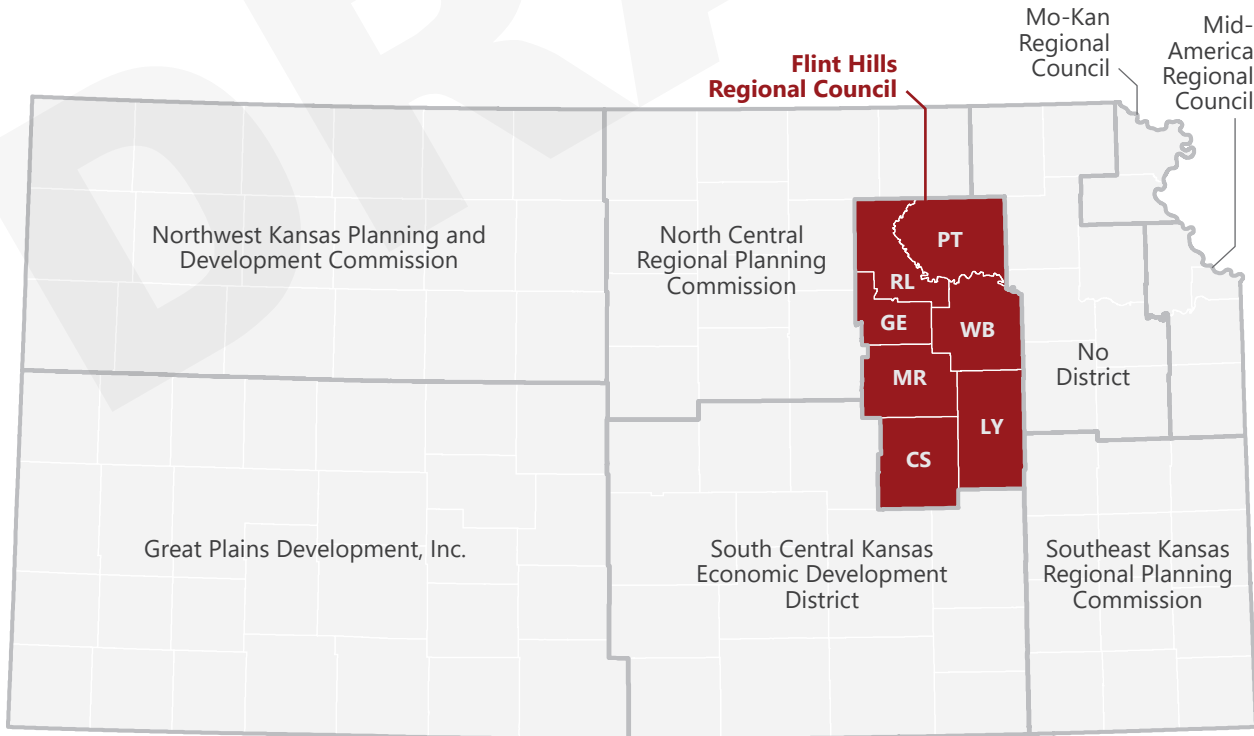
Flint Hills Economic Development District (FHEDD)

The Flint Hills Economic Development District is our region's most valuable designation.

Established in 2014, The Flint Hills Economic Development District (FHEDD) provides access to millions of dollars through the Economic Development Administration. The Flint Hills Regional Council (FHRC) is the organization that serves as the administrator of FHEDD. No other entity is positioned like FHRC to apply for invitation-only/non-competitive funding to support regional economic development efforts that serve Chase, Geary, Lyon, Morris, Pottawatomie, Riley, and Wabaunsee Counties.

▼ Figure 1.1. Flint Hills Economic Development District (FHEDD)

The area shown in red outlines the Flint Hills Economic Development District led by the Flint Hills Regional Council in comparison to other Districts within the State of Kansas.



Flint Hills Regional Council (FHRC)

About FHRC

In addition to serving as the administrator of the FHEDD, the Flint Hills Regional Council (FHRC) provides community planning, grant, and technical assistance to member jurisdictions. FHRC understands the value and importance of working collaboratively, we are stronger as a region and more effective. Industry markets, workforce, public health, access to healthcare and mental health services, emergency services, and environmental issues do not stop at jurisdictional boundaries. These issues require cooperation and coordination between communities.

FHRC's Mission is Your Mission:

- Enhance economic vitality and improve the quality of life throughout the Flint Hills;
- Administrate the Flint Hills Economic Development District; and
- Collaborate among local governments, agencies, and residents

2020 Marked a Decade of Service!

FHRC was incorporated in 2010 from a group of founding regional fathers with representation from Fort Riley, Kansas State University, regionally-minded Business Leaders, Geary County, Pottawatomie County, Riley County, and Clay County.

Active Grants and Projects

EDA Partnership Planning

The Economic Development Administration (EDA) provides funding to support FHRC staff in updating, implementing, and reporting progress of the FHEDD Plan. This funding supports FHRC staff time to also apply for grant opportunities that directly assist with plan implementation.

EDA Partnership Planning

Planning Partnership provides funding for authorized activities to prevent, prepare for, and respond to the coronavirus (COVID-19) pandemic and the economic injury as a result of COVID-19.

DOD Joint Land Use Study

A cooperative planning effort between Fort Riley, surrounding jurisdictions, state and federal agencies, and other affected stakeholders. This study is grant funded by the Department of Defense (DOD) Office of Economic Adjustment focused on community and economic development projects.

EPA Brownfield Grant

Over \$500,000 in Environmental Protection Agency (EPA) environmental assessment support was awarded for interested commercial private property owners in revitalizing their property.

NPS Regional River and Trail Plan

A non-monetary grant through the National Park Service (NPS) to provide technical assistance in developing a regional river and trail plan along the Kansas River for both community and economic development purposes.

DOD Defense Community Infrastructure Program

The FHRC Board approved the formation of a Regional Committee to review potential projects to submit in the DOD Defense Community Infrastructure Program. The City of Manhattan then took the lead in collaboration with Fort Riley to submit a proposal and application and was recently awarded almost \$6M to support the use of Manhattan Regional Airport by larger aircraft used by Fort Riley, Kansas State University, and other regional entities.

Planning for the Future, Today



Our Vision Statement

Increase regional prosperity by being a globally competitive, business-friendly region, comprised of healthy communities that sustain a high-quality of life.



Our Regional Partners and Stakeholders Represented:

- chambers of commerce
- cities and counties
- community-based foundations
- economic development organizations
- elected officials
- Fort Riley military installation
- healthcare representatives
- higher education institutions
- minority and women-owned businesses
- non-profits
- small businesses

The Purpose of the 2021 Flint Hills Economic Development District (FHEDD) Plan

A prerequisite to becoming the Economic Development District that is known today was to develop a regional economic development plan, called the Comprehensive Economic Development Strategy (CEDS). In 2014, the Flint Hills Regional Council submitted the first CEDS. Once approved by the Economic Development Administration (EDA), the FHEDD became a designated District. FHEDD is one of many Economic Development Districts throughout Kansas and the United States, as shown in *Figure 1.1*. However, our CEDS, or FHEDD Plan (as it's referred to throughout this document), is unique to our region. Our FHEDD Plan can only be achieved through a locally-based, regionally-driven economic development planning process.

Every five years, Economic Development Districts are required to update their CEDS to maintain their EDA designation and to qualify for EDA assistance. FHRC conducted a planning process and submitted an updated Plan to EDA in 2019 to meet this five-year requirement. However, in 2020, EDA Regional Office requested to realign our submission schedule to a 2021-2025 horizon. This FHEDD Plan document serves as an early update to align with the new time horizon.

FHEDD Plan: Complementing Active and Prior Economic Development Efforts

This 2021 FHEDD Plan serves as an update and compliment of prior planning efforts. This Plan brings together the commonalities of local, regional, and state planning efforts. Each respective agency provided critical input and information on their priorities. The input provided from these agencies only strengthens the FHEDD Plan so that we can collectively work together, when it makes sense, and in support of each other’s individual efforts in a manner so that we can build a better future for both our residents and businesses.

An example of complimentary planning priorities is shown below when comparing the 2018 Region Reimagined Strategic Plan and the 2019 FHEDD Comprehensive Economic Development Strategy.

Complimenting Regional Planning Efforts

- 2014** □ **The First FHEDD Plan**
The first regional seven-county economic development plan was created.
- 2018** □ **The Greater Manhattan Project**
Supported by the Manhattan Area Chamber of Commerce, a group of proactive private, public, and non-profit leader took steps to be proactive and understand trends negatively impacting the region and work to develop strategies to turn around these trends and make strides to become a more economically stable and resilient region.
- 2018** □ **Region Reimagined Strategic Plan**
In the summer of 2018, the Greater Manhattan Project was re-branded to Region Reimagined. Over 250 volunteers and community stakeholders from Geary, Pottawatomie, and Riley counties fine-tuned and validated the strategies from the Greater Manhattan Project. These volunteers are continuously working to move strategies into action on economic diversification, talent attraction and retention, the built environment, quality of place, and entrepreneurialism.

2019 Comprehensive Economic Development Strategy

Key Elements:

- Regional Collaboration and Partnerships -----
- Robust Regional Workforce -----
- Regional Tourism and Branding -----
- Business Retention and Expansion -----
- Educated / Trained Workforce -----
- Population Retention and Attraction-----
- Entrepreneurship -----
- Broadband -----
- Childcare Access -----
- Medical Care Access -----
- Leadership Training -----

2018 Region Reimagined Strategic Plan

Key Elements:

- Regional Collaboration
- Talent Attraction and Retention
- Tourism / Marketing Regional Assets
- Business Attraction, Retention, and Expansion
- Connect Students/Soldiers to Bussinesses
- Quality of Place (To Retain and attract Population)
- Entrepreneurship
- Broadband
- Childcare
- Healthcare / Mental Health
- Leadership Training

FHEDD Plan: Complementing Active and Prior Economic Development Efforts (continued)

Complimenting Local, Regional, and State Planning Efforts

FHRC worked alongside several local, regional, and state representatives to create a plan that is locally-driven. The parallels between the 2021 FHEDD Plan Update and local strategies is outlined in Chapter 3.

Chase County

The Chase County Chamber of Commerce reviewed the draft strategies and action items and provided feedback.

Geary County

The City of Junction City and Geary County provided feedback related to their specific priorities. Relevant data was also collected from Stakeholder Work Groups.

Lyon County

The City of Emporia, Emporia Chamber staff, Regional Development Association of East Central Kansas, and a Lyon County elected official also reviewed and provided feedback on the draft strategies and action items.

Morris County

The Greater Morris County Development Corporation created a Goal Committee that provided goals and priority information for this FHEDD Plan Update.

Pottawatomie County

The Pottawatomie County Economic Development Corporation's (PCEDC) 2020 Strategic Plan was developed and adopted by the PCEDC Board of Directors. FHRC staff reviewed and compared the 2019 FHEDD Plan, the Region Reimagined Plan, and the Pottawatomie County Economic Development Corporation 2020 Strategic Plan.

Wabunsee County

The Wabaunsee County, Office of Economic Development utilized an existing American Recovery Work Group to discuss the plan and county priorities for incorporation.

Flint Hills Metropolitan Planning Organization

The Flint Hills Metropolitan Planning Organization (FHMPO) reviewed draft strategies and action items. They provided feedback to ensure the transportation information was current. The partnership between FHRC and FHMPO is crucial to access both state and federal funding in support of transportation improvements within the FHMPO's three-county geographic area.

Kansas Department of Commerce

The Kansas Department of Commerce's Framework for Growth Plan also provided critical information and priorities, of which FHRC worked to align our regional strategies with the State's priorities.

FHEDD Plan: A Summary of Planning Efforts

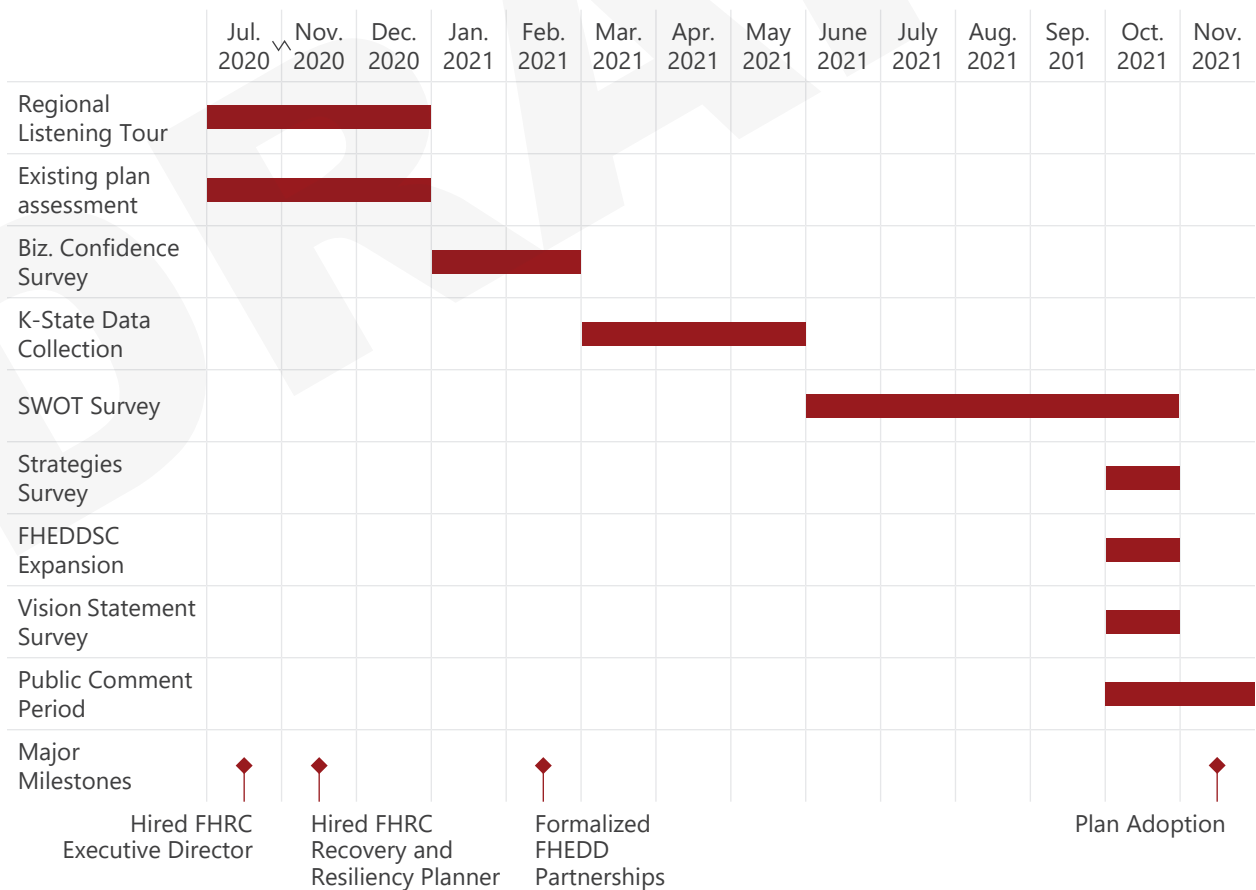
The vision, strategic directions, overarching regional strategies, and specific action items were a direct result of an extensive planning process, highlighted in *Figure 1.2*. The 2021 FHEDD Plan Update was created through a collaborative engagement with the region’s public and private partners. The process provided the region an opportunity for stakeholders and citizens to specify community priorities, assess our situation, and prioritize our shared goals.

June - December 2020: Listening and Learning About Our Region

FHRC staff launched a listening tour throughout the region to learn more about active economic development efforts. Staff met with stakeholders to discuss the 2021 FHEDD Plan Update process, its value, and the advantage of cross-pollinating existing planning efforts. This included formal presentations to City and County Commissions and Economic Development Partners.

▼ Figure 1.2. Outreach Timeline

This FHEDD Plan Update stems from over a year of collaborative, strategic planning efforts.



FHEDD Plan: A Summary of Planning Efforts (continued)

November 2020: Hiring a Recovery and Resiliency Planner

In November, FHRC hired a Recovery and Resiliency Planner to lead recovery and resiliency efforts including the development of a recovery and resiliency plan. This position began in November 2020.

January 2021: Business Confidence Survey

In January, FHRC launched a Business Confidence Survey to better understand what businesses were needing as a result of the coronavirus, or COVID-19, pandemic. An online dashboard was developed to showcase survey results both at the seven-county FHEDD scale and at the county scale.

February 2021: Formalizing Partnerships

In February, FHRC was in the process of wrapping up and closing out its 2016-2021 Economic Development Administration's (EDA) Partnership Planning Award that supports the implementation of the FHEDD Plan. As this award was coming to a close, FHRC determined that it would not have adequate resources to meet the 50% match requirement for a new 2021-2023 EDA Partnership Planning award. Consequently, FHRC reached out to Economic Development Partners to request cash and/or in-kind contributions. A total of six entities agreed to contribute toward the match including the Manhattan Area Chamber of Commerce, the City of Junction City, the Junction City Area Chamber of Commerce, the Pottawatomie County Economic Development Corporation, the Greater Morris County Development Corporation, and the Wabaunsee County Office of Economic Development. These donations were paired with the FHRC's membership dues to cover the match requirement of the grant. These partnerships enabled each entity to be more engaged and supportive throughout the planning process.

FHEDD Plan: A Summary of Planning Efforts (continued)

March - May 2021: Data Collection and Kansas State University Applied Learning Opportunity

FHRC worked with the Kansas State University, College of Architecture, Planning and Design (APDesign) to offer an applied learning opportunity to participate in the FHEDD Plan Update. The APDesign Plan Making Course consisted of graduate students who were learning how to gather data, develop recommendations, and apply them to the development of a plan. Students analyzed FHEDD demographic and economic trends as well as issues relating to the pandemic.

June - October 2021: Strengths, Weaknesses, Opportunities, and Threats (SWOT) Survey

FHEDD's SWOT survey was launched in June for public input. The SWOT Survey was distributed and promoted through multiple networks, Boards, and posted on the FHRC website. FHRC Board members also completed the survey. A total of 89 SWOT survey responses had been received and a summary of responses can be found in Chapter 2. The complete survey responses can be found in Appendix A.

October 2021: Proposed Strategies Survey

FHRC consolidated the extensive input received throughout the year from key stakeholders and the public. FHRC staff worked to incorporate existing priorities of each County, identify common themes, and ways to work together regionally to provide a higher level of support. The Proposed Strategy Survey was launched in October for members of the FHEDD Plan Steering Committee and the public to provide input related to the draft strategies. The final strategic directions can be found in Chapter 3.

October 2021: Expansion and Restructure of the FHEDD Steering Committee

To ensure broad input and collaboration for this Plan, FHRC restructured and expanded the FHEDD Plan steering committee. More than 70 stakeholders from the FHRC Board, economic development professionals, city and county managers, regional and federal stakeholders, a broad spectrum of business leaders, higher education institutions, healthcare representatives, community foundations, and nonprofits were invited. The restructured steering committee met to hear the results of the SWOT Survey, Proposed Strategies Survey, and to consider approving the Strategic Directions. FHEDD Steering committee members were tasked to identify and update county-specific action item(s) and/or project(s).

FHEDD Plan: A Summary of Planning Efforts (continued)

October 2021: Vision Statement Survey

A vision statement survey was distributed to FHEDD Plan Steering Committee members and posted on the FHRC website for both the steering committee and public to be able to participate. At the end of October, the steering committee reviewed the updates from these assignments and were provided a draft plan to review.

October - November 2021: 30-Day Public Comment Period and Plan Adoption

The Public Comment period occurred October 29, 2021 through November 28, 2021. The draft plan was posted to the FHRC website with a form for the public to provide comments. Their comments were received, reviewed, and are incorporated into Appendix X. On November 29, 2021, a joint meeting was held with the FHEDD Plan Update Steering Committee and FHRC Board of Directors. The FHEDD Steering Committee approved the plan and recommended plan adoption. The Flint Hills Regional Council Board of Directors then considered and approved this plan for adoption.

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2

Chapter 2

Understanding Our Region

Understanding our current assets, challenges, and opportunities allows us to understand where we are today and how we might alter our decisions for where to go in the future. The current and historic regional data provided in this section helps lay a foundation so that we may deeply understand our region. Our regional data, combined with input from the public and stakeholders, provides a vision of how we can continue to thrive, increase resiliency, and work toward an economically diverse and stable place for individuals of all ages and walks of life to live, work, learn, and play.

Our Regional Assets, Challenges, and Opportunities

The goal of the 2021 Flint Hills Economic Development District (FHEDD) Plan Update was to develop actionable strategies that can be implemented in the Flint Hills region that will promote (and protect) economic health over the next five years. A regional strengths, weaknesses, opportunities, and threats (SWOT) survey was launched in June 2021. The steering committee members and the public provided input. In looking at the SWOT data, the assets, challenges, and opportunities listed in the next few pages stood out in the context of existing and emerging opportunities for our region. Detailed SWOT results can be found in Appendix A.

STRENGTHS: are a region's relative competitive advantages and are often internal in nature.

WEAKNESSES: are a region's relative competitive disadvantages and are also often internal in nature.

OPPORTUNITIES: are chances or occasions for regional improvement or progress and are often external in nature.

THREATS: are chances or occasions for negative impacts on the region or regional decline, which are also often external in nature.

FHEDD Assets

Unique Community Character and Spirit

Nature and culture collide at the Flint Hills. The Flint Hills has an unforgettable horizon that both captivates and excites artists and visitors from all walks of life. Our counties have contributed to the preservation and appreciation of the largest remaining tallgrass prairie in North America. Each county within our region also has its own unique identity that contributes to the overall vitality of the region. The southern portion of the region comprises primarily rural, agricultural communities that are built on the fabric of traditional midwestern values. The northern portion of the region is bolstered by the educational and military institutions in the region.

This unique character and spirit is the foundation for many of our strengths. Our region also has a rich military history as it is home to the 1st Infantry Division, the oldest continuously serving division in the U.S. Army. We also have deep ties to the underground railroad; the Flint Hills Region is home to four Network to Freedom Underground Railroad locations.

Although travel and tourism may not be expressed as a target industry for our communities, it is an industry that is critical to the culture and heritage of our region. Encouraging the growth of the travel and tourism industry will contribute tremendously to our region's strengths.

▼ **Figure 2.1. Key Topics From the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Survey**



Educational Opportunity

The educational opportunity and capacity of our region is represented by 11 institutions of higher education, including four community colleges, two technical colleges, two private colleges, two state universities, and a professional training institute, creating an increasingly educated workforce. These institutions also provide our region with a strong competitive advantage of research and innovation, helping to attract and retain national assets such as Fort Riley and NBAF.

This is something our region believes we need to continue building upon in order to advance economic prosperity. Our region is also home to 15 unified school districts (USDs), although several more school district boundaries cross into our region.

Our Strategic Location

While continuing to support the growth and success of our educational industries, we must assess the region’s competitive advantages and ability to build capacity to attract other industries. Our region is strategically positioned near the Fort Riley Military Installation, Kansas City Animal Health Corridor, National Security Crossroads, and the Kansas Eighteen-County Multi-Regional Healthcare Growth Cluster. Embracing our region’s heritage and location, target industries of each FHEDD county, and Kansas’ target sectors, the FHEDD is ripe for significant economic development growth.

▼ **Table 2.1. Regional Higher Education Opportunities**

Institution	Location
American Institute of Baking	Riley County (Manhattan)
Barton Community College	Geary County (Fort Riley & Grandview Plaza)
Butler Community College	Morris County (Council Grove)
Cloud County Community College	Geary County (Junction City)
Emporia State University	Lyon County (Emporia)
Flint Hills Technical College	Lyon County (Emporia)
Highland Community College	Pottawatomie County (Wamego)
Kansas State University	Riley County (Manhattan)
Manhattan Area Technical College	Riley County (Manhattan)
Manhattan Christian College	Riley County (Manhattan)
St. Mary’s College	Pottawatomie County (St. Mary’s)

Proximity to Fort Riley

Fort Riley Army Installation is home to soldiers and families of the 1st Infantry Division known as “The Big Red One” which celebrated its 100th anniversary in 2017. The Fort Riley Military Installation is the largest employer in the region. Fort Riley’s FY20 Economic Impact Study reports that there are approximately 15,000 active duty service members assigned to Fort Riley with nearly 16,000 family members, 26,500 veterans and retirees and 5,500 civilian employees who live in the region and/or work at the military installation. Fort Riley has a \$1.8 billion direct economic impact. When applying the Congressional Budget Office economic multiplier of \$2.2 per \$1 of direct expenditures, Fort Riley’s full economic impact is more than \$4 billion on the surrounding area’s economy. The 1st Infantry Division as well as National Guard and Reserve units from several states use the modern training facilities at Fort Riley. Some soldiers serve until retirement, but many more serve four to eight years and are honorably discharged. Of those who retire from Fort Riley, around 40 percent choose to stay in Kansas, many in the Flint Hills Region. Their skills and experience are assets to the community. (Source: Flint Hills/Fort Riley Joint Land Use Study Update (2019))

Animal Health Corridor

Lyon and Riley Counties are located within the Kansas City Animal Health Corridor, which represents 56 percent of total worldwide animal health, diagnostics, and pet food sales. The Animal Health Corridor is home to

over 300 animal health companies between Manhattan, KS and Columbia, MO; the largest concentration in the world.

National Security Crossroads

In September 2021, the governors of Kansas and Missouri announced the launch of the National Security Crossroads, a multi-state initiative aimed at raising awareness of and facilitating collaboration and efficiencies within national security missions in the Heartland region. The Crossroads is approximately bound by St. Louis, MO to the east, Salina, KS to the west, and Wichita, KS to the south. Three primary national security-related assets are located within FHEDD (Fort Riley, National Bio and Agro-Defense Facility, and Kansas State University).

The Kansas Eighteen-County, Multi-Regional Healthcare Growth Cluster

Our Healthcare Coalition Industry and municipal partners have committed to a multi-regional Healthcare Growth Cluster. Between 2018 and 2020, there was a six percent employment decline in local health services. The decline in health services was magnified even further due to the coronavirus, or COVID-19 Pandemic where there was a 381% increase in unemployment within the local health services industries between April 2018 and April 2020. In the FHEDD alone, there are only 6,574 healthcare and social assistance sector employees, while an average area of this size should have 9,399. The gap between expected and actual employment is expected to increase over the

FHEDD Challenges

next 5 years. Due to these negative trends, the Growth Cluster is charged with addressing the critical shortage of healthcare workers through the creation of a robust, innovative talent pipeline--bringing together public and private sector investment to create a holistic wraparound approach to expand training capacity, and provide equitable access to both physical and mental healthcare services across rural Kansas and ultimately across the nation at one of the most critical times in U.S. history. To meet this charge, FHRC submitted a Build Back Better Regional Challenge concept proposal on behalf of the Growth Cluster.

Great Plains Technology and Manufacturing Cluster

The Great Plains Technology and Manufacturing Cluster is an initiative through the U.S. Small Business Administration's Regional Innovation Clusters program, and is hosted by the K-State Technology Development Institute. These programs exist to help small businesses thrive through economic development as well as provide resources to attract, create, and grow businesses throughout the region.

A Declining/Aging Population

Over the past five years, the Flint Hills Economic Development District has experienced a population decline of approximately 2.25 percent with a total population of just over 180,000. This trend is consistent across the United States and Kansas, with 80 of the 105 counties in Kansas having experienced a loss of population over the past 10 years. Despite the region's overall population decline, Pottawatomie County is one of the five fastest growing counties in Kansas and is the only rural county on that list. (Source: Kansas Health Institute, "A Kansas Twist — 2020 Census Data Reveal a Changing Kansas")

In 2010 the median age for our seven-county region was 34.5 years. In 2020, that number increased to 36.4 years. Though this 2.3 percent change may seem small, five of the seven counties saw an aging population during the last decade and three counties surpassed the state of Kansas median age of 36 years by at least six years. There was a 15.7 percent increase in the elderly population (those aged 65 years and older) between 2010 and 2019. (Source: U.S. Census Bureau: Decennial Census (2020) and U.S. Census Bureau American Community Survey 5-Year Estimates (2019))

Access to Quality Housing

Housing quality refers to the physical condition of a person's home as well as the quality of the social and physical environment in which the home is located. Several of our communities have recently undertaken the initiative of conducting housing studies to understand the lack of access to quality housing and help to create strategies to address this issue. Lyon County and Chase County recently concluded their housing study. Junction City is in the process of finalizing a housing study.

Access to Childcare

Although exacerbated by the COVID-19 pandemic, access to childcare has been a longstanding issue in Kansas and our region. The 2019 Child Care Supply Demand Report produced by ChildCare Aware of Kansas noted that 38% of Kansas counties do not have childcare centers. In this same report, Geary County was identified as a "high needs" county based on its unemployment rate, childhood poverty, and children in out of home placement.

Childcare access has direct impacts on the resilience of our workforce. In a survey conducted by the Harvard Business Review, 20% of working parents had to leave work or reduce their work hours solely due to a lack of childcare during the COVID-19 pandemic. Additionally, lack of access to childcare may push women, which comprise nearly

50 percent of our population, out of the workforce entirely.

Heavy dependence on government employer

The top three industries in the FHEDD are Federal Government (military), State Government (education and hospitals), and Local Government (education and hospitals). These industries coincide with our region's top five employers: Fort Riley (military), Kansas State University and Emporia State University (state government), and USDs 475 and 383 (local government).

These three industries provide significant benefits to our regional economy. However, "heavy dependence on government employers versus local employers" has been identified as one of our top five regional threats in our SWOT analysis. Although these industries are typically perceived as reliable, they are not immune to challenges, such as declining student enrollment and base realignment and closures.

FHEDD Opportunities Moving Forward

External trends and forces impacting our region can be identified through assessing our opportunities and threats. Our opportunities offer occasions for regional improvement or progress, while our threats are occasions for negative impacts on the region or regional decline; both of which are often external in nature. Our SWOT indicated that our region’s top two opportunities are to grow our own labor force and support business retention and expansion efforts. Our regional opportunities to grow our own labor force and support business retention and expansion efforts are directly impacted by or can help address our top two regional threats: housing affordability (more than 30 percent of household income) and lack of labor force for available jobs/mismatch of skills to job openings.

▼ Table 2.1. Top Three Industries

Source: Emsi Burning Glass

<p>FHEDD</p> <ul style="list-style-type: none"> • Federal Government, Military • Education and Hospitals (State Government) • Education and Hospitals (Local Government) 	<p>Chase County</p> <ul style="list-style-type: none"> • Crop Production • Local Government (Excluding Education and Hospitals) • Nonmetallic Mineral Mining and Quarrying 	<p>Geary County</p> <ul style="list-style-type: none"> • Federal Government, Military • Federal Government, Civilian • Education and Hospitals (Local Government) 	<p>Lyon County</p> <ul style="list-style-type: none"> • Education and Hospitals (Local Government) • Education and Hospitals (State Government) • Animal Slaughtering and Processing
<p>Morris County</p> <ul style="list-style-type: none"> • Education and Hospitals (Local Government) • Local Government, (Excluding Education and Hospitals) • Crop Production 	<p>Pottawatomie County</p> <ul style="list-style-type: none"> • Education and Hospitals (Local Government) • General Medical and Surgical Hospitals • Local Government, (Excluding Education and Hospitals) 	<p>Lyon County</p> <ul style="list-style-type: none"> • Education and Hospitals (State Government) • Restaurants and Other Eating Places • Education and Hospitals (Local Government). 	<p>Wabaunsee County</p> <ul style="list-style-type: none"> • Education and Hospitals (Local Government) • Local Government, (Excluding Education and Hospitals) • Animal Slaughtering and Processing

Target Industries Within the FHEDD

Chase County

The five industries seeing the most growth, in terms of jobs in Chase County are:

- Agriculture, Forestry, Fishing and Hunting
- Manufacturing
- Transportation and Warehousing
- Other Services (except Public Administration)
- Retail Trade

Geary County

The Junction City-Geary County Economic Development Commission identified the following target industries:

- Ag and Bio-Based Products
- Defense-Based Businesses
- Manufacturing
- Robotics/Automation
- Transportation/Warehousing/Distribution
- Unmanned Aviation Systems

Lyon County

The Emporia Regional Development Association of East Central Kansas (RDA) has identified the following target industries:

- Value Added Agriculture
- Animal Health
- Manufacturing

Note: RDA recently partnered with Flint Hills Technical College and the Kansas State Technology Development Institute to submit a concept proposal to the Build Back Better Regional Challenge to build a microfactory in Emporia as part of the proposed Great Plains Microfactories Network.

Morris County

The five industries seeing the most growth, in terms of jobs in Morris County are:

- Agriculture, Forestry, Fishing and Hunting
- Information
- Government
- Manufacturing
- Accommodation and Food Services

Pottawatomie and Riley Counties:

The Greater Manhattan Economic Partnership and the Pottawatomie County Economic Development Corporation (Pottawatomie and Riley Counties) have identified the following target industries:

- Animal Health and Science
- Biosecurity and Food Safety
- Computer Science and Information Technology
- Crop Science, Grain Science, and Milling
- Metal Fabrication, Machinery, and Equipment

Wabaunsee County

The Office of Economic Development in Wabaunsee County identified four target industries:

- Light manufacturing
- Information technology and data
- Business support services
- Travel and tourism, venues, accommodations, and services

Relationship of the Area's Economy to the Larger Region or State

The Kansas Framework for Growth has identified five target sectors to support employment and income growth. Three of the five sectors (advanced manufacturing, distribution, logistics, and transportation, and food and agriculture) align with target industries identified throughout the FHEDD. The FHEDD is uniquely positioned to help address strategic opportunities associated with the other two industries (aerospace and professional and technical services). The five target sectors and a sample of applicable strategic opportunities for the two industries not identified in the FHEDD are as follows:

- Advanced Manufacturing
- Aerospace
 - *Strategic opportunity:* Promote cross-sectors applications such as Unmanned Aerial Systems (UAS)
 - Junction City/Geary County has identified Unmanned Aviation Systems as a target industry
 - *Strategic opportunity:* Expand the state's resources into aerospace industry conferences and events
 - To address our own strategic directions, we are working to increase awareness of our region's assets; the FHEDD is home to numerous convention and conference centers.
- Distribution, Logistics, and Transportation
- Food and Agriculture
- Professional and Technical Services
 - *Strategic opportunity:* improve air

service connectivity at Kansas' major airports

- The FHEDD is home to Manhattan Regional Airport (MHK), one of the five primary airports in Kansas. MHK was recently awarded almost \$6M to support the use of Manhattan Regional Airport by larger aircraft used by Fort Riley, Kansas State University, and other regional entities, enhancing air service connectivity.
- *Strategic opportunity:* invest in vibrant business districts to attract employers and talent
 - FHEDD communities have a long history of investing into their downtown and business districts. Two of our communities are designated Kansas Main Streets (Emporia and Junction City) with other communities interested in also pursuing this designation.

Broadband Needs

The Kansas Framework for Growth outlines Community Assets as one of its Strategic Pillars. It is Kansas' objective to "rise to the top of Midwestern states with respect to broadband connectivity and access". Our strategic directions align with this objective, helping our region contribute to this goal through building external awareness of our broadband assets to assist in regional and state economic development efforts. The FHEDD is home to Emporia, one of the first

three gigabit fiber internet communities in Kansas, helping lead the charge in rural broadband connectivity and access.

Our SWOT survey results show that an almost equal number of respondents identify access to broadband as a regional strength as those who identify broadband access as a regional weakness. The 2015-2019 American Community Survey reports that 11.4 percent of households in the Flint Hills Region do not have access to the internet. This is slightly lower than that of Kansas, in which 14.5 percent of households are reported as not having access to the internet. In today's technology-driven society, purely having internet access is not sufficient; quality of access is key to a strong, resilient region.

Despite the broadband successes throughout the FHEDD, access to quality internet is still an issue in our region. The issue of broadband in rural America has been brought to the forefront at the local, state, and national levels as a result of the COVID-19 pandemic. The State of Kansas has prioritized this issue and established the Kansas Office of Broadband Development in 2020 to help ensure all Kansans have the opportunity to live, work, learn and compete in a global economy by improving universal access to quality, affordable and reliable broadband. This prioritization has led to the injection of funds into local communities to bolster not only their access to broadband, but their access to quality broadband. More information on the impact of the Coronavirus (COVID-19)

Pandemic on broadband access throughout the FHEDD is available in Appendix B.

Energy Needs

FHRC began a Military Installation Resiliency Study and Action Plan (MIR) in June 2021. This project assists in providing critical information that enables communities to make informed decisions related to resilience and to work in partnership with the Fort Riley to respond to, address, and mitigate activities that are either impairing or may impair the installation mission. Energy needs of the region are not fully analyzed and understood at this time. Current work on the MIR aims to address that issue. This will require understanding current energy resources and distribution, assessing potential hazards and threats, evaluating impacts and vulnerabilities, and developing plans to address the shortcomings. The importance of reliable energy security is generally understood in relation to Fort Riley, Kansas State University, the National Bio and Agro-Defense Facility (NBAF), and other critical facilities.

The production, transmission, and distribution of energy (both electricity and natural gas) are provided by commercial utility companies. There are very limited on-site and localized energy resources or storage in the event the commercial grid experiences major outage. The utility companies have been involved in major economic development such as the NBAF. Additionally, they are aware of areas targeted for economic development that require additional energy such as the

industrial area at Manhattan Regional Airport.

Cities and counties in the Flint Hill region do not have significant plans to develop distributed and advanced energy systems such as renewables, energy storage, and microgrids. This is something that the region should consider to be more resilient. The utility companies should be included in developing these plans to ensure seamless integration into the overall power grid. Despite the lack of significant plans to develop such systems in our region, some communities are beginning to embrace these options. In 2021 DSO Electric Cooperative and Today's Power, Inc. built a solar farm to supplement the use of traditional energy.

Pottawatomie County has been identified as a coal community, due to the location of the Jeffrey Energy Center (JEC). JEC is a coal-fired and natural gas power plant that has been in operation since 1980 and is slated to cease operation in 2030. It is critical that we monitor and assess what impact this closure will have on our energy needs and local economy, so we can plan for the future.

Economic and Disaster Resilience Background

One of the most critical goals for the FHEDD and this document is to plan for and ensure the resilience of the Flint Hills region. Economic resilience includes three major attributes: the ability to recover quickly from a shock, the ability to withstand a shock, and the ability to avoid the shock altogether. For proper integration of resilience efforts into

the FHEDD Plan, EDA outlines a two-pronged approach through the incorporation of:

1. Steady-State Initiatives: Planning for and implementing resilience through specific goals or actions to bolster the long-term economic durability of the region
2. Responsive Initiatives: Establishing information networks among the various stakeholders in the region to encourage active and regular communications between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges

One of the five Strategic Directions of this Plan is Recovery, Disaster Preparedness, and Resiliency. Throughout the formulation of our Plan and based on the results of our SWOT, we have created a strategic framework of resilience-related items and their associated actions. Resilience-related actions are not confined to the Recovery, Disaster Preparedness, and Resiliency Strategic Direction, rather several cross-cutting actions and initiatives have been identified. These actions are a combination of steady-state and responsive initiatives to ensure resilience is properly integrated into our Plan.

Threats to Resilience

Shocks or disruptions can have an impact on the region's economy, society, and environment. Our SWOT analysis identified 16 regional threats which have been categorized as either an economic or societal risk. More information about these threats and their impact on our region can be found in the SWOT Section and SWOT Appendix.

▼ **Table 2.2. Economic and Societal Risks**

Economy	Society
Lack of labor force for available jobs/ mismatch of skills to job openings	Close mindedness
Heavy dependence on government employers vs. local employers	Rural population declining, loss of population overall
High taxes (property county)	Quality of place factors important to talent pools and families compared to other comparable communities competing for our talent
Limited jobs for highly educated talent & ability to pay competitive wages	Lack of inclusivity
Lack of applicable job openings for highly educated workforce	Loss of local schools in rural areas
Death of brick & mortar businesses	Lack of vision
Fluctuation of military population (Fort Riley)	
Poor roads & infrastructure	
Availability and diversity in job opportunities	
Loss of Jeffrey Energy Center	

Environmental Risks

Since 2000 there have been 13 Presidential Disaster Declarations for floods and 10 Presidential Disaster Declarations for tornadoes in Kansas Homeland Security Region I. The entirety of the FHEDD resides within Region I, unifying all FHEDD communities under the Kansas Region I Hazard Mitigation Plan. The alignment of these regions fosters communication between regional economic development entities/initiatives and emergency management personnel/initiatives to help mitigate environmental risks.

Resilience Throughout the COVID-19 Pandemic

In 2020, the Flint Hills Regional Council was awarded Coronavirus Aid, Relief, and Economic Security Act (CARES) grant funding through the EDA. The awarded CARES grant provided assistance to the region for COVID-19 economic recovery and resiliency efforts and is included as part of our Plan. The Flint Hills Recovery and Resiliency Plan is located in Appendix B.



3

Chapter 3

Our Economic Development Strategy and Implementation

As the region assessed opportunities and challenges, the Flint Hills Regional Council's Board developed a set of criteria to make informed decisions specific to the needs of the Flint Hills.

The Fundamentals of Our Plan:

1. Business Support, Economic Diversification, and Economic Development Infrastructure
 2. Talent Attraction and Retention
 3. Supporting Innovation and Entrepreneurialism
 4. Recovery, Disaster Preparedness, and Resiliency
 5. Partnerships, Funding Strategy Development, Plan Implementation
-

1. Business Support, Economic Diversification, and Economic Development Infrastructure

- 1.1. Build external awareness of the region's assets among prospect employers, investors, and corporate relocation professionals to attract new businesses and industries to our region.
- 1.2. Support and facilitate the retention and expansion of existing regional businesses.
- 1.3. Provide a sufficient supply of economic-growth-supportive infrastructure.
- 1.4. Promote the Flint Hills as a destination for cultural, historical and outdoor recreational opportunities.

2. Talent Attraction and Retention

- 2.1. Develop long-term programs designed to enhance partnerships between business, education and training officials to enhance the availability, quality, and characteristics of the current and future workforce.
- 2.2. Continue to enhance the capacity and productivity of the region's pre-K to 20 educational institutions and other training programs geared to enhance employability skills of the emerging, transitional and current workforce.
- 2.3. Increase the number of recent graduates remaining in our region to live and work.
- 2.4. Provide support to transitioning soldiers leaving the military--helping to make connections to employment, education, and/or social networks so they make our region their home.
- 2.5. Develop medical education capacity in the region and increase support for mental health services.
- 2.6. Improve the attraction and retention of talent to the region.
- 2.7. Construct and rehabilitate diverse, high-quality, and suitable housing for regional labor force sustainability.
- 2.8.1. Provide quality of place environments and amenities that enhance community, appeal to and attract professionals across all economic sectors, and enhance tourism.
- 2.8.1. Work to overcome fundamental challenges individuals and families are facing that impact their ability and/or desire to make this region their home including basic human need resources such as childcare, access to healthcare, employment with competitive salaries, suitable housing, adequate infrastructure, and community assets that support healthy lifestyles, and recreational and social opportunities that promote connectivity and enhance sense of belonging.
- 2.9. Support the continuation of enhanced online tools for individuals to connect their skills to employment opportunities specifically within our seven-county region.

3. Supporting Innovation & Entrepreneurialism

- 3.1. Grow and diversify the Innovation Ecosystem throughout the Region.
- 3.2. Enhance support for entrepreneurs of all ages.

4. Recovery, Disaster Preparedness and Resiliency

- 4.1. Identify and support efforts that assist in creating a more resilient, sustainable region. (responsive)
- 4.2. Assist with implementation and updates, as necessary, of Kansas Region I Hazard Mitigation Plan. (responsive)
- 4.3. Analyze the economic impact of the COVID-19 pandemic through an economic impact study to better understand how we can be more resilient in the future. (steady-state)

5. Partnerships, Funding Strategy Development, Plan Implementation

- 5.1. Create partnerships, leverage resources and obtain grant funding to move priorities forward.
- 5.2. Support the FHRC in their role to administer the Flint Hills Economic Development District through plan updates, coordination of plan implementation, and tracking and reporting implementation progress.
- 5.3. Utilize regional needs assessment system for identified unfunded needs so that FHRC & regional partners can assist in developing funding strategies.
- 5.4. Communicate Plan Progress.

Strategy Framework	FHEDD	Chase	Geary	Lyon	Morris	Pottawatomie	Riley	Wabaunsee
Strategic Direction 1: Business Support, Economic Diversification, and Economic Development Infrastructure								
1.1. Build external awareness of the region’s assets among prospect employers, investors, and corporate relocation professionals to attract new businesses and industries to our region.								
1.2. Support and facilitate the retention and expansion of existing regional businesses.	x							
1.3. Provide a sufficient supply of economic-growth-supportive infrastructure.								
1.4. Promote the Flint Hills as a destination for cultural, historical and outdoor recreational opportunities.								
Strategic Direction 2: Talent Attraction and Retention								
2.1. Develop long-term programs designed to enhance partnerships between business, education and training officials to enhance the availability, quality and characteristics of the current and future workforce.								
2.2. Continue to enhance the capacity and productivity of the region’s pre-K to 20 educational institutions and other training programs geared to enhance employability skills of the emerging, transitional and current workforce.								
2.3. Increase the number of recent graduates remaining in our region to live and work.								
2.4. Provide support to transitioning soldiers leaving the military--helping to make connections to employment, education, and/or social networks so they make our region their home.								
2.5. Develop medical education capacity in the region and increase support for mental health services.								
2.6. Improve the attraction and retention of talent to the region.								
2.7. Construct and rehabilitate diverse, high-quality, and suitable housing for regional labor force sustainability.								
2.8.1 Provide quality of place environments and amenities that enhance community, appeal to and attract professionals across all economic sectors, and enhance tourism.								

Strategy Framework	FHEDD	Chase	Geary	Lyon	Morris	Pottawatomie	Riley	Wabaunsee
Strategic Direction 2: Talent Attraction and Retention (continued)								
2.7.2 Work to overcome fundamental challenges individuals and families are facing that impact their ability and/or desire to make this region their home including basic human need resources such as childcare, access to healthcare, employment with competitive salaries, suitable housing, adequate infrastructure, and community assets that support healthy lifestyles, and recreational and social opportunities that promote connectivity and enhance sense of belonging.								
2.9. Support the continuation of enhanced online tools for individuals to connect their skills to employment opportunities specifically within our seven-county region.								
Strategic Direction 3: Supporting Innovation and Entrepreneurialism								
3.1. Grow and diversify the Innovation Ecosystem throughout the Region.								
3.2. Enhance support for entrepreneurs of all ages.								
Strategic Direction 4: Recovery, Disaster Preparedness and Resiliency								
4.1. Identify and support efforts that assist in creating a more resilient, sustainable region.(responsive)								
4.2. Assist with implementation and updates, as necessary, of Kansas Region I Hazard Mitigation Plan. (responsive)								
4.3. Analyze the economic impact of the COVID-19 pandemic through an economic impact study to better understand how we can be more resilient in the future. (steady-state)								
Strategic Direction 5: Partnerships, Funding Strategy Development, Plan Implementation								
5.1. Create partnerships, leverage resources and obtain grant funding to move priorities forward.								
5.2. Support the FHRC in their role to administer the Flint Hills Economic Development District through plan updates, coordination of plan implementation, and tracking and reporting implementation progress.								
5.3. Utilize the regional needs assessment system for identified unfunded needs so that FHRC and regional partners can assist in developing funding strategies.								
5.4. Communicate Plan Progress.								

Flint Hills Economic Development District (FHEDD)

DEMOGRAPHIC SUMMARY

Flint Hills Economic Development District

KEY FACTS

181,060

Population

29.8

Median Age



68,129

Households

\$43,567

Median Disposable Income

EDUCATION

6%

No High School Diploma



26%

High School Graduate



34%

Some College



35%

Bachelor's/Grad/Prof Degree

INCOME



\$53,224

Median Household Income



\$26,023

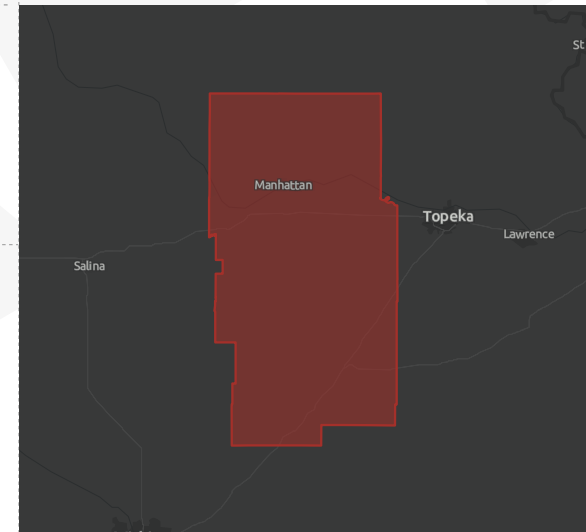
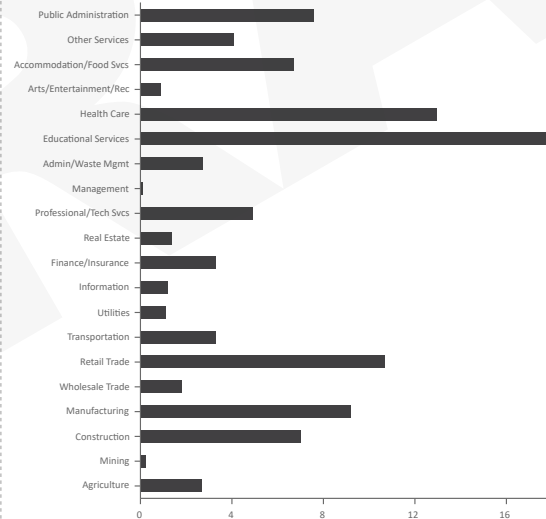
Per Capita Income



\$79,696

Median Net Worth

2021 Labor Force (Esri)



EMPLOYMENT

65%

White Collar



23%

Blue Collar



12%

Services

5.3%

Unemployment Rate

Source: This infographic contains data provided by Esri, Esri. The vintage of the data is 2021, 2026.

Strategic Direction 1: Business Support, Economic Diversification, and Economic Development Infrastructure

FHEDD Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
1.1. Build external awareness of the region’s assets among prospect employers, investors, and corporate relocation professionals to attract new businesses and industries to our region.	a. Communicate our region’s story to the world promoting who we are and what makes our region different than any other. b. Support marketing efforts of identified target industries, as well as, our incredible K-12 USDs, higher education institutions, and employment opportunities the region offers.			
1.2. Support and facilitate the retention and expansion of existing regional businesses.	a. *Promote and market (and partner as opportunities arise) SBDC, Chamber, Economic Development Corporation and other organizations’ training and support services to businesses. b. Conduct a Regional Business Confidence Survey (responsive) c. Conduct an annual follow-up Business Confidence Survey in January 2022 (responsive) d. Provide access to business training opportunities (steady-state)	Immediate Immediate Immediate	FHRC FHRC FHRC	Kansas Main Street, SBDC
1.3. Provide a sufficient supply of economic-growth-supportive infrastructure.	a. Develop a robust infrastructure network to provide high-quality business and industrial parks. b. Work with county, city officials, and the private sector to enhance infrastructure needed to support current residents and growth (i.e. focused on quantity of water, sewer, broadband, & housing infrastructure using data and market trends to guide decisions).			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 1: Business Support, Economic Diversification, and Economic Development Infrastructure (continued)

FHEDD Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
<p>1.3. Provide a sufficient supply of economic-growth-supportive infrastructure. (continued)</p>	<ul style="list-style-type: none"> b. -1. Engage service providers to assess the COVID-related broadband service expansions and identify remaining gaps in service or opportunities to improve quality of service. (responsive) c. *Provide technical assistance on a project basis to secure funding for the development of public infrastructure and other elements necessary to support new business development or expansion of existing businesses. d. *Support and assist with applying for funding (when available) for the deployment of rural broadband service within the region, and/or other critical infrastructure for sustainability, livability, and economic purposes. e. *Continue to identify potential brownfield sites regionally and continue to develop area plans, and work on brownfield sites interested in redevelopment. f. *Lead and/or assist with applying for funding and implementation of projects that support military infrastructure resiliency and infrastructure that supports quality of life enhancements as an overall attraction and retention and economic impact strategy. 			
<p>1.4. Promote the Flint Hills as a destination for cultural, historical and outdoor recreational opportunities.</p>	<ul style="list-style-type: none"> a. Establish a Flint Hills Visitor Center at I70, Exit 328; improve wayfinding signage and web visibility; develop a coalition of mutually-supportive partners across the travel, tourism and hospitality industry; preserve natural, historical, and cultural sites and structures. 			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention

FHEDD Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
2.1. Develop long-term programs designed to enhance partnerships between business, education and training officials to enhance the availability, quality and characteristics of the current and future workforce.	a. Encourage the development of career academies, dual credit programs, internships & apprenticeships , and other programs to enhance and propel student’s awareness and preparedness for careers and jobs upon graduation. b. Continue to facilitate the Kansas Eighteen-County Multi-Regional Healthcare Growth Cluster (responsive)	Ongoing	FHRC	Private sector, institutions of higher ed., Healthcare Growth Cluster/ EDOs, USDs
2.2. Continue to enhance the capacity and productivity of the region’s pre-K to 20 educational institutions and other training programs geared to enhance employability skills of the emerging, transitional and current workforce.	a. Conduct a regional Skills Gap Analysis to quantitatively identify how effectively the region is producing the talent necessary to meet the region’s future occupational demand. b. Conduct a regional Skills Gap Analysis to quantitatively identify how effectively the region is producing the talent necessary to meet the region’s future occupational demand (steady-state)	Immediate	FHRC	
2.9 Support the continuation of enhanced online tools for individuals to connect their skills to employment opportunities specifically within our seven-county region.	a. Establish a regional workforce hub (steady-state)	Ongoing	FHRC	

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 4: Recovery, Disaster Preparedness and Resiliency

FHEDD Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
4.1. Identify and support efforts that assist in creating a more resilient, sustainable region.	a. Create a Regional Resiliency Task Force to coordinate planning efforts and to serve as an information-sharing hub (responsive)	Immediate	FHRC	EDOs, Cities, Counties, Institutions of higher education, USDs, Healthcare Growth Cluster/ Healthcare Consortium, etc.
	b. Acquire/Utilize Economic Modeling Information (responsive)	Immediate	FHRC	EDO
4.3. Analyze the economic impact of the COVID-19 pandemic through an economic impact study to better understand how we can be more resilient in the future.	a. Conduct a regional Economic Impact Analysis (steady-state)	Immediate	FHRC	

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 5: Partnerships, Funding Strategy Development, Plan Implementation

FHEDD Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
5.1. Create partnerships, leverage resources and obtain grant funding to move priorities forward	a. Develop regional hub to facilitate dialogue between economic development professionals, local government officials, and other stakeholders regarding COVID investments and allocations. (responsive)	Immediate	FHRC	EDOs, cities, counties, USDs, other recipients of COVID-related funds
5.3. Utilize the regional needs assessment system for identified unfunded needs so that FHRC and regional partners can assist in developing funding strategies.	a. Create an online Needs Assessment System (responsive)	Ongoing	FHRC	FHEDD communities, EDOs

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Chase County

DEMOGRAPHIC SUMMARY

Chase County

KEY FACTS

2,572

Population



1,159

Households

46.4

Median Age

\$37,456

Median Disposable Income

EDUCATION

7%

No High School Diploma



30%

High School Graduate



37%

Some College



26%

Bachelor's/Grad/Prof Degree

INCOME



\$44,884

Median Household Income



\$23,256

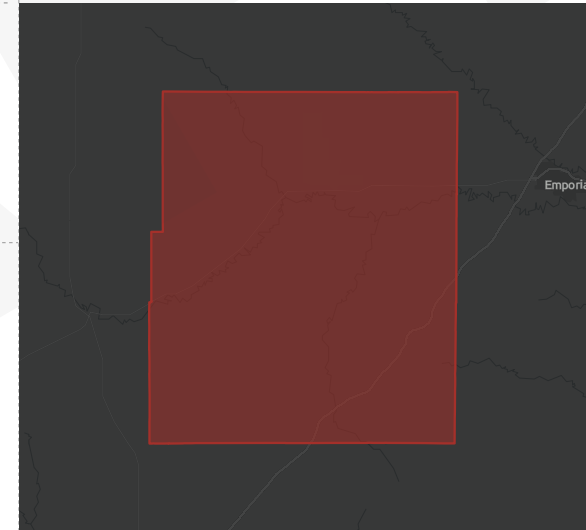
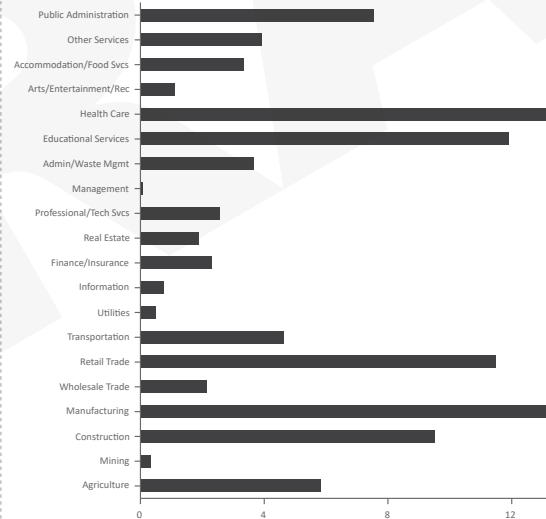
Per Capita Income



\$135,977

Median Net Worth

2021 Labor Force (Esri)



EMPLOYMENT



60%

White Collar



31%

Blue Collar



9%

Services

5.3%

Unemployment Rate

Source: This infographic contains data provided by Esri, Esri. The vintage of the data is 2021, 2026.

Strategic Direction 2: Talent Attraction and Retention

Chase County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
<p>2.7. Construct and rehabilitate diverse, high-quality, and suitable housing for regional labor force sustainability.</p>	<ul style="list-style-type: none"> a. Utilize the recent Chase County Housing Conditions Assessment to discuss strategies to assist in making improvements to properties in need of repair. b. Conduct a Housing Market Analysis to determine current needs, opportunities and challenges to residential development in Chase County. c. Form a Housing Task Force to implement programs that can assist property owners make improvements. d. Link residential development to the region's existing transportation network. e. Develop grassroots neighborhood revitalization plans that outline strategies for neighborhood improvements that can be implemented by both the property owners and the city. f. Explore methods to improve housing conditions, including incentive programs, code enforcement, etc. 			
<p>2.8.1 Provide quality of place environments and amenities that enhance community, appeal to and attract professionals across all economic sectors, and enhance tourism.</p>	<ul style="list-style-type: none"> a. Encourage dynamic, mixed-use, pedestrian-friendly, accessible and visually stimulating built environments b. Identify placemaking improvement opportunities, and develop a placemaking strategic plan, identifying priorities and potential funding sources for implementation throughout Chase County. 			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention (continued)

Chase County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
<p>2.8.1 Provide quality of place environments and amenities that enhance community, appeal to and attract professionals across all economic sectors, and enhance tourism.</p>	<ul style="list-style-type: none"> c. Identify 10 top things to do or reasons to be in Chase County and promote. d. Enhance outdoor recreational spaces and facilities throughout Chase County e. Consider pursuing a regional open space and recreation plan f. Conduct a reuse/feasibility study for the old CC Elementary school building, owned by the Chase County Old School Development District to provide support and information regarding possible reuse options. g. Invest in programming and promotion of downtown and other business districts and activity areas. h. Enhance event programming to attract a diverse group of resident and tourist and build upon relationships and social capital and share events of surrounding communities and vice-versa. i. Continue Blue Cross Blue Shield efforts to identify the needs/wants of the community regarding healthy living and encouraging healthy lifestyles. j. Host regional events to bring the communities together 			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 3: Supporting Innovation and Entrepreneurialism

Chase County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
3.1. Grow and diversify the Innovation Ecosystem throughout the Region.	<ul style="list-style-type: none"> a. Utilize the Old CCES building to create space that feature broadband connectivity speeds, professional-quality videoconferencing equipment, cellular, and other cutting-edge technologies to support member companies b. Establish environments providing coworkers ability to immerse in a culture of collaboration, idea-sharing, problem-solving, constant learning, and mentorship c. Provided tiered levels of business-development support for members offered by experienced, professional staff d. Determine the potential for local governments, businesses, and organizations to partner in the development of entrepreneurial facilities and programs that complement for-profit entities e. Facilitate Network KS educational workshops 			
3.2. Enhance support for entrepreneurs of all ages.	<ul style="list-style-type: none"> a. Support career focused programs such as Future Farmers of America and Future Business Leaders of America. b. Consider launching a best-practice entrepreneurship program in every local school district c. Facilitate Network KS YEC competition to coordinate events with local K-12 districts to visit coworking spaces, startup businesses, and entrepreneurial events as field trip opportunities 			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

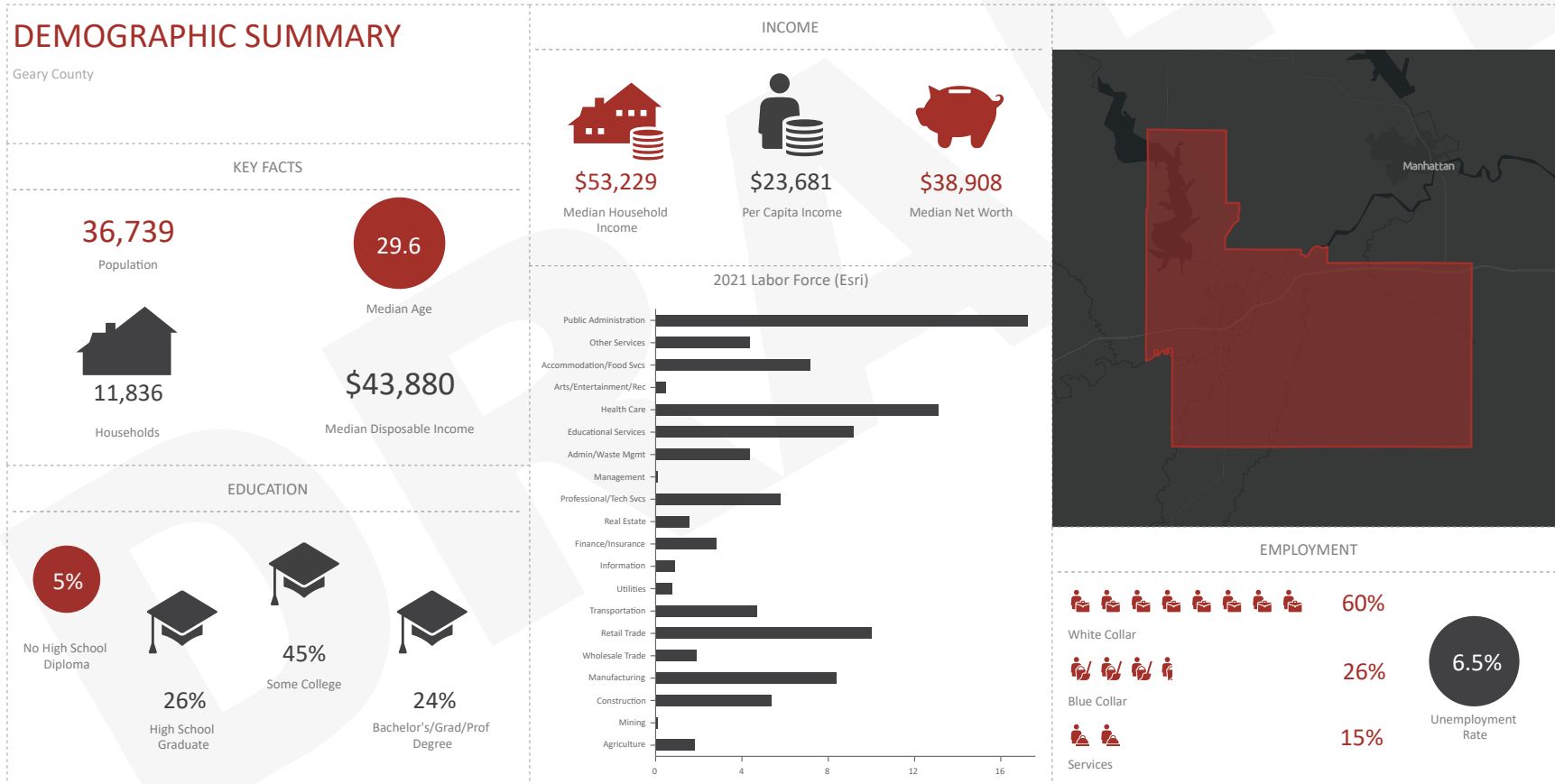
Strategic Direction 3: Supporting Innovation and Entrepreneurialism

Chase County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
3.2. Enhance support for entrepreneurs of all ages. (Continued)	d. Bring entrepreneurs, K-State entrepreneurship faculty, and other experts into schools to engage students and promote entrepreneurship e. Provide a scholarship to K-State’s entrepreneurship program for a high-achieving regional high school senior through a competitive process f. Work with KSU-Extension Services or other partners to host prescribed burning workshops. Explore developing a regional prescribed burning association.			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

DRAFT

Geary County



Source: This infographic contains data provided by Esri, Esri. The vintage of the data is 2021, 2026.

Strategic Direction 1: Business Support, Economic Diversification, and Economic Development Infrastructure

Geary County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
1.1. Build external awareness of the region’s assets among prospect employers, investors, and corporate relocation professionals to attract new businesses and industries to our region.	a. Increase marketing efforts that tell Geary County’s story to include Junction City Main Street for downtown revitalization. b. Leverage partnerships to solicit a local presence of top external firms			
1.2. Support and facilitate the retention and expansion of existing regional businesses.	a. *Promote and market (and partner as opportunities arise) SBDC, Junction City Main Street, Chamber, Economic Development Corporation and other organizations’ training and support services to businesses. a. Conduct visits to the area’s largest employers to assist with retention and expansion a. Support local businesses and help them utilizing our SBDC agreement and expand its support locally			
1.3. Provide a sufficient supply of economic-growth-supportive infrastructure.	a. Participate in efforts to conduct a regional development site capacity analysis to determine current and projected needs a. Utilize and/or purchase land to develop for new and expanded industrial parks - Extend infrastructure to sites a. Assess existing connectivity capacities and deficits a. Capitalize on opportunities to expand fiber and cellular infrastructure in a coordinated manner			

Timeline Priority
 Should Be:
 Immediate: 1-2 years
 High: 3-4 years
 Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention

Geary County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
<p>2.2. Continue to enhance the capacity and productivity of the region’s pre-K to 20 educational institutions and other training programs geared to enhance employability skills of the emerging, transitional and current workforce.</p>	<ul style="list-style-type: none"> a. Create a regional Career Academy open to high school students from multiple local districts b. Connect high school programming with industry Determine local and regional support for launching Career Academies, including potential partnership with MATC, Cloud County CC, and Barton CC to align career pathways with secondary programs and industry needs. (i.e. chapman irish ink print shop feeds into honor printing / screen machine) c. Incorporate hospitality & service industry (10% of labor market) into training and internship programming. (show how fine dining is served - how service makes a good meal.) d. Continue Tech-Ed Work Group Efforts e. Continue to have a broad spectrum of representatives on the Tech-Ed Work Group, include USD superintendents, human resource professionals, higher education representatives, and economic and workforce development organization personnel f. Continue Work Keys Program in Geary County 			
<p>2.4. Provide support to transitioning soldiers leaving the military--helping to make connections to employment, education, and/or social networks so they make our region their home.</p>	<ul style="list-style-type: none"> a. Launch & continue to support the JCMI project to make connections between transitioning soldiers / military families and businesses 			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention (continued)

Geary County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
<p>2.7. Construct and rehabilitate diverse, high-quality, and suitable housing for regional labor force sustainability.</p>	<p>a. Support Junction City’s new designation as a Main Street Community; Implement steps to support the program financially and through efforts to implement initiatives; Develop a downtown revitalization plan, leverage funding to renovate buildings set-up for commerce, explore usage of vacant lots for food trucks and transient businesses; promote outdoor consumption; help restaurants establish outdoor dining opportunities; improve art in front of businesses and streetscaping, including signage, wayfinding signage, flowers and tree beautification projects, etc.</p> <p>b. Determine if the Flint Hills Welcome Center is feasible. (Cannon Hill Project or Similar) All three counties have expressed interest, yet may require substantial initial and ongoing State or other external funding to bring this concept to fruition.</p>			
<p>2.8.a Provide quality of place environments and amenities that enhance community, appeal to and attract professionals across all economic sectors, and enhance tourism.</p>	<p>a. Support programs to assist tourism, history and agriculture that will benefit small businesses and target new retail opportunities that will enhance the tax base including downtown revitalization, festivals, eco-tourism programs, such as the Kansas River trail system and ag-tourism businesses.</p> <p>b. Seek local and/or national sources to implement effective placemaking opportunities</p>			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention (continued)

Geary County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
<p>2.8.a Provide quality of place environments and amenities that enhance community, appeal to and attract professionals across all economic sectors, and enhance tourism.</p>	<ul style="list-style-type: none"> c. Placemaking #1. - Repeat of 5th Street Park at additional sites like Bramlage Park or 12th Street; improve skate park; add new skate park; add city pickleball courts d. Develop a Parks Master Plan to identify a strategy to improve the overall park system including the addition of park assets and the enhancement of existing park areas. (JC/GE Plan p. 121) e. Connect Milford Lake to our city parks and trail system. f. Implement Trail Components of the Junction City Comprehensive Plan, BikeWalkJC, Safe Routes to School, Junction City Bicycle Plan g. New walking/biking trail that circles the old high school site connecting it to the bike/ped network and plan h. Old High School Site at 8h and Eisenhower - New outdoor splash park / outdoor pool to replace city pool i. Complete improvements to Rathert Stadium and increase opportunities to promote attendance and be able to host larger events. j. Develop sports complex & youth sports events - playing fields capable of hosting tournaments k. Complete Freedom Park upgrades to provide trail access to "Atomic Annie" effectively reopening this regional outdoor asset along I-70. 			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention (continued)

Geary County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
<p>2.8.a Provide quality of place environments and amenities that enhance community, appeal to and attract professionals across all economic sectors, and enhance tourism. (continued)</p> <p>note: I can't fix the numbering at the moment</p>	<ul style="list-style-type: none"> I. Increase activities and capacity at Milford Lake as a destination - increase hunting and fishing tournaments, guided hunts; fishing expeditions; ropes course / zip line; create waterskiing/ wakeboarding zones; water based bounce park - kids play zone a. Continue exploring opportunities for new cultural and arts events in the area, such as the Celebration on 7th Street, Sundown Salute, Oktoberfest and other cultural events b. Increase outdoor restaurant seating options a. Work with local business owners to identify areas, based on the future land use map and zoning districts, that are conducive to expansion of existing or establishment of new types of entertainment options. a. Improve branding to pull visitors off of I-70; explore commercial development space at Chestnut Street exit; improve statues and art at all exits a. Improve wayfinding signage and other signage in front of businesses and throughout Junction City a. Complete the renovation of the clock tower a. Renovate the sidewalks by the Opera House a. Launch and sustain the JC Main Street Program to assist with downtown revitalization-- engaging property owners, business owners, and community stakeholders to make improvements. 			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention (continued)

Geary County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
2.8.a Provide quality of place environments and amenities that enhance community, appeal to and attract professionals across all economic sectors, and enhance tourism. (continued)	a. Develop programs to enhance the availability and affordability of day care for children from birth to five years to assist growth in the labor force by young parents. a. Continue to develop programs for small and new business, as well as, supporting their efforts for legislation and advocacy and working closely with existing resources.			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 3: Supporting Innovation and Entrepreneurialism

Geary County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
3.1. Grow and diversify the Innovation Ecosystem throughout the Region.	<ul style="list-style-type: none"> a. Create a maker space/ training zone for student development / tech education & explore vocational training opportunities b. Shark tank style entrepreneurial contests to promote startups & small businesses getting along. 			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years



Lyon County

DEMOGRAPHIC SUMMARY

Lyon County

KEY FACTS

32,179

Population



13,186

Households

34.5

Median Age

\$39,107

Median Disposable Income

EDUCATION

10%

No High School Diploma



30%

High School Graduate



31%

Some College



28%

Bachelor's/Grad/Prof Degree

INCOME



\$47,395

Median Household Income



\$25,476

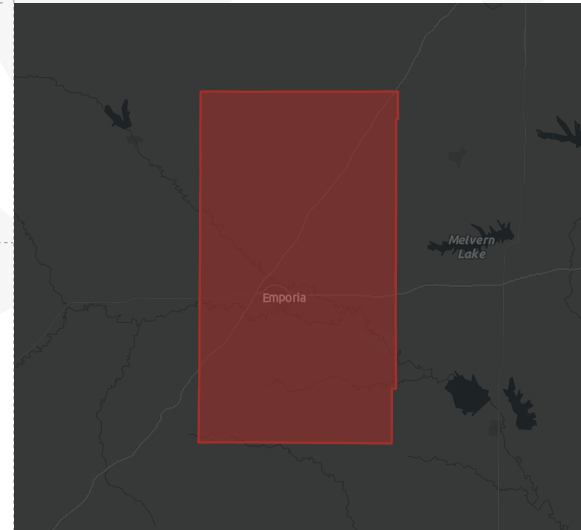
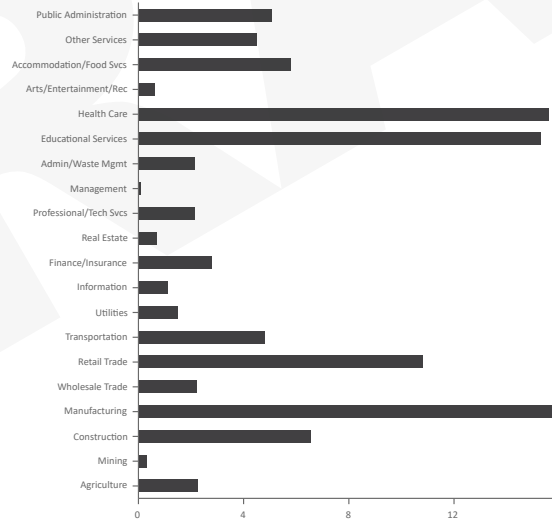
Per Capita Income



\$89,950

Median Net Worth

2021 Labor Force (Esri)



EMPLOYMENT

59%

White Collar



31%

Blue Collar



10%

Services

5.0%

Unemployment Rate

Source: This infographic contains data provided by Esri, Esri. The vintage of the data is 2021, 2026.

Strategic Direction 1: Business Support, Economic Diversification, and Economic Development Infrastructure

Lyon County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
1.1. Build external awareness of the region’s assets among prospect employers, investors, and corporate relocation professionals to attract new businesses and industries to our region.	a. Focus Lyon County story on Broadband Access and connectivity with shared workforce opportunity. b. Add efforts to combine our broader community messaging with that of the Flint Hills Region taking advantage of natural landscapes and regional connectivity to be a positive addition to our region. c. Support marketing efforts of identified target industries, as well as, our incredible K-12 USDs, higher education institutions, and employment opportunities the region offers.			
1.3. Provide a sufficient supply of economic-growth-supportive infrastructure.	a. Further develop available space for growth and development in Industry within Lyon County. Add available space to State Certified Sites list for added marketing efforts. a. Utilize passage of County 1-cent sales tax to focus on improved infrastructure and resources for business success.			

Timeline Priority
 Should Be:
 Immediate: 1-2 years
 High: 3-4 years
 Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention

Lyon County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
<p>2.1. Develop long-term programs designed to enhance partnerships between business, education and training officials to enhance the availability, quality, and characteristics of the current and future workforce.</p>	<ul style="list-style-type: none"> a. Expand efforts to recruit and retain talent by identifying and removing barriers locally including Housing, Child Care, and workforce engagement. a. Improve connectivity and support from K-12 to local/regional higher ed for both dual credit programs as well as transition of program relationships. 			
<p>2.2. Continue to enhance the capacity and productivity of the region's pre-K to 20 educational institutions and other training programs geared to enhance employability skills of the emerging, transitional and current workforce.</p>	<ul style="list-style-type: none"> a. Partner with our Higher Education Institutions to enhance recruitment efforts in areas that can enhance our local workforce. 			
<p>2.3. Increase the number of recent graduates remaining in our region to live and work</p>	<ul style="list-style-type: none"> a. Expand connections and relationship with military bases regionally to recruit transitioning talent. 			
<p>2.5. Develop medical education capacity in the region and increase support for mental health services.</p>	<ul style="list-style-type: none"> a. Expand medical profession training opportunities through partnerships with Higher Education and local Healthcare organizations. 			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 3: Supporting Innovation and Entrepreneurialism

Lyon County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
3.1. Grow and diversify the Innovation Ecosystem throughout the Region.	a. Focus on Digital Economy Growth and opportunity for remote work and entrepreneurship within the region.			
3.2. Enhance support for entrepreneurs of all ages.	a. Expand and better acknowledge of Ag related business and industry to the community and region to build better connections.			

Strategic Direction 5: Partnerships, Funding Strategy Development, Plan Implementation

Lyon County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
5.1. Create partnerships, leverage resources and obtain grant funding to move priorities forward	a. Re-engage with the FHRC in a meaningful way to better facilitate our efforts and connections to regional partnerships a. Include the economic drivers of Emporia including Pet Nutrition, ESU, and Tourism			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Morris County

DEMOGRAPHIC SUMMARY

Morris County

KEY FACTS

5,386

Population



2,477

Households

48.9

Median Age

\$48,936

Median Disposable Income

EDUCATION

8%

No High School Diploma



37%

High School Graduate



33%

Some College



22%

Bachelor's/Grad/Prof Degree

INCOME



\$57,972

Median Household Income



\$34,518

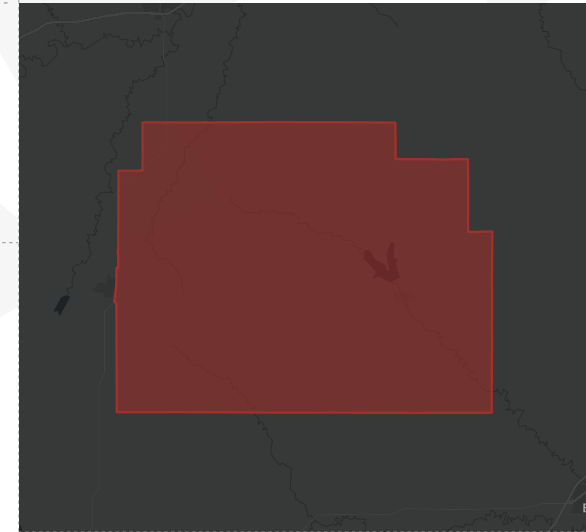
Per Capita Income



\$196,318

Median Net Worth

2021 Labor Force (Esri)



EMPLOYMENT



54%

White Collar



34%

Blue Collar



13%

Services

1.5%

Unemployment Rate

Source: This infographic contains data provided by Esri, Esri. The vintage of the data is 2021, 2026.

Strategic Direction 1: Business Support, Economic Diversification, and Economic Development Infrastructure

Morris County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
1.1. Build external awareness of the region’s assets among prospect employers, investors, and corporate relocation professionals to attract new businesses and industries to our region.	<ul style="list-style-type: none"> a. Continue to develop the City and County Marketing Program to tell Morris County's story and create solid brand identity that markets our value and attracts new residents and visitors regularly. b. Maximize and capitalize on ag-tourism potential 			
1.3. Provide a sufficient supply of economic-growth-supportive infrastructure.	<ul style="list-style-type: none"> a. Expand infrastructure to future industrial park a. Continue water and sewer upgrades to prepare for growth and ensure quality service. 			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention

Morris County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
2.1. Develop long-term programs designed to enhance partnerships between business, education and training officials to enhance the availability, quality, and characteristics of the current and future workforce.	<ul style="list-style-type: none"> a. Develop a robust comprehensive action plan that enables Morris County to make progress towards creating jobs and supporting entrepreneurship. b. Internships via the high school for introducing students to rewards and responsibilities of government work and how it shapes a community. 			
2.4. Provide support to transitioning soldiers leaving the military--helping to make connections to employment, education, and/or social networks so they make our region their home.	<ul style="list-style-type: none"> a. Partner on efforts that assist to create a talent pipeline supporting the availability of qualified healthcare and mental health workforce 			
2.6. Improve the attraction and retention of talent to the region.	<ul style="list-style-type: none"> a. Develop suitable and affordable housing that attracts young families, retirees and workers--options for all ages and incomes. - Conduct a housing study to serve as a guide to informed decision making. b. Renovate living spaces in 2nd story of main street businesses to create housing for young professionals working from home. c. Conduct a housing study to serve as a guide to informed decision making. d. Continue to advance the Riverwalk improvements, the amphitheater event center, downtown revitalization, bike/ped trail system improvements and projects that enhance tourism 			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention

Morris County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
<p>2.6. Improve the attraction and retention of talent to the region.</p>	<ul style="list-style-type: none"> a. Assistance programs for community clean-up / development of rundown areas & identify funding opportunities for rehabbing blighted buildings. a. Install wayfinding signage that maximizes visitor experiences: where to find trails, lakes, shopping, food, riverwalk, etc. a. Regular trolley routes, providing in-town, small scale mass transit. a. More community art projects that deepen the beauty and culture and celebrate the Native roots of Council Grove a. Bike-Share Program a. City/County Incentives to help with expenses to renovate the 2nd floor of the Main Street buildings in the Historical District of Council Grove. a. Council Grove City Lake Improvements and establishing water and sewer distribution to lake homes 			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 3: Supporting Innovation and Entrepreneurialism

Morris County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
3.2. Enhance support for entrepreneurs of all ages.	a. Obtain grants for incubating small business in Council Grove.			

Strategic Direction 5: Partnerships, Funding Strategy Development, Plan Implementation

Morris County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
5.1. Create partnerships, leverage resources and obtain grant funding to move priorities forward	a. Work on capital campaign with potential investors interested in advancing economic development initiatives.			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

DRAFT

Pottawatomie County

DEMOGRAPHIC SUMMARY

Pottawatomie County

KEY FACTS

25,348

Population



9,295

Households

37.1

Median Age

\$54,354

Median Disposable Income

EDUCATION

5%

No High School Diploma



30%

High School Graduate



31%

Some College



35%

Bachelor's/Grad/Prof Degree

INCOME



\$66,429

Median Household Income



\$29,699

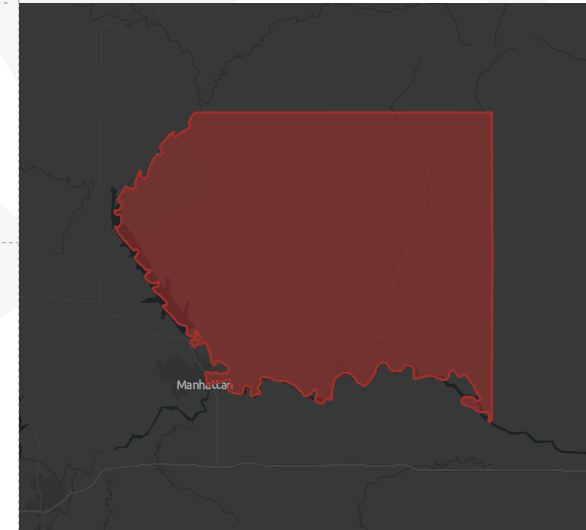
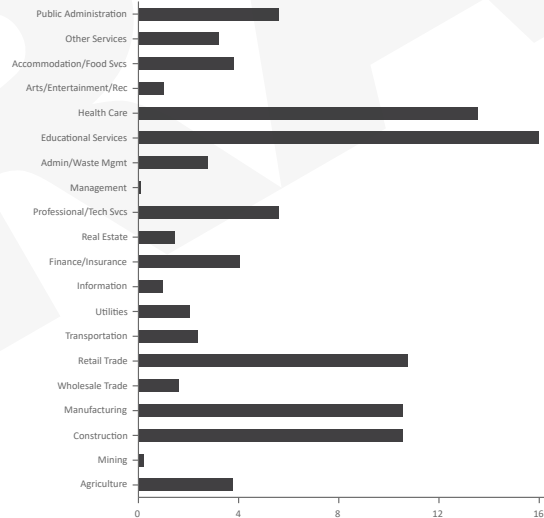
Per Capita Income



\$184,635

Median Net Worth

2021 Labor Force (Esri)



EMPLOYMENT

67%

White Collar

26%

Blue Collar

8%

Services

4.5%

Unemployment Rate

Source: This infographic contains data provided by Esri, Esri. The vintage of the data is 2021, 2026.

Strategic Direction 1: Business Support, Economic Diversification, and Economic Development Infrastructure

Pottawatomie County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
1.1. Build external awareness of the region’s assets among prospect employers, investors, and corporate relocation professionals to attract new businesses and industries to our region.	a. Through Greater Manhattan Economic Partnership implement a strong business attraction target marketing program focused on specific industries. (See Goal 4 PCEDC Plan for details)			
1.2. Support and facilitate the retention and expansion of existing regional businesses.	a. Continue to develop strong business retention expansion programs by actively continuing building relationships with existing industry in Pottawatomie County. (See Goal 5 PCEDC Plan)			
1.3. Provide a sufficient supply of economic-growth-supportive infrastructure.	a. Purchase & develop at least one new site and build an industrial park in phases (see Goal 1.A in PCEDC Plan for details) b. Map existing infrastructure & identify infrastructure needs and potential funding sources (Goal 1.B of PCEDC Plan) c. Establish regional infrastructure committee d. Utilize Comprehensive Plan to advance infrastructure priorities at a regional level, including a cost-benefit analysis for the proposed Marlatt/Junietta Bridge extension (PTCO Plan 102) e. Update the County's development regulations and standards to ensure the development process will result in necessary level of infrastructure (PTCO Plan 102)			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 1: Business Support, Economic Diversification, and Economic Development Infrastructure

Pottawatomie County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
1.3. Provide a sufficient supply of economic-growth-supportive infrastructure.	f. Create a broadband plan to ensure that as technologies change the County is prepared (PTCO Plan 103)			

Strategic Direction 2: Talent Attraction and Retention

Pottawatomie County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
2.2. Develop long-term programs designed to enhance partnerships between business, education and training officials to enhance the availability, quality and characteristics of the current and future workforce.	a. Promote and develop the ACT Work Ready System to identify skill gaps, provide training and enhance employability by leveraging the National Career Readiness Certificate. (See Goal 2.B. PCEDC Plan for details)			
2.2. Continue to enhance the capacity and productivity of the region's pre-K to 20 educational institutions and other training programs geared to enhance employability skills of the emerging, transitional and current workforce.	b. Continue to promote and utilize Work Keys Curriculum as a tool to assist as a baseline			
	c. Continue to promote and utilize Work Keys Curriculum as a tool to assist with employability			
2.5. Develop medical education capacity in the region and increase support for mental health services.	a. Support programs to assist tourism, history and agriculture that will benefit small businesses and target new retail opportunities that will enhance the tax base including festivals, eco-tourism programs, such as the Kansas River trail system and ag-tourism businesses. (See Goal 5.C. of PCEDC Plan.)			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention

Pottawatomie County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
2.6. Improve the attraction and retention of talent to the region.	a. Develop creative strategies to prepare young people for the workforce essentials of the 20th Century. (Goal 2.A. of PCEDC Plan)			
2.7. Construct and rehabilitate diverse, high-quality, and suitable housing for regional labor force sustainability.	a. Encourage the development of a diversity of housing types and sizes within areas of existing development and growth (PTCO Plan pg 98) b. Implement the Plan Pottawatomie County 2040 (Comprehensive Plan), Vision Wamego, Onega Comprehensive Plan, Westmoreland’s Future Comprehensive Plan, Green Valley Area Plan, Wamego Safe Routes to School Plan, US-24 Corridor Plan			
2.8.1 Provide quality of place environments and amenities that enhance community, appeal to and attract professionals across all economic sectors, and enhance tourism.	a. Support programs to assist tourism, history and agriculture that will benefit small businesses and target new retail opportunities that will enhance the tax base including festivals, eco-tourism programs, such as the Kansas River trail system and ag-tourism businesses. (See Goal 5.C. of PCEDC Plan.) b. Integrate the “Complete Streets” concept into County transportation planning and projects that are within the Green Valley Area (and other areas as appropriate) PTCO Plan p. 99 c. Develop a county-specific map that highlights the recreational and open space opportunities in Pottawatomie County (PTCO Plan p106). d. Pottawatomie County’s highest prioritized common themes include: 1) Indoor Recreation; 2) Trails; 3) Parks and Designated Natural Areas			

Timeline Priority
 Should Be:
 Immediate: 1-2 years
 High: 3-4 years
 Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention (continued)

Pottawatomie County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
<p>2.8.1 Provide quality of place environments and amenities that enhance community, appeal to and attract professionals across all economic sectors, and enhance tourism. (continued)</p>	<ul style="list-style-type: none"> a. Continue implementation of trail projects including the current project off of Hwy 24, and continue efforts to build upon the prior work related to the Wam-Sag-Man Trail, and trails by Tuttle Creek State Park. The proposed Plan Pottawatomie County 2040 plan highlights the opportunity for regional stormwater management projects to incorporate not only flood protection, but also additional recreational opportunities (as joint-use facilities) incorporating trails into the design of the project. a. Implement Trail Components of the Plan Pottawatomie County 2040 (p 106), Vision Wamego, Onega Comprehensive Plan (p37), Westmoreland’s Future Comprehensive Plan a. Consider pursuing a coordinated Big Blue River Recreation Plan, as proposed by the Plan Pottawatomie County 2040 Plan. 			
<p>2.8.2 Work to overcome fundamental challenges individuals and families are facing that impact their ability and/or desire to make this region their home including basic human need resources such as childcare, access to healthcare, employment with competitive salaries, suitable housing, adequate infrastructure, and community assets that support healthy lifestyles, and recreational and social opportunities that promote connectivity and enhance sense of belonging.</p>	<ul style="list-style-type: none"> a. Continue to develop programs to enhance the availability and affordability of day care for children from birth to five years to assist growth in the labor force by young parents. (See Goal 2.E. PCEDC Plan) 			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 3: Supporting Innovation and Entrepreneurialism

Pottawatomie County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
3.2. Enhance support for entrepreneurs of all ages.	a. Continue to develop programs for small and new business, as well as, supporting their efforts for legislation and advocacy and working closely with existing resources, including work with Network Kansas. (See Goal 5.A. PCEDC Plan)			

Strategic Direction 5: Partnerships, Funding Strategy Development, Plan Implementation

Pottawatomie County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
5.1. Create partnerships, leverage resources and obtain grant funding to move priorities forward	<p>a. Continue to develop programs & initiatives by working closely with Human Resource Management Network, the Manhattan Area Chamber of Commerce Talent Programs, and Kansas Works. (See Goal 2. D. PCEDC Plan for details)</p> <p>b. Embark on new private sector fundraising campaign or a program that demonstrates the \$2M tax revenue generated annually from PCEDC industrial parks. (See Goal 3.B. PCEDC)</p>			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Riley County

DEMOGRAPHIC SUMMARY

Riley County

KEY FACTS

71,959
Population

25.3
Median Age

27,312
Households

\$41,310
Median Disposable Income

EDUCATION

4%
No High School Diploma

19%
High School Graduate

31%
Some College

46%
Bachelor's/Grad/Prof Degree

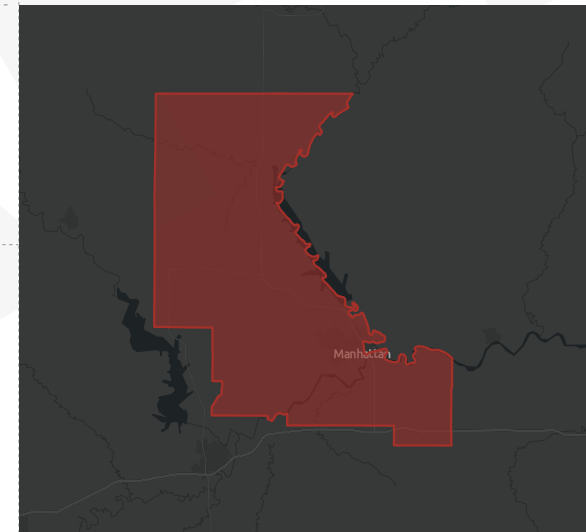
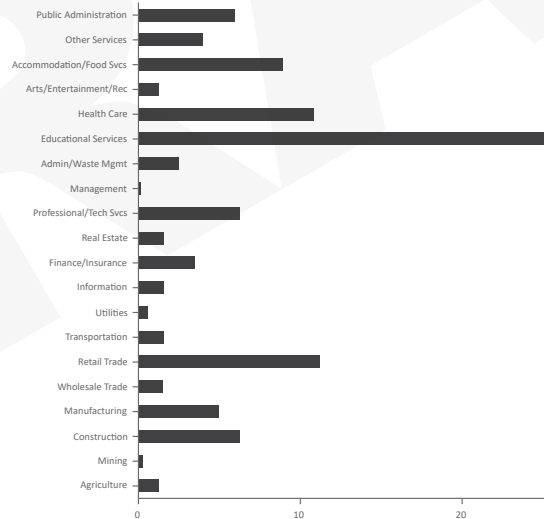
INCOME

\$51,287
Median Household Income

\$25,313
Per Capita Income

\$34,475
Median Net Worth

2021 Labor Force (Esri)



EMPLOYMENT

70%

White Collar

15%

Blue Collar

14%

Services

5.6%

Unemployment Rate

Source: This infographic contains data provided by Esri, Esri. The vintage of the data is 2021, 2026.

Strategic Direction 1: Business Support, Economic Diversification, and Economic Development Infrastructure

Riley County Strategic Framework	Action Items	Timeline/ Priority	Project Lead	Partners
1.1. Build external awareness of the region’s assets among prospect employers, investors, and corporate relocation professionals to attract new businesses and industries to our region.	a. Confirm Greater Manhattan’s external brand, either maintaining “The Little Apple” or developing a new campaign equivalent to competitor regions			
1.2. Support and facilitate the retention and expansion of existing regional businesses.	<p>a. Conduct a survey of medium- to large-sized businesses in the Manhattan Regional Airport (MHK) passenger shed to identify potential high-volume routes for expansion or new direct service</p> <p>b. Based on survey results and ongoing emplacement trends, work with carriers to determine required volumes to justify new service</p> <p>c. Determine the viability of incentivizing certain high-priority routes to guarantee passenger volumes for a contracted period</p> <p>d. Implement ongoing marketing to sustain and expand MHK emplacement trends</p> <p>e. Consider priority opportunities to purchase and assemble land adjacent to the Manhattan Regional Airport’s new fixed base operations (FBO) facility and future runway extension for shovel-ready development sites (moved from regional to Riley County)</p> <p>f. Update the County's development regulations and standards to ensure the development process will result in necessary level of infrastructure (PTCO Plan 102)</p>			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention

Riley County Strategic Framework	Action Items	Timeline/ Priority	Project Lead	Partners
<p>2.2. Continue to enhance the capacity and productivity of the region’s pre-K to 20 educational institutions and other training programs geared to enhance employability skills of the emerging, transitional and current workforce.</p>	<ul style="list-style-type: none"> a. Assess first-year sponsorships of fourth-grade Manhattan-Ogden USD 383 classes to determine necessary program enhancements b. Pursue expansion of sponsorship opportunities to additional USD 383 grades as resources allow c. Consistently survey business-education partnerships in other communities to determine high-value programmatic enhancements to Manhattan’s effort, including internship/apprenticeship components d. Partner with district officials to formalize and track performance metrics benchmarked against talent-magnet communities e. Assess resource development opportunities to support MATC’s growth needs f. Enhance the capacity of Manhattan Area Technical College Programs and facilities to more effectively serve the region’s current and future employers, this includes enhanced awareness and continued creation of stackable programs of study leading to an industry-recognized credential targeting high demand, skilled occupations needed for the regional economy. 			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention

Riley County Strategic Framework	Action Items	Timeline/ Priority	Project Lead	Partners
<p>2.5. Develop medical education capacity in the region and increase support for mental health services.</p>	<ul style="list-style-type: none"> a. Charge the Health Care Task Force with working to secure residency slots in one or more medical specializations b. Identify a local hospital(s) that could secure affiliation with a medical school to certify and house physician faculty c. Cultivate relationships with hospital systems, private practices, and medical facilities to serve as rotation sites for resident physicians d. Pursue all viable means to secure funding for residency slots, including applying for federal dollars and/or sourcing public, private, or philanthropic investments from state or local governments, companies, foundations, or individual donors e. Consistently assess whether the region would benefit from a formal effort to locate or create a medical school in the area f. If ultimately proven to be a need, charge the Health Care Task Force, its successor, or a new panel with coordinating the medical school initiative g. Leverage this volunteer leadership group to proceed with the most viable strategy to offer medical degrees in the region, including partnering with an established college to develop a satellite campus in the community 			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention

Riley County Strategic Framework	Action Items	Timeline/ Priority	Project Lead	Partners
<p>2.6. Improve the attraction and retention of talent to the region.</p>	<ul style="list-style-type: none"> a. Work with K-State's Provost Recruitment and Retention staff and Student Life to determine how the community can best assist K-Satte with recruitment and retention efforts. b. Reach out to staff of K-State to assess opportunities for economic development, tourism, and private sectors partners to support student-recruitment programming. Consider reserving 1-2 seat on each Advisory Board for local representation. c. Identify resources to expand the K-State Celebrates program to additional markets and campuses beyond its current footprint d. Determine how enhanced economic development marketing in overseas markets can support promotion of K-State as a destination for international talent e. Leverage the K-State alumni network to serve as local ambassadors for targeted admissions candidates in their communities, either domestically or internationally f. Enhance the capacity of Manhattan Area Technical College Programs and facilities to more effectively serve the region's current and future employers, this includes enhanced awareness and continued creation of stackable programs of study leading to an industry-recognized credential targeting high demand, skilled occupations needed for the regional economy. 			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention

Riley County Strategic Framework	Action Items	Timeline/ Priority	Project Lead	Partners
<p>2.6. Improve the attraction and retention of talent to the region.</p>	<ul style="list-style-type: none"> a. Change name of "Retire to the Flint Hills" to "Return to the Flint Hills" and expand marketing efforts to further support talent attraction and retention strategies b. Provide full-time dedicated staff capacity to administer and implement a redesigned workforce recruitment program c. Work with K-State to obtain managed access to their alumni network and the U.S. Army to utilize rosters of Fort Riley veterans to engage via communications or external events on a potential return to region d. Coordinate efforts as necessary with the proposed "Return to the Flint Hills" campaign 			
<p>2.7. Construct and rehabilitate diverse, high-quality, and suitable housing for regional labor force sustainability.</p>	<ul style="list-style-type: none"> a. Inventory K-State adjacent neighborhoods b. Work with K-State leadership, district representatives, local businesses, government officials, neighborhood groups, local and outside developers, and other stakeholders to advance focused implementation of the City of Manhattan's highest priority activity center master plans including Downtown Tomorrow Plan & Aggieville Community Vision, US-24 Corridor Plan, K-113 Corridor Plan, Bicycle and Pedestrian Systems Plan. 			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention

Riley County Strategic Framework	Action Items	Timeline/ Priority	Project Lead	Partners
<p>2.7. Construct and rehabilitate diverse, high-quality, and suitable housing for regional labor force sustainability.</p>	<ul style="list-style-type: none"> a. Launch a comprehensive housing-rehabilitation program in targeted K-State adjacent neighborhoods. Input gathered indicated the need for neighborhood plans and potentially incentives for property owners to make improvements to existing housing stock in targeted areas. b. Subaction - Designate boundaries for a campus-adjacent project area inclusive of older, largely dilapidated housing stock c. Subaction - Conduct a full inventory of housing properties, including condition, and ownership - specific to neighborhoods adjacent to K-State. d. Subaction - Design a customized housing rehabilitation program reflecting best practices from other historic campus communities a. Subaction - Ensure that the program leverages existing tools provided through the Manhattan Housing Rehab Program a. Subaction - Prioritize program eligibility for targeted constituencies, including K-State and MCC faculty, staff, and alumni a. Subaction - Consider designating the project area a tax increment financing district to fund infrastructure and public-space improvements a. Increase capacity to host concerts a. Determine whether a 3rd 18-hole disc golf course is feasible to reach capacity to host tournaments and a feasible location 			

Strategic Direction 3: Supporting Innovation and Entrepreneurialism

Riley County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
3.2. Enhance support for entrepreneurs of all ages.	<ul style="list-style-type: none"> a. Leverage the proven model of the KSU Office Park as a high-profile landing pad location and to inform development of additional spaces b. Consider relocating the Kansas Entrepreneurial Center program, a partnership of the Manhattan Area Chamber and the City of Manhattan, from its existing facility to the innovation district to serve as a complimentary landing pad for outside firms c. Work with partners from across the State to provide access to the landing pad(s) for local firms looking to capitalize on proximity to K-State and NBAF 			

Strategic Direction 4: Recovery, Disaster Preparedness and Resiliency

Riley Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
4.1. Identify and support efforts that assist in creating a more resilient, sustainable region.	<ul style="list-style-type: none"> a. Ensure that property adjacent to Kansas State University used for agricultural research is reserved for that purpose in the face of increasing development pressures a. Ensure that land adjacent to the Manhattan Regional Airport is reserved for future runway, terminal, and fixed-base operations expansion, and high-value industrial development projects 			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Wabaunsee County

DEMOGRAPHIC SUMMARY

Wabaunsee County

KEY FACTS

6,877

Population



2,864

Households

44.4

Median Age

\$50,263

Median Disposable Income

EDUCATION

4%

No High School Diploma



35%

High School Graduate



36%

Some College



25%

Bachelor's/Grad/Prof Degree

INCOME



\$59,516

Median Household Income



\$27,842

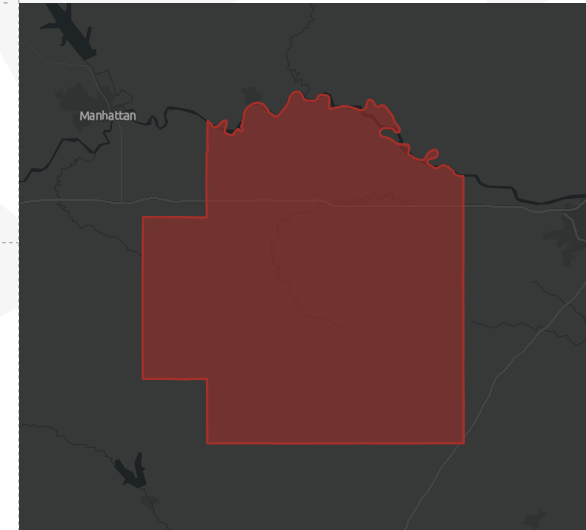
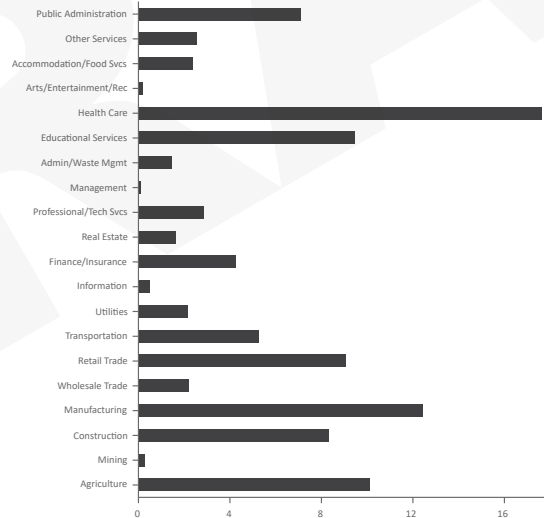
Per Capita Income



\$215,639

Median Net Worth

2021 Labor Force (Esri)



EMPLOYMENT



68%

White Collar



24%

Blue Collar



8%

Services

4.8%

Unemployment Rate

Source: This infographic contains data provided by Esri, Esri. The vintage of the data is 2021, 2026.

Strategic Direction 1: Business Support, Economic Diversification, and Economic Development Infrastructure

Wabaunsee County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
1.1	Build external awareness of the region’s assets among prospect employers, investors, and corporate relocation professionals to attract new business and industries in our region.			
1.2	Support and facilitate the retention and expansion of existing regional businesses.			
1.3	Provide a sufficient supply of economic-growth-supportive infrastructure.			
1.4	Promote the Flint Hills as a destination for cultural, historical and outdoor recreational opportunities			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention

Wabaunsee County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
2.1 Develop long-term programs designed to enhance partnerships between business, education and training officials to enhance the availability, quality and characteristics of the current and future workforce.	a. Support building, curricula, and technology modernization efforts of USD 329, USD 330, and USD 417; improve quality of place to attract/retain faculty and staff; expand child care services by supporting state-approved sites; expand library services, specifically in technology services.			
2.2 Increase the number of recent graduates remaining in our region to live and work.	a. Develop incentives to attract and/or retain young adults; encourage and incentivize those working in neighboring communities to “stay home” as opportunities in the County develop; see also 2.7, 2.8, 2.5.			
2.4 Develop medical education capacity in the region and increase support for mental health services.	a. Work with MATC and FHTC to have medical/nursing students gain practical experience Wabaunsee County; see also 2.7 & 2.8 for action items associated with expanding local access.			
2.5 Improve the attraction and retention of talent to the region.	a. Develop incentives to attract and/or retain young adults; see also 2.7 & 2.8; 2.2.			
2.6 Construct and rehabilitate diverse, high-quality, and suitable housing for regional labor force sustainability. (focus on quality and suitability for current and future population lifestyles)	a. Review and update local zoning regulations, zoning maps, and other development-related guidelines, policies, and incentive programs; retain the services of a county engineer; work with cities and landowners to identify sites and where acceptable, prepare them for development.			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 2: Talent Attraction and Retention (Continued)

Wabaunsee County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
2.8.1 Provide quality of place environments and amenities that enhance community, appeal to and attract professionals across all economic sectors, and enhance tourism.	a. Invest in outdoor recreation and leisure programs and places; promote County-wide community-building events and organizations.			
2.8.2 Work to overcome fundamental challenges individuals and families are facing that impact their ability and/or desire to make this region their home including basic human need resources such as childcare, access to healthcare, employment with competitive salaries, suitable housing, adequate infrastructure, and community assets that support healthy lifestyles, and recreational and social opportunities that promote connectivity and enhance sense of belonging.	a. Expand in-person, mobile, and virtual access to medical and veterinary care access; develop diversified-in-cost, high quality housing options; upgrade utility infrastructure in cities; improve broadband and drinking water access in non-city areas; remove/update blighted buildings, roads, and sidewalks; develop and implement tools/ incentives to address abandoned buildings and spaces; develop and implement 10- and 25- year plans for road and bridge sustainability; promote growth and sustainability of locally available essential retail (i.e., grocery, pharmacy, auto care, dining) services.			
2.8 Support the continuation of enhanced online tools for individuals to connect their skills to employment opportunities specifically within our seven-county region.	a. Develop “navigator,” one-stop tools to help employers, those seeking jobs, and those finishing high school find needed resources.			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Strategic Direction 3: Supporting Innovation and Entrepreneurialism

Wabaunsee County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
3.2 Enhance Support for Entrepreneurs of All Ages	a. Incentivize training and educational programs for micro-businesses; expand revolving loan and other financing options with lenders; maximize use of SCORE, SBDC, Network Kansas and other programs to provider mentors, technical expertise; improve and expand the small business network, locally and regionally; create and invest in youth and young adult programs; expose the community to goods and services available locally.			

Strategic Direction 4: Recovery, Disaster Preparedness and Resiliency

Wabaunsee County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
4.1 Identify and support efforts that assist in creating a more resilient, sustainable region.	a. Incentivize training and educational programs for micro-businesses; expand revolving loan and other financing options with lenders; promote use of SCORE, SBDC, and other programs to provider mentors, technical expertise; improve and expand the small business network, locally and regionally; include small business owners, lenders, economic development professionals in disaster response and recovery planning and rehearsals.			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

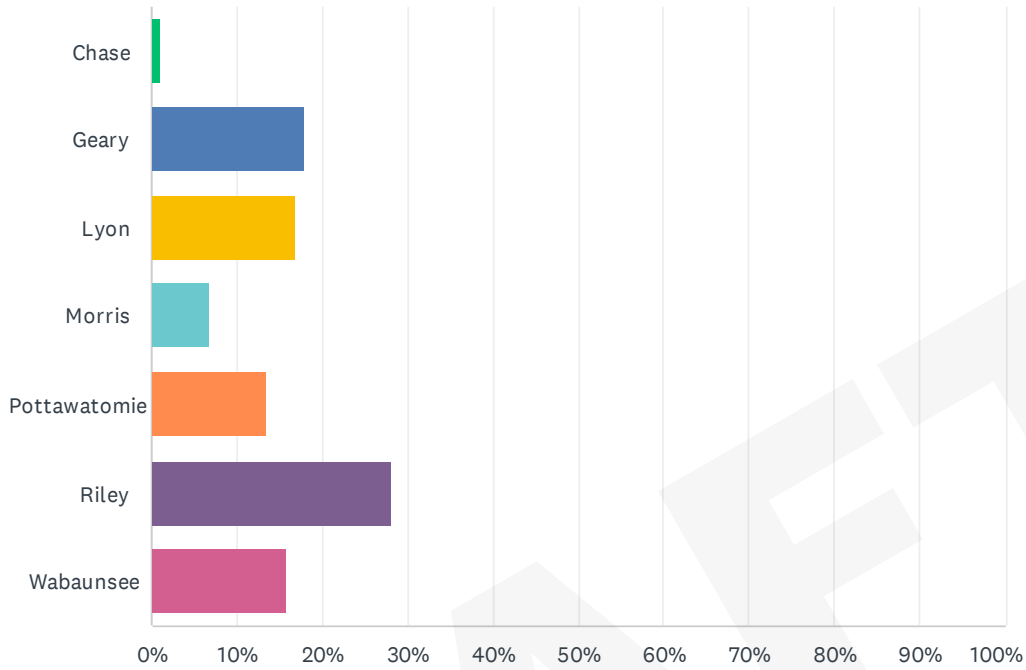
Strategic Direction 5: Partnerships, Funding Strategy Development, Plan Implementation

Wabaunsee County Strategy Framework	Action Items	Timeline/ Priority	Project Lead	Partners
5.1	Create partnerships, leverage resources and obtain grant funding to move priorities forward.			
	a. Incentivize training and educational programs for micro-businesses; expand revolving loan and other financing options with lenders; maximize use of SCORE, SBDC, Network Kansas and other programs to provider mentors, technical expertise; improve and expand the small business network, locally and regionally; create and invest in youth and young adult programs; expose the community to goods and services available locally.			
5.2	Support the FHRC in their role to administer the Flint Hills Economic Development District through plan updates, coordination of plan implementation, and tracking and reporting implementation progress.			
	a. Actively Participate.			
5.3	Utilize regional needs assessment system for identified unfunded needs so that FHRC & regional partners can assisting in developing funding strategies.			
	a. Actively support identify and share unfunded needs.			
5.4	Communicate Plan Progress.			
	a. Actively Participate.			

Timeline Priority
Should Be:
Immediate: 1-2 years
High: 3-4 years
Future: 5+ years

Q1 What county are you from or do you represent?

Answered: 89 Skipped: 1



ANSWER CHOICES	RESPONSES
Chase	1.12% 1
Geary	17.98% 16
Lyon	16.85% 15
Morris	6.74% 6
Pottawatomie	13.48% 12
Riley	28.09% 25
Wabaunsee	15.73% 14
TOTAL	89

Q2 What community are you from or represent?

Answered: 88 Skipped: 2

#	RESPONSES	DATE
1	Emporia	10/27/2021 3:26 PM
2	Emporia	10/19/2021 3:07 PM
3	Emporia	10/19/2021 9:04 AM
4	Native Stone Scenic Byway	10/18/2021 4:29 PM
5	Olpe	10/18/2021 11:54 AM
6	Emporia	10/18/2021 8:37 AM
7	emporia	10/16/2021 1:11 PM
8	Emporia	10/15/2021 4:32 PM
9	Emporia	10/15/2021 3:05 PM
10	Emporia	10/15/2021 1:41 PM
11	Emporia	10/15/2021 1:25 PM
12	Emporia	10/15/2021 9:22 AM
13	Emporia	10/15/2021 9:15 AM
14	Emporia	10/15/2021 8:35 AM
15	Westmoreland KS	10/13/2021 9:14 AM
16	Alma	10/12/2021 6:36 AM
17	Alta Vista	10/12/2021 3:57 AM
18	Alma	10/11/2021 3:28 PM
19	Alma (Volland)	10/11/2021 2:37 PM
20	Alma	10/11/2021 10:04 AM
21	Lake Wabaunsee	10/11/2021 9:59 AM
22	JUnction City	9/24/2021 4:33 PM
23	Manhattan	9/9/2021 3:34 PM
24	Junction City	8/25/2021 3:30 PM
25	prefer not to say	8/14/2021 12:27 AM
26	Riley	7/20/2021 12:52 PM
27	Alma	7/19/2021 12:28 PM
28	Manhattan	7/19/2021 8:43 AM
29	Manhattan	7/16/2021 12:17 PM
30	All Pottawatomie County	7/15/2021 1:08 PM
31	Wabaunsee County (Live in the county, not a city.)	7/14/2021 6:30 PM
32	St. George	7/14/2021 2:19 PM
33	Eskridge, Harveyville, and Dover	7/14/2021 1:32 PM

Flint Hills Regional Council 2021 Comprehensive Economic Development Strategy (CEDS) Survey

34	Manhattan	7/14/2021 12:54 PM
35	Manhattan	7/14/2021 8:57 AM
36	council grove city lake	7/13/2021 11:19 PM
37	Manhattan	7/13/2021 8:00 PM
38	Manhattan	7/13/2021 3:43 PM
39	Manhattan	7/13/2021 3:20 PM
40	Manhattan	7/13/2021 3:09 PM
41	Wamego	7/13/2021 2:05 PM
42	All of Morris County	7/13/2021 1:52 PM
43	all in the county	7/13/2021 1:18 PM
44	Manhattan	7/13/2021 1:16 PM
45	Manhatttan	7/13/2021 12:54 PM
46	City of Westmoreland	7/13/2021 12:50 PM
47	Manhattan	7/13/2021 12:46 PM
48	Emporia	7/8/2021 4:12 PM
49	Council Grove	7/8/2021 11:50 AM
50	ST GEORGE	7/2/2021 6:29 AM
51	Junction City	6/30/2021 3:53 PM
52	Manhattan/Green Valley	6/29/2021 2:40 PM
53	Manhattan	6/28/2021 1:13 PM
54	council grove city lake	6/28/2021 12:08 PM
55	Junction City	6/28/2021 11:24 AM
56	Council Grove	6/28/2021 8:40 AM
57	Junction City	6/28/2021 8:28 AM
58	Junction City	6/28/2021 7:50 AM
59	Junction City	6/28/2021 7:20 AM
60	Junction City	6/27/2021 4:35 PM
61	Manhattan	6/27/2021 3:33 PM
62	Junction City	6/27/2021 11:27 AM
63	Manhattan	6/27/2021 8:26 AM
64	JC	6/26/2021 2:53 PM
65	Manhattan	6/26/2021 11:09 AM
66	Manhattan	6/26/2021 10:51 AM
67	Junction City Main Street	6/26/2021 5:26 AM
68	Manhattan	6/25/2021 9:24 PM
69	Manhattan	6/25/2021 8:06 PM
70	Chase	6/25/2021 7:48 PM
71	Wamego	6/25/2021 7:27 PM

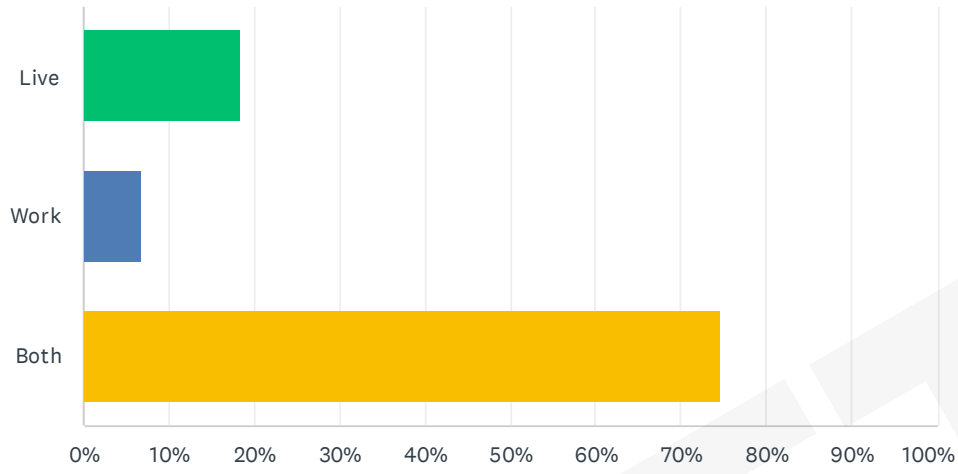
Flint Hills Regional Council 2021 Comprehensive Economic Development Strategy (CEDS) Survey

72	Manhattan	6/25/2021 7:04 PM
73	Manhattan	6/25/2021 6:00 PM
74	Manhattan	6/25/2021 5:46 PM
75	JC/Milford	6/21/2021 10:48 AM
76	Junction City	6/20/2021 2:54 PM
77	Manhattan	6/20/2021 10:06 AM
78	junction city	6/18/2021 8:20 AM
79	City of Manhattan	6/18/2021 7:51 AM
80	St. George	6/18/2021 7:51 AM
81	Manhattan	6/18/2021 7:43 AM
82	St. George	6/18/2021 7:43 AM
83	District 3, Including Maple Hill	6/18/2021 7:42 AM
84	City of Council Grove	6/18/2021 7:40 AM
85	Manhattan	6/18/2021 7:37 AM
86	Alma	6/18/2021 7:36 AM
87	Junction City	6/17/2021 1:42 PM
88	Emporia	6/16/2021 9:01 AM

DRAFT

Q3 Do you live or work in the community you specified above?

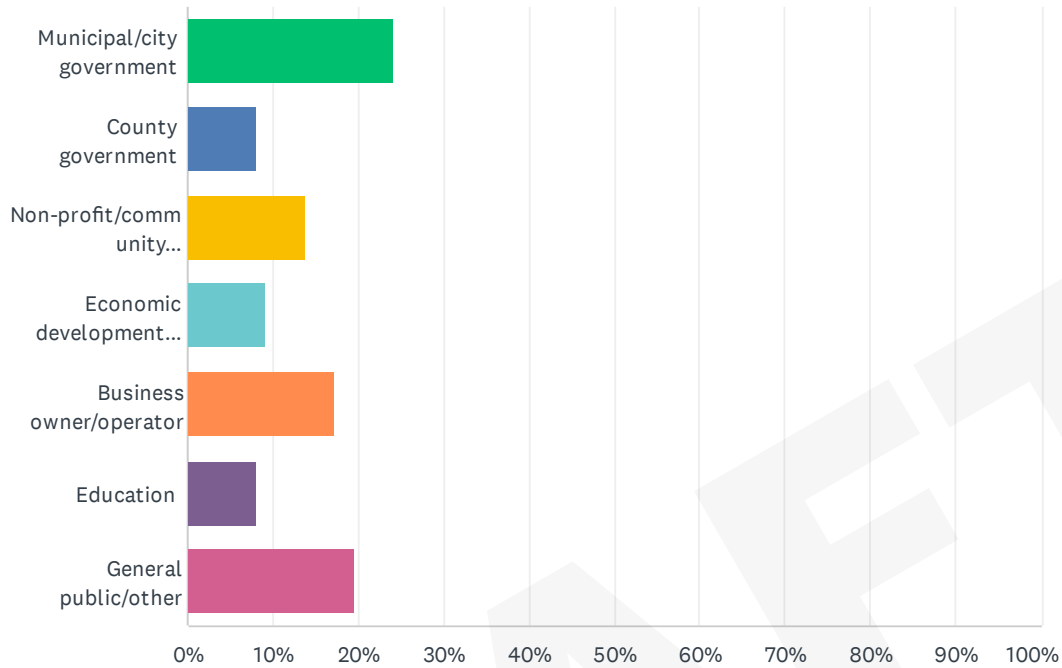
Answered: 87 Skipped: 3



ANSWER CHOICES	RESPONSES	
Live	18.39%	16
Work	6.90%	6
Both	74.71%	65
TOTAL		87

Q4 Which of the following sectors are you representing in your responses?

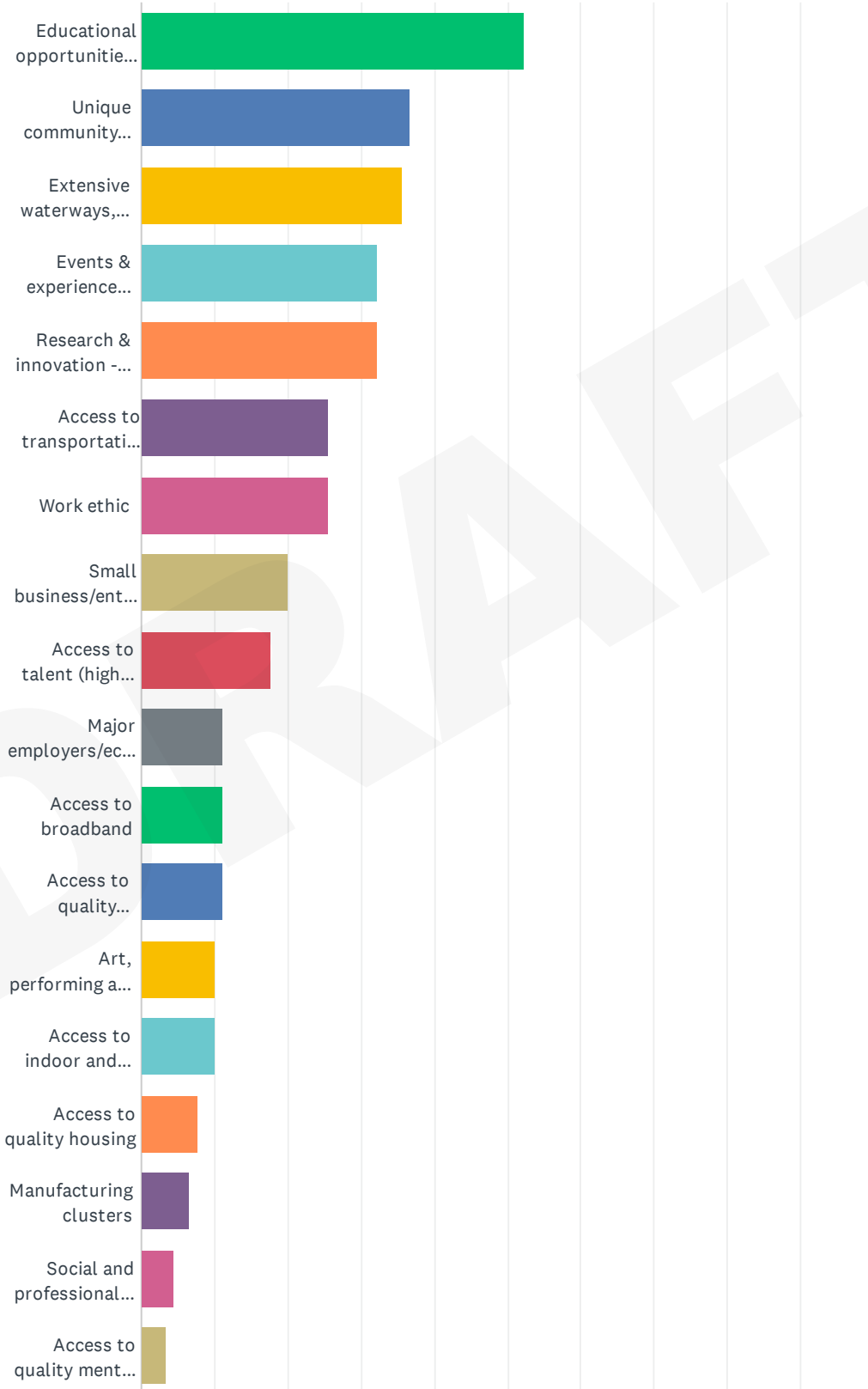
Answered: 87 Skipped: 3



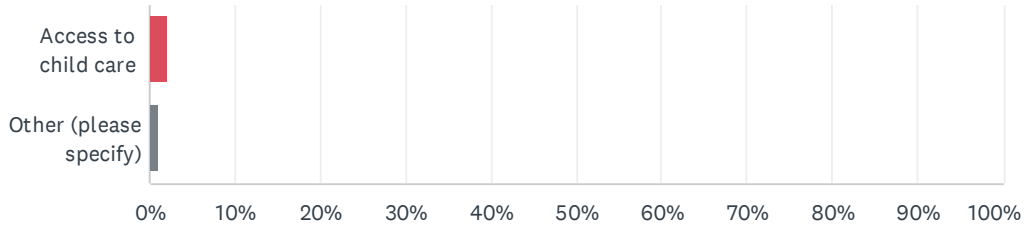
ANSWER CHOICES	RESPONSES	
Municipal/city government	24.14%	21
County government	8.05%	7
Non-profit/community organization	13.79%	12
Economic development organization	9.20%	8
Business owner/operator	17.24%	15
Education	8.05%	7
General public/other	19.54%	17
TOTAL		87

Q5 Which of the following do you perceive as the top strengths of the Flint Hills Region? (Please choose THREE)

Answered: 90 Skipped: 0



Flint Hills Regional Council 2021 Comprehensive Economic Development Strategy (CEDS) Survey

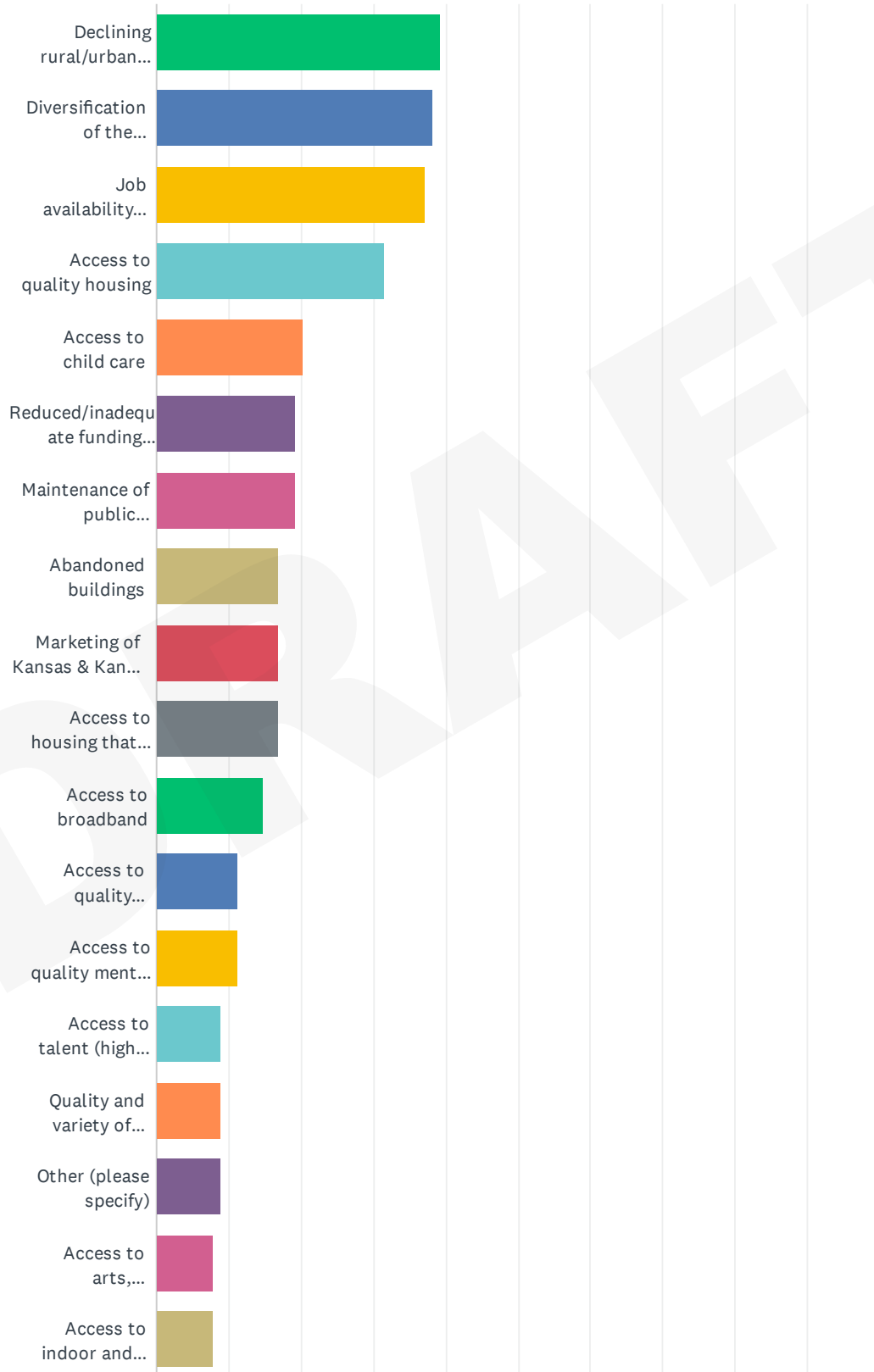


ANSWER CHOICES	RESPONSES	
Educational opportunities & capacity (K-12, Higher Education, On-the-Job Training Opportunities)	52.22%	47
Unique community character & spirit	36.67%	33
Extensive waterways, trail system, and grasslands - (i.e. Kansas National River Trail, Milford Lake - Largest Lake in Kansas, Neosho Riverwalk, Tallgrass Prairie Preserve, extensive trail network, etc.)	35.56%	32
Events & experience opportunities (i.e. Symphony of the Flint Hills, Native Stone Scenic Byway, State Parks, Hunting & Fishing, Museums, Arts, Culture, etc.--Generating tourism)	32.22%	29
Research & innovation - (i.e. Fort Riley, Kansas State University, Emporia State University, NBAF, etc.)	32.22%	29
Access to transportation system (regional airport, highway/roadways, trail system, etc.)	25.56%	23
Work ethic	25.56%	23
Small business/entrepreneurial dynamism	20.00%	18
Access to talent (high school, higher education, transitioning soldiers, etc.)	17.78%	16
Major employers/economic generators	11.11%	10
Access to broadband	11.11%	10
Access to quality healthcare services	11.11%	10
Art, performing art, culture, rich in history	10.00%	9
Access to indoor and outdoor recreational opportunities	10.00%	9
Access to quality housing	7.78%	7
Manufacturing clusters	6.67%	6
Social and professional networks for all ages	4.44%	4
Access to quality mental health services	3.33%	3
Access to child care	2.22%	2
Other (please specify)	1.11%	1
Total Respondents: 90		

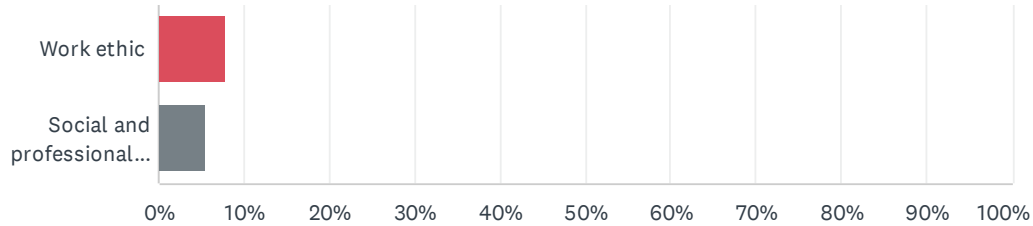
#	OTHER (PLEASE SPECIFY)	DATE
1	Lots of Wide Open Spaces	6/18/2021 7:42 AM

Q6 Which of the following do you perceive as the most critical weaknesses of the Flint Hills Region today? (Please choose THREE)

Answered: 89 Skipped: 1



Flint Hills Regional Council 2021 Comprehensive Economic Development Strategy (CEDS) Survey



ANSWER CHOICES	RESPONSES	
Declining rural/urban population, aging population	39.33%	35
Diversification of the economy/dependence on governmental agencies to stabilize economy	38.20%	34
Job availability, mismatch of skills to job openings	37.08%	33
Access to quality housing	31.46%	28
Access to child care	20.22%	18
Reduced/inadequate funding supporting higher education institutions	19.10%	17
Maintenance of public infrastructure & public spaces	19.10%	17
Abandoned buildings	16.85%	15
Marketing of Kansas & Kansas assets on national & international scale	16.85%	15
Access to housing that is 30% more than household income	16.85%	15
Access to broadband	14.61%	13
Access to quality healthcare services	11.24%	10
Access to quality mental health services	11.24%	10
Access to talent (high school, higher education, transitioning soldiers & military spouses, etc.)	8.99%	8
Quality and variety of events & experience opportunities for all ages	8.99%	8
Other (please specify)	8.99%	8
Access to arts, performing arts, culturally rich experiences	7.87%	7
Access to indoor and outdoor recreational opportunities	7.87%	7
Work ethic	7.87%	7
Social and professional networks for all ages	5.62%	5
Total Respondents: 89		

#	OTHER (PLEASE SPECIFY)	DATE
1	Government agencies such as this one that do nothing for the little guy - it is all about government	8/14/2021 12:27 AM
2	Salaries compared to Cost of Living	7/15/2021 1:08 PM
3	Lack of shovel-ready developable land/sites	7/14/2021 12:54 PM
4	Access to standard amenities (e.g., grocery stores, health care, veterinarians, etc.)	7/13/2021 4:13 PM
5	A state legislature that is anti-municipal government	7/13/2021 3:20 PM

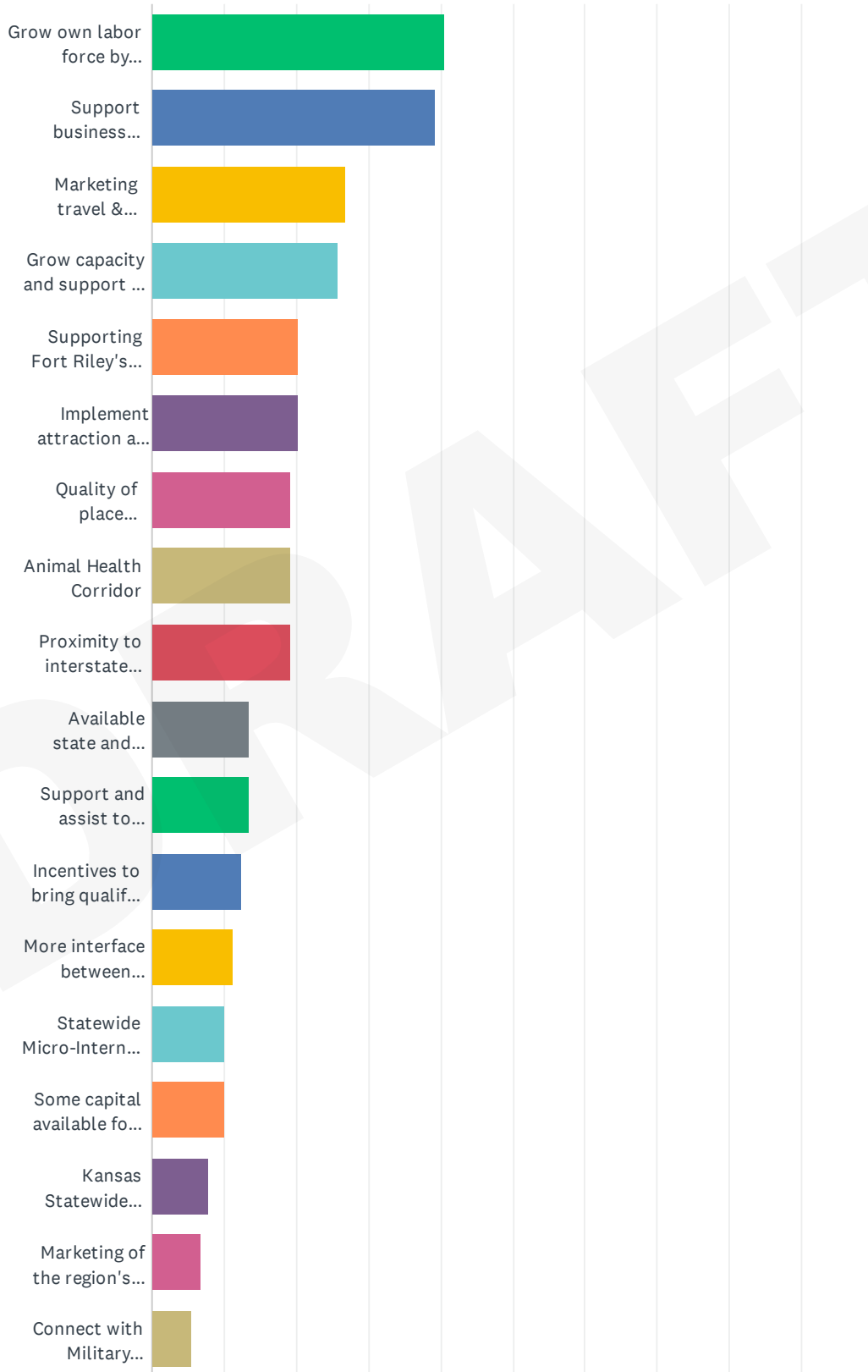
Flint Hills Regional Council 2021 Comprehensive Economic Development Strategy (CEDS) Survey

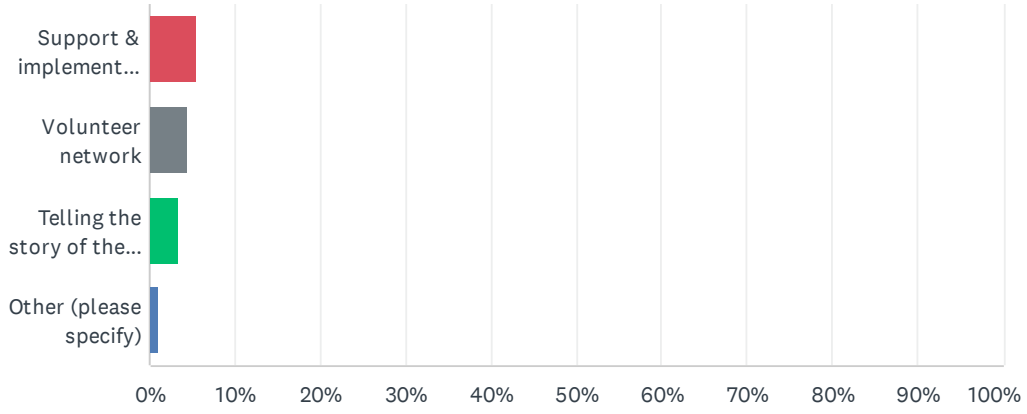
6	infrastructure for business parks & land	7/13/2021 1:18 PM
7	While I agree with this option, "Job availability, mismatch of skills to job openings," I believe it should include competitive salary or pay. Manhattan's salaries are very low.	6/28/2021 1:13 PM
8	Diversity is a positive but not emphasized enough	6/26/2021 2:53 PM

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Q7 Which of the following do you perceive as the top opportunities for the Flint Hills Region? (Please choose THREE)

Answered: 89 Skipped: 1





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Flint Hills Regional Council 2021 Comprehensive Economic Development Strategy (CEDS) Survey

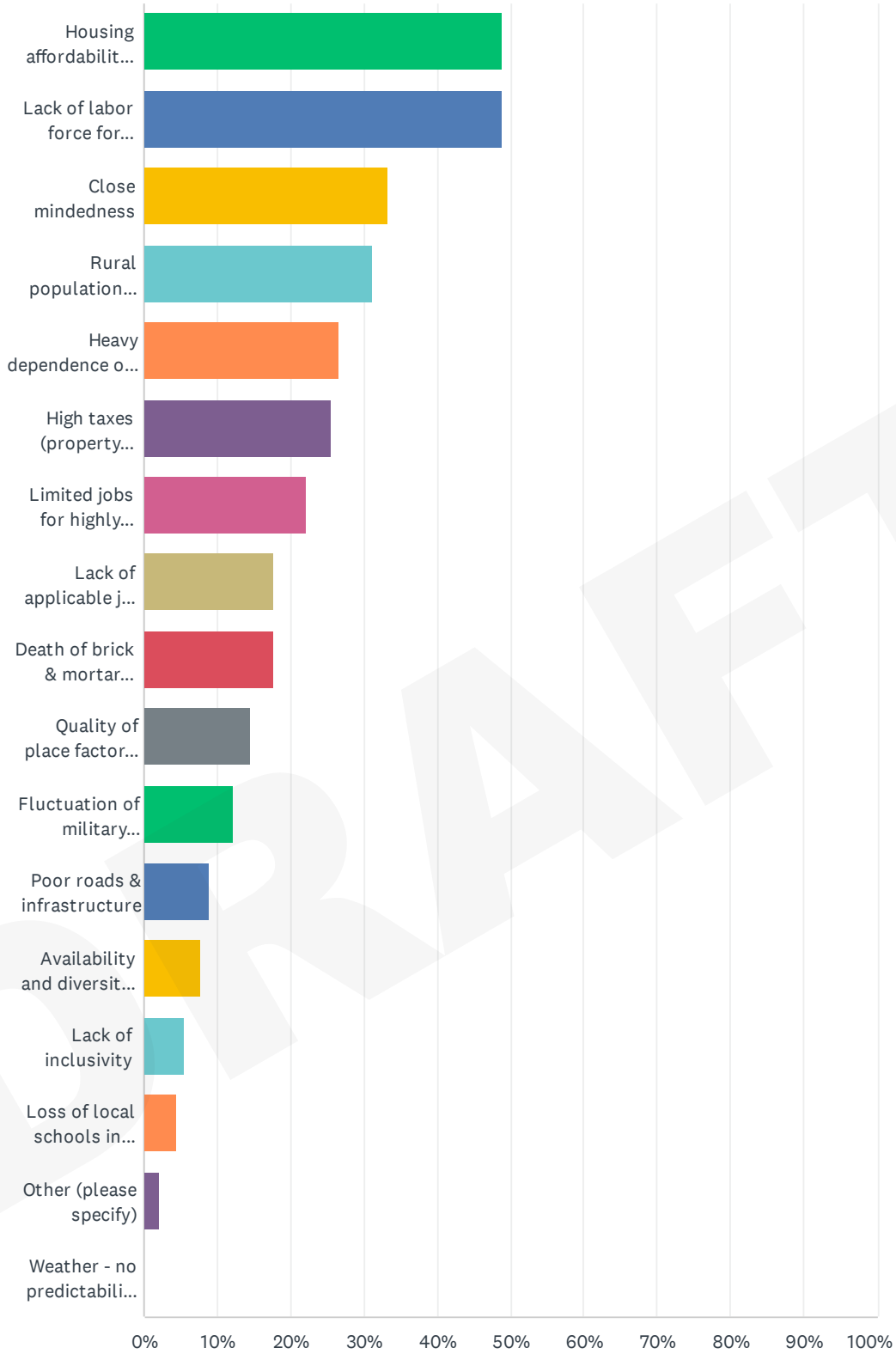
ANSWER CHOICES	RESPONSES	
Grow own labor force by supporting and strategically implementing initiatives focused on K-12 and higher education students, as well as, businesses providing on-the-job training and/or benefits that assist to increase training opportunities	40.45%	36
Support business retention and expansion efforts by identifying any hurdles or incentives that could be considered and/or addressed	39.33%	35
Marketing travel & tourism: historical and cultural, increase cultural and recreational activities	26.97%	24
Grow capacity and support for entrepreneurs of all ages	25.84%	23
Supporting Fort Riley's mission and Victory Wellness effort to make every Soldier, Civilian, and Family Member more resilient and stronger across the five dimensions of strength: physical, emotional, social, family, and spiritual in each community in which they live throughout the Flint Hills.	20.22%	18
Implement attraction and retention strategies within the regional economic development plan, within each college and university's strategic plan and through economic development organization plans	20.22%	18
Quality of place improvements	19.10%	17
Animal Health Corridor	19.10%	17
Proximity to interstate system	19.10%	17
Available state and federal funding to move initiatives forward	13.48%	12
Support and assist to implement the Kansas' new statewide economic development plan -- Kansas Framework for Growth	13.48%	12
Incentives to bring qualified medical professional people to rural & less dense areas	12.36%	11
More interface between agriculture and industry for growth	11.24%	10
Statewide Micro-Internship Program with Incentive Grant Funding	10.11%	9
Some capital available for economic development	10.11%	9
Kansas Statewide Housing Needs Assessment 2021	7.87%	7
Marketing of the region's quality of schools and services	6.74%	6
Connect with Military Spouses and Assist with Job Placement Opportunities	5.62%	5
Support & implement infrastructure resiliency strategies	5.62%	5
Volunteer network	4.49%	4
Telling the story of the National Bio and Agro-Defense Facility as leader to assist with future pandemics	3.37%	3
Other (please specify)	1.12%	1
Total Respondents: 89		

#	OTHER (PLEASE SPECIFY)	DATE
1	having a strong public transportation system providing services outside the 7:00 AM to 5:00 PM time frame, jobs exist at other times.	6/27/2021 11:27 AM

Q8 Which of the following do you perceive as the top threats that could hinder economic growth in the Flint Hills Region? (Please choose THREE)

Answered: 90 Skipped: 0

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Flint Hills Regional Council 2021 Comprehensive Economic Development Strategy (CEDS) Survey

ANSWER CHOICES	RESPONSES	
Housing affordability (more than 30% of household income)	48.89%	44
Lack of labor force for available jobs/mismatch of skills to job openings	48.89%	44
Close mindedness	33.33%	30
Rural population declining, loss of population overall	31.11%	28
Heavy dependence on government employers vs. local employers	26.67%	24
High taxes (property county)	25.56%	23
Limited jobs for highly educated talent & ability to pay competitive wages	22.22%	20
Lack of applicable job openings for highly educated workforce	17.78%	16
Death of brick & mortar businesses	17.78%	16
Quality of place factors important to talent pools and families compared to other comparable communities competing for our talent	14.44%	13
Fluctuation of military population (Fort Riley)	12.22%	11
Poor roads & infrastructure	8.89%	8
Availability and diversity in job opportunities	7.78%	7
Lack of inclusivity	5.56%	5
Loss of local schools in rural areas	4.44%	4
Other (please specify)	2.22%	2
Weather - no predictability for economic, tourism impacts	0.00%	0
Total Respondents: 90		

#	OTHER (PLEASE SPECIFY)	DATE
1	Loss of Jeffries Energy Center	7/14/2021 2:19 PM
2	Lack of agreement on simple, unifying, vision for region.	7/13/2021 3:09 PM

Q9 What would you like to have in the region that does not exist now?

Answered: 63 Skipped: 27

#	RESPONSES	DATE
1	More diversity in restaurant selections (i.e. Italian, Indian, etc.)	10/27/2021 3:26 PM
2	nationally recognized retail food and shopping.	10/19/2021 9:04 AM
3	Large event center 8,000+	10/18/2021 11:54 AM
4	The Flint Hills and this region is a prime area with being in the Center of the US for large Manufacturing/Warehousing. Distribution of goods from the Center of the Country makes sense. Also, if there were more tourism opportunities for the Flint Hills, that would be an asset. This area is untapped and beautiful	10/18/2021 8:37 AM
5	A mentoring program for the LatinX, Hispanic communities in public service and entrepreneurial endeavors.	10/16/2021 1:11 PM
6	More technology related industries.	10/15/2021 3:05 PM
7	a focus on housing	10/15/2021 1:41 PM
8	More housing development and incentives	10/15/2021 9:22 AM
9	Labor force	10/15/2021 9:15 AM
10	A greater emphasis on developing future work opportunities in technology. We can't only focus on Industrial development.	10/15/2021 8:35 AM
11	Transportation for rural communities	10/13/2021 9:14 AM
12	Good broadband in the spaces between the towns	10/11/2021 2:37 PM
13	Medical facilities	10/11/2021 10:04 AM
14	Younger population.	10/11/2021 9:59 AM
15	Job service corridnators for mentally disabled not state run.	9/24/2021 4:33 PM
16	Nothing. I would like to invest in and take care of what we already have rather than chase windmills.	9/9/2021 3:34 PM
17	Amtrak and Regional Transit options.	8/25/2021 3:30 PM
18	A CDFI, Kansas has none-pitiful	8/14/2021 12:27 AM
19	High speed internet to support education and local businesses and rural families. A more open mindset to businesses - more support of local businesses as a valuable player in the county.	7/19/2021 12:28 PM
20	More jobs with competitive salaries. I feel like I cannot move up or switch jobs here.	7/16/2021 12:17 PM
21	More employees willing to work.	7/15/2021 1:08 PM
22	Restaurants	7/14/2021 6:30 PM
23	Windfarms in Wabaunsee County	7/14/2021 1:32 PM
24	greater availability to quality leisure time activities	7/13/2021 11:19 PM
25	Access to the Kansas River for recreation opportunities and commercial development from city and residential areas.	7/13/2021 8:00 PM
26	Nothing, eveything one might need is "in the region." Thing is, "the region" can mean it's still 45-60 minutes away.	7/13/2021 4:13 PM
27	Biking/Walking Path that connects the region...especially along waterways....	7/13/2021 3:43 PM

Flint Hills Regional Council 2021 Comprehensive Economic Development Strategy (CEDS) Survey

28	Retention of a more diverse workforce	7/13/2021 3:20 PM
29	Development of structures and trails along the Kansas and Blue Rivers and Wildcat Creek.	7/13/2021 3:09 PM
30	Business attraction incentives	7/13/2021 1:52 PM
31	industrial/business parks	7/13/2021 1:18 PM
32	Better support for private sector job growth.	7/13/2021 1:16 PM
33	Greater diversity of employers: Manufacturing, Development, outside the gate supporting companies, private businesses.	7/13/2021 12:54 PM
34	more attractions that would increase visitors and attraction of employees. Attraction beyond sports which are important but the region already has.	7/13/2021 12:46 PM
35	More Housing	7/8/2021 4:12 PM
36	More name restaurants	6/30/2021 3:53 PM
37	A bridge connecting Junietta/Marlatt is very important. Ease of commuting is vital, along with safety. Now more than ever with the new Oliver Brown school.	6/29/2021 2:40 PM
38	Restaurants	6/28/2021 11:24 AM
39	Increased diversity	6/28/2021 8:40 AM
40	Family attractions (water park, shopping, zoo, advertising of local family friendly activities)	6/28/2021 8:28 AM
41	Opportunities for an uneducated workforce	6/28/2021 7:20 AM
42	Indoor aquatics center for public access	6/27/2021 3:33 PM
43	strong collaboration of regional entities (education, communication/information, a sense of belonging to region rather than to individual communities)	6/27/2021 11:27 AM
44	A larger private sector employment based	6/27/2021 8:26 AM
45	Stronger workforce	6/26/2021 2:53 PM
46	light rail to connect cities and universities along the Kansas City, Lawrence, Topeka, Manhattan, Salina corridor to reduce climate and environmental impact of car travel infrastructure for frequent commuters. It would also increase connections between institutions and businesses.	6/26/2021 11:09 AM
47	More good paying jobs for skilled non college grads.	6/26/2021 10:51 AM
48	In Junction City, I would like to be able to provide affordable "entertainment" for the young children. This could be a free splash park associated very near/in the downtown area. When soldiers deploy, families left behind need an affordable place to congregate. Could be a discovery center similar to Topeka, in/near downtown.	6/26/2021 5:26 AM
49	A mid-sized beef cattle packing plant	6/25/2021 9:24 PM
50	City leadership that has energy and innovation	6/25/2021 8:06 PM
51	More collaboration and less factions between larger populated counties in the Filt Hills Region and smaller communities. The larger communities appear to only be looking out for themselves.	6/25/2021 7:48 PM
52	I would like to see each community have biking/exercise trails similar to what they have in Manhattan. I believe that short trails within the city limits or at the very edge would be safer than the long trails between cities especially if they go through areas of sparse population where there are long stretches where nobody will see what is going on at specific sites on the trail.	6/25/2021 7:27 PM
53	More opportunities for out intellectual capital.	6/25/2021 6:00 PM
54	K SU at 25,000 students	6/25/2021 5:46 PM
55	An area off of the interstate that would attract visitors with an anchor like a Bass-Pro or Cabelas. Other chain stores and restaurants.	6/23/2021 2:22 PM

Flint Hills Regional Council 2021 Comprehensive Economic Development Strategy (CEDS) Survey

56	Higher paying jobs and more things to do/eat at.	6/21/2021 10:48 AM
57	Train Service	6/20/2021 10:06 AM
58	Connective transportation for local growth	6/18/2021 7:51 AM
59	Rural Broadband, accessibility and affordability	6/18/2021 7:43 AM
60	More support for drawing businesses into the area	6/18/2021 7:42 AM
61	Senior relief programs to encourage the over 55 to stay	6/18/2021 7:37 AM
62	Mass transportation	6/18/2021 7:36 AM
63	Sports Complex	6/17/2021 1:42 PM

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Q10 What do you feel was the greatest lesson learned from the pandemic?

Answered: 83 Skipped: 7

#	RESPONSES	DATE
1	Shopping locally benefits everyone and we have a lot to choose from	10/27/2021 3:26 PM
2	Things are going to happen. To assume that we can make with a tight budget and small reserves could one day cause us disasters.	10/19/2021 9:04 AM
3	Belief in the science.	10/18/2021 4:29 PM
4	No more handouts	10/18/2021 11:54 AM
5	There are still many things we are learning. IE: disruption in the supply chain. We as the US rely heavily on other countries for goods and maybe it is time to look at how we bring some of that back to the US so we are not so dependent.	10/18/2021 8:37 AM
6	Wage suppression over the past twenty years is finally coming to light.	10/16/2021 1:11 PM
7	Diversity is a must.	10/15/2021 4:32 PM
8	The lingering after-effects of the shutdown could be worse than the shutdown itself.	10/15/2021 3:05 PM
9	learning to create flexible work schedules/hours	10/15/2021 1:41 PM
10	Some meetings could have been emails	10/15/2021 9:22 AM
11	Take nothing for granted	10/15/2021 9:15 AM
12	Many people can work from Anywhere, we have a great place to be let's make it better!	10/15/2021 8:35 AM
13	Political leaders are using it as an agenda	10/13/2021 9:14 AM
14	Small business cannot compete with higher wages and government benefits for basic employees	10/12/2021 3:57 AM
15	That we are resilient and innovative.	10/11/2021 3:28 PM
16	Because of our small size and community spirit, we seem to be more resilient to challenges.	10/11/2021 2:37 PM
17	Shop at home	10/11/2021 10:04 AM
18	How easily many job functions can be done from home if broadband is available.	10/11/2021 9:59 AM
19	businesses will still profit and individuals without knowledge will suffer	9/24/2021 4:33 PM
20	That people are self-interested and not willing to put others and the needs of the community first.	9/9/2021 3:34 PM
21	Not everyone can work from home.	8/25/2021 3:30 PM
22	government can't figure out how to manage -but the resilient Kansans did despite government	8/14/2021 12:27 AM
23	Government overreach	7/20/2021 12:52 PM
24	The need for highspeed/broadband internet to reach all corners of the county.	7/19/2021 12:28 PM
25	FEAR and Government control by mandates	7/19/2021 8:43 AM
26	Flexible work schedules work. For example: That you don't have to take a sick day to stay home from work with sick kids.	7/16/2021 12:17 PM
27	Political agendas are ruining and dividing our Country!	7/15/2021 1:08 PM
28	We need local produce producers to fill all food needs.	7/14/2021 6:30 PM

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29	people can effectively work from home and be as productive as they are in the office	7/14/2021 2:19 PM
30	that the government is the problem	7/14/2021 1:32 PM
31	We have to grow out of this economic downturn. There will be generational investment and growth in many areas of the country, need to be on the right side of that coin.	7/14/2021 12:54 PM
32	Problems and challenges don't go away by ignoring them.	7/14/2021 8:57 AM
33	economic activity does not always require investment in brick and mortar	7/13/2021 11:19 PM
34	Respect for the health and viability for all our citizens.	7/13/2021 8:00 PM
35	Use of technology to make it easier for people to gather.	7/13/2021 4:13 PM
36	That we were not prepared for a pandemic at any level.	7/13/2021 3:43 PM
37	Vaccination is the only realistic solution towards immunity, and this pandemic is far from over.	7/13/2021 3:20 PM
38	Working together we can beat the odds.	7/13/2021 3:09 PM
39	Remote learning has obvious weaknesses.	7/13/2021 2:05 PM
40	Ability to pivot and think outside of the box	7/13/2021 1:52 PM
41	any office worker can work remotely, therefore, impacting downtowns	7/13/2021 1:18 PM
42	Out reliance on a worldwide supply chain and JIT inventory controls allows other countries to dictate and control our economy.	7/13/2021 12:54 PM
43	The need to communicate the importance of vaccinations and mask wearing	7/13/2021 12:50 PM
44	People can work remotely which will change the workforce of the future.	7/13/2021 12:46 PM
45	Connectivity is Key - Broadband	7/8/2021 4:12 PM
46	Quality Broadband- like Fiber to Premise, can allow people to work from anywhere and open job market to those wanting to live in the rural flint hills.	7/8/2021 11:50 AM
47	Government was to invasive and "Bricks and mortar" are not essential for success	7/2/2021 6:29 AM
48	Lack of preparedness	6/30/2021 3:53 PM
49	Brick/Mortar offices are not as important as one may think. Exceptional broadband is essential.	6/29/2021 2:40 PM
50	brick and mortal is not essential for every business or group	6/28/2021 12:08 PM
51	No opinion	6/28/2021 11:24 AM
52	People can work from anywhere. We need to target people who want to move from urban areas.	6/28/2021 8:40 AM
53	Priorities	6/28/2021 8:28 AM
54	Remote working is a viable opportunity.	6/28/2021 7:20 AM
55	Many jobs can be done from home. We must be flexible in how we offer services.	6/27/2021 4:35 PM
56	We need to consistently do what is necessary to maintain good health	6/27/2021 3:33 PM
57	There are some jobs that can be done from anywhere--there is an opportunity to entice people to move to Kansas. Other jobs, especially manufacture, need people in place.	6/27/2021 11:27 AM
58	We can handle long term emergencies, but need the resources and infrastructure to do it better	6/27/2021 8:26 AM
59	Don't believe or trust the CDC or the government	6/26/2021 2:53 PM
60	heightened sense of community at the level of our neighborhood, and our network of friends or groups we belong to within the city, watching out for one another and helping each other.	6/26/2021 11:09 AM
61	People will live on unemployment and other government support money rather than work.	6/26/2021 10:51 AM
62	Methods for virtual management of meetings and business opportunities.	6/26/2021 5:26 AM

Flint Hills Regional Council 2021 Comprehensive Economic Development Strategy (CEDS) Survey

63	That we can adapt to challenges without losing our minds	6/25/2021 9:24 PM
64	That KSU leadership is not well-equipped to adjust to adversity.	6/25/2021 8:06 PM
65	Adaptability and resilience	6/25/2021 7:48 PM
66	That we can be productive, and effective in our jobs without having to have large group meetings. Having digital meetings or a mixture of digital and live has proven to be very effective and safe. Small social groups can be as effective as large groups and not as likely to spread disease.	6/25/2021 7:27 PM
67	We need to trust science	6/25/2021 7:04 PM
68	We must have a competent President. We have a long journey ahead of us to recover from the damage of the Trump fiasco.	6/25/2021 6:00 PM
69	Things don't prosper without leadership	6/25/2021 5:46 PM
70	The needs of target populations in the region. Communal meals, food pantries, food insecurity, and etc.	6/23/2021 2:22 PM
71	People can work from home and be almost as effective.	6/21/2021 10:48 AM
72	People can work from home.	6/20/2021 2:54 PM
73	People can work from home	6/20/2021 10:06 AM
74	The division in health administration -- individual counties were the weak link in mitigation. Who knew there would be such intense resistance to pandemic mitigation!! Conflict between city and county on mitigation measures was very serious. Conflict between known health best practices vs. absolute resistance from the business and political organizations.	6/18/2021 7:51 AM
75	Government can't force local businesses to close and not suffer in the future.	6/18/2021 7:51 AM
76	Remote work and meetings	6/18/2021 7:43 AM
77	There is a different way to work. There can be more family time available if life is structured differently. Some businesses cannot find help because individuals choose to stay on unemployment rather than work.	6/18/2021 7:43 AM
78	Don't rely on tourism for much of your revenue	6/18/2021 7:42 AM
79	We can survive.	6/18/2021 7:40 AM
80	Media Stinks and people judge	6/18/2021 7:37 AM
81	Importance of relationships for support	6/18/2021 7:36 AM
82	We can adapt and change is sometimes good.	6/17/2021 1:42 PM
83	Great opportunities for rural America. You don't have to be in a metro area to work, and make a good living.	6/16/2021 9:01 AM

Q11 What area of your business, organization, or community is still vulnerable due to the impact of the pandemic?

Answered: 75 Skipped: 15

#	RESPONSES	DATE
1	keeping students in school	10/27/2021 3:26 PM
2	Restaurants	10/19/2021 3:07 PM
3	staffing,	10/19/2021 9:04 AM
4	In person meetings and hosting events.	10/18/2021 4:29 PM
5	small business and restaurants	10/18/2021 11:54 AM
6	We are all still vulnerable as a whole. There are several residual impacts of the pandemic we are still facing. We have more job openings than I have ever seen in our community and higher wages.	10/18/2021 8:37 AM
7	Newly discovered remote work opportunities exceled urbanization - depopulating rural communities.	10/16/2021 1:11 PM
8	Destination businesses- usually mom and pop shops	10/15/2021 4:32 PM
9	Inventory levels of raw materials and finished goods.	10/15/2021 3:05 PM
10	Hospitality	10/15/2021 1:41 PM
11	Shortage of labor	10/15/2021 1:25 PM
12	ESU	10/15/2021 9:22 AM
13	Hospitality and manufacturing	10/15/2021 9:15 AM
14	Labor supply and supply lines overall	10/15/2021 8:35 AM
15	All communities, especially those with poor broad band	10/13/2021 9:14 AM
16	Employee retention	10/12/2021 3:57 AM
17	large group gatherings	10/11/2021 2:37 PM
18	People that did shop more, locally	10/11/2021 10:04 AM
19	Distance to health care facilities.	10/11/2021 9:59 AM
20	Jobless and disabled	9/24/2021 4:33 PM
21	Staff. There is still a lack of good paying jobs.	9/9/2021 3:34 PM
22	Low vaccine rates and lack of mask wearing and social distancing.	8/25/2021 3:30 PM
23	all of us because of the government that wants to shut us down	8/14/2021 12:27 AM
24	Education, older adults. So many people are still not vaccinated (I think by choice) - this concerns me for keeping students in school (face to face) and for the overall health and well-being of the population, especially older adults.	7/19/2021 12:28 PM
25	Stewardship and involvement in community programs and tasks	7/19/2021 8:43 AM
26	In my job I interact with a lot of people daily. Interaction can cause sickness. I'm immunized but I still worry. A bit.	7/16/2021 12:17 PM
27	Job openings.	7/15/2021 1:08 PM
28	People making the pandemic political and abusing business employees.	7/14/2021 6:30 PM

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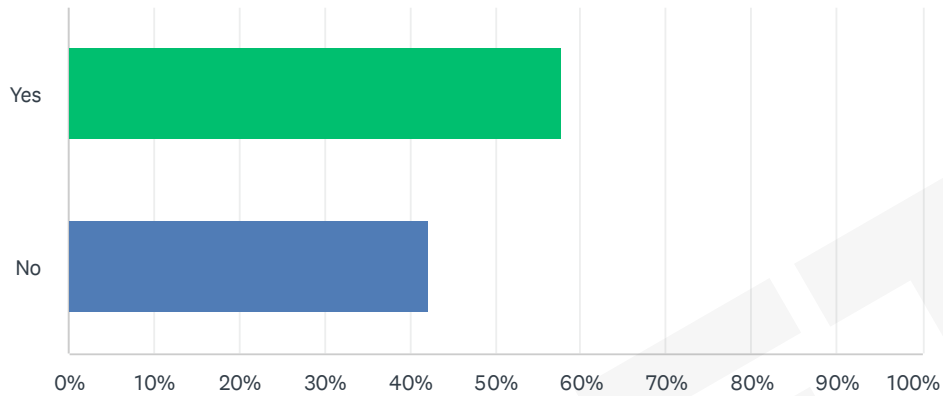
29	all of them, they still have not yet dug themselves out of the forced trap	7/14/2021 1:32 PM
30	Mainstreet businesses	7/14/2021 12:54 PM
31	The negative impact of Covid on already declining enrollment at Kansas State University is directly impacting our services in Manhattan.	7/14/2021 8:57 AM
32	tourism	7/13/2021 11:19 PM
33	Those who choose not to be vaccinated.	7/13/2021 8:00 PM
34	The County actually weathered the storm well, though some individuals suffered (or closed). Whether we learned anything that will make us more resilient is doubtful.	7/13/2021 4:13 PM
35	budgets; and ongoing public health	7/13/2021 3:20 PM
36	My personal confidence in "authorities" after seeing disfunction between cities, county and state.	7/13/2021 3:09 PM
37	Local retail	7/13/2021 2:05 PM
38	Hospitality and housing availability	7/13/2021 1:52 PM
39	hospitality and some retail	7/13/2021 1:18 PM
40	Workforce shortages.	7/13/2021 1:16 PM
41	At this time none.	7/13/2021 12:54 PM
42	Continued spread of the virus which could slow business, shut down operations and hurt economic recovery.	7/13/2021 12:46 PM
43	Service industry businesses- lack of workforce. Online shopping increases, which could hurt small town sales tax profits.	7/8/2021 11:50 AM
44	Local businesses, due to loss of revenue and employee shortage.	7/2/2021 6:29 AM
45	The youth	6/30/2021 3:53 PM
46	K-State is vulnerable. Students/parents look at the dollar amount spent for higher education vs. the experiences gathered. Those experiences lead to lifelong lessons and employability skills.	6/29/2021 2:40 PM
47	demise of social interaction	6/28/2021 12:08 PM
48	No opinion	6/28/2021 11:24 AM
49	Tourism	6/28/2021 8:40 AM
50	Activities for the family	6/28/2021 8:28 AM
51	Institutions of Education are arguable going to go the way of brick and mortar store fronts.	6/28/2021 7:20 AM
52	Rising material costs and availability of delivery will stop or postpone indefinitely construction progress	6/27/2021 3:33 PM
53	food service and manufacturing do not do well with social distancing. Tourism is impacted but hopefully turning around.	6/27/2021 11:27 AM
54	employment and public sector revenue	6/27/2021 8:26 AM
55	The ability to hire workers that want to work	6/26/2021 2:53 PM
56	vulnerability to continued emergence of Coronavirus cases due to partisan resistance to vaccination and mask wearing.	6/26/2021 11:09 AM
57	Employers lack of people willing to work.	6/26/2021 10:51 AM
58	Decreased need for brick and mortar businesses.	6/26/2021 5:26 AM
59	None	6/25/2021 9:24 PM
60	Education both K-12 and Higher Ed	6/25/2021 8:06 PM

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61	All of it.	6/25/2021 7:48 PM
62	Many small businesses are struggling to survive and they are the backbone of our communities	6/25/2021 7:27 PM
63	The economy is slow to rebound in our profession.	6/25/2021 6:00 PM
64	Na	6/25/2021 5:46 PM
65	The needs of target populations when stimulus money, pandemic benefits and increased unemployment benefits cease.	6/23/2021 2:22 PM
66	Entertainment (sports inside buildings and restaurants)	6/21/2021 10:48 AM
67	Restaurants	6/20/2021 10:06 AM
68	MHK has the most dense population in the region and therefore the most vulnerable. The student population is most vulnerable in the upcoming variant situation. Kansas has been so resistant to mitigation measures.	6/18/2021 7:51 AM
69	Local hometown grocery and service industries....&..food providers	6/18/2021 7:51 AM
70	Restaurants.	6/18/2021 7:43 AM
71	Don't rely heavily on travel and tourism for revenue dollars	6/18/2021 7:42 AM
72	programs and structures	6/18/2021 7:37 AM
73	Aging population	6/18/2021 7:36 AM
74	none	6/17/2021 1:42 PM
75	Small business. Supply pipeline.	6/16/2021 9:01 AM

Q12 Did any overall community/commercial/governmental processes change in response to the pandemic that will likely stay in place? If so, what?

Answered: 83 Skipped: 7



ANSWER CHOICES	RESPONSES
Yes	57.83% 48
No	42.17% 35
TOTAL	83

#	IF YES, PLEASE SPECIFY:	DATE
1	Universal masking and other mitigation strategies, including promotion of vaccines	10/27/2021 3:26 PM
2	I think several businesses now realize that they can still have productivity with a remote workforce. Also several efficiencies have been brought forth for companies and small businesses that they might not have thought of pre pandemic	10/18/2021 8:37 AM
3	Wages, flexible jobs.	10/16/2021 1:11 PM
4	Remote meetings	10/15/2021 1:25 PM
5	I would guess more parent involvement in our local schools and school boards	10/15/2021 9:22 AM
6	Remote Work availability and openness	10/15/2021 8:35 AM
7	Mask and flu shot mandates	10/13/2021 9:14 AM
8	Wages went up and they will not go back down	10/12/2021 3:57 AM
9	All aspects of community/commercial/governmental processes had to change in response to the pandemic but the one likely to remain in place until we know we are truly out of the pandemic is the need to meet virtually and/or continue to wear masks. Everyone seems to think that the pandemic is going to end on a certain date when in truth it will not. This is particularly true in Riley County where our vaccination rate is sadly so very, very low.	9/9/2021 3:34 PM
10	oh sure our county spent lots of the COVID money on the county needs and did a terrible job of serving the the small communities or widespread needs.	8/14/2021 12:27 AM
11	Zoom meetings or the zoom option could stay in place.	7/19/2021 12:28 PM
12	Face to face accountability Commissioners just ignore email requests and comments	7/19/2021 8:43 AM
13	I think going forward pivoting to a digital platform will be much easier and efficient. I also think	7/16/2021 12:17 PM

Flint Hills Regional Council 2021 Comprehensive Economic Development Strategy (CEDS) Survey

	flexible work from home schedules are here to stay.	
14	Processes for streamlining customer service. More online shipping out of state.	7/14/2021 6:30 PM
15	the need for authoritarian concepts of power and control	7/14/2021 1:32 PM
16	improved availability of state and federal grants	7/13/2021 11:19 PM
17	Because of advancing computer technology, many people can function productively from a variety of locations under a variety of circumstances.	7/13/2021 8:00 PM
18	Our change is associated with new ideas, by new people. Inflexibility, close mindedness, those who say, "it's always been this way," are significant challenges to our future. It's not even the unwillingness to change that is the issue, it's the unwillingness to listen, learn, and consider so thoughtful decisions can be made.	7/13/2021 4:13 PM
19	Retail sales will continue to grow via the internet with less need of brick and mortar stores....	7/13/2021 3:43 PM
20	Formalized and implemented telework policies and more flexible staff scheduling, without reducing services.	7/13/2021 3:20 PM
21	Acceptance that in person meetings are a very poor use of the majority's time.	7/13/2021 3:09 PM
22	Remote working.	7/13/2021 2:05 PM
23	more Zoom meetings, less travel to meetings	7/13/2021 1:18 PM
24	More availability of digital services.	7/13/2021 1:16 PM
25	I believe some sort of social distancing will still be in play and the possibility of masks.	7/13/2021 12:54 PM
26	Many processes converted to remote work, remote meetings, online sales with deliveries (even for local businesses. This will continue and will require more use of technology and broadband.	7/13/2021 12:46 PM
27	Municipalities are offering more online interactions and the remote workforce has increased. More people are buying goods online, which can hurt local sales tax profits.	7/8/2021 11:50 AM
28	Meetings and conventions are not going to be "on site".....attending events may also be viewed differently	7/2/2021 6:29 AM
29	Hybrid office hours. A few days in-house, a few days at-home.	6/29/2021 2:40 PM
30	see number 11	6/28/2021 12:08 PM
31	Less "in person" interaction	6/28/2021 8:40 AM
32	Remote working which at times makes it more difficult to access services needed.	6/27/2021 3:33 PM
33	I hope access to more events via virtual means will increase accessibility and inclusiveness.	6/27/2021 11:27 AM
34	There are so many it really to early to know	6/27/2021 8:26 AM
35	More businesses allowing staff to work from home	6/26/2021 2:53 PM
36	The ability to shop locally from home and pick up at the curb as well home deliveries of groceries or other products. It is more than a convenience but a life line for some residents.	6/26/2021 11:09 AM
37	Outside opportunities such as outside dining and outside recreation. Junction City/Geary County has so many wonderful opportunities to capture these experiences.	6/26/2021 5:26 AM
38	More zoom conferences	6/25/2021 9:24 PM
39	Ability to communicate and work through video conferencing.	6/25/2021 8:06 PM
40	The SPARK/CRF Kansas Department of Commerce Connectivity Grant. Brought countywide 1Gig fiber to 2,700 residents (our entire) population. THANK YOU commerce!!! We fell in a gap in the digital divide funding structure and would never have made this possible without Ideatek and the State of Kansas.	6/25/2021 7:48 PM
41	Relaxed drinking laws	6/25/2021 7:04 PM
42	Remote working is more accepted.	6/25/2021 6:00 PM

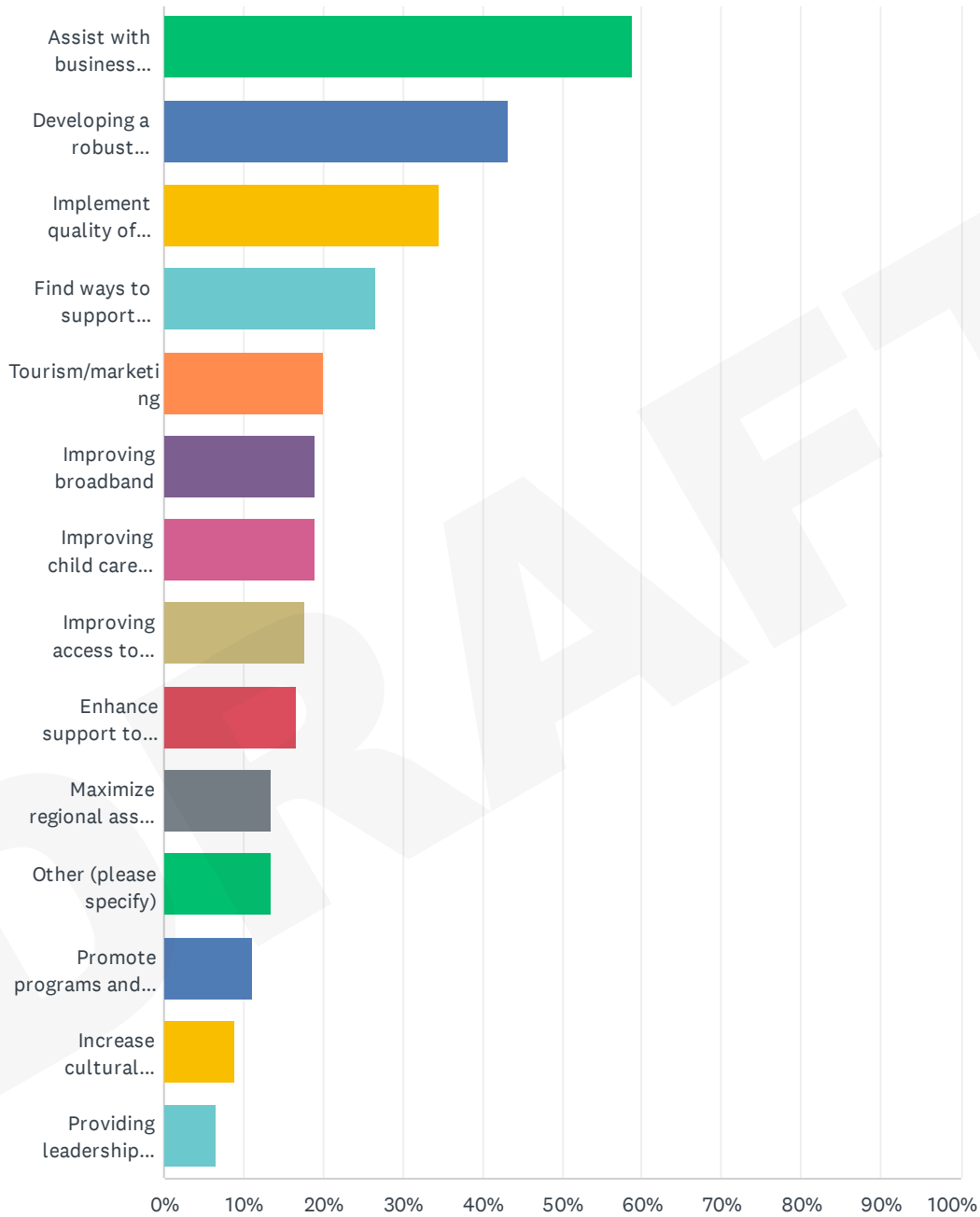
Flint Hills Regional Council 2021 Comprehensive Economic Development Strategy (CEDS) Survey

43	Hopefully the schools providing lunches to kids when school is not in session. They are better equipped to handle meal preparation than any other entity.	6/23/2021 2:22 PM
44	More online services	6/20/2021 10:06 AM
45	MHK issued an emergency declaration and changed some administrative policies that has now ended. It was much more difficult for the public to engage elected officials. City Manager has assumed more authority, short-term and long-term. Community is jittery about abandoning pandemic protocols such as masks and distancing. Federal CARES \$'s brought local gov'ts new money for mitigation measures and reimbursement so they were not hit so hard.	6/18/2021 7:51 AM
46	Less need for offices , bricks and mortar at universities and schools. More distance work. Social disconnect increases	6/18/2021 7:51 AM
47	Those with the ability to telecommute may be able to do so.	6/18/2021 7:43 AM
48	More reliance on broadband or internet for business operation and training. Governmental entities conducted meetings on Zoom.	6/18/2021 7:42 AM
49	zoom meeting and less travel	6/18/2021 7:37 AM

DRAFT

Q13 What do you think should be the top priorities for your community in the next five years? (Please choose THREE)

Answered: 90 Skipped: 0



Flint Hills Regional Council 2021 Comprehensive Economic Development Strategy (CEDS) Survey

ANSWER CHOICES	RESPONSES
Assist with business retention & expansion efforts	58.89% 53
Developing a robust workforce to meet needs of advancing industries	43.33% 39
Implement quality of place improvement initiatives that assist with talent retention and attraction	34.44% 31
Find ways to support educational institutions (K-20) efforts/strategic plans to support students in their career pathway creating pipelines to employment opportunities	26.67% 24
Tourism/marketing	20.00% 18
Improving broadband	18.89% 17
Improving child care access	18.89% 17
Improving access to medical care/mental health services throughout the region	17.78% 16
Enhance support to entrepreneurs of all ages	16.67% 15
Maximize regional assets that promote region as both national and global leaders in research & innovation.	13.33% 12
Other (please specify)	13.33% 12
Promote programs and community services that assist and support the needs of active soldiers, civilians, transitioning soldiers, military spouses, and challenges they face while living in the Flint Hills.	11.11% 10
Increase cultural humility and competency throughout the Flint Hills	8.89% 8
Providing leadership training	6.67% 6
Total Respondents: 90	

#	OTHER (PLEASE SPECIFY)	DATE
1	water line eruptions, poor roads, poor lighting	10/19/2021 9:04 AM
2	leadership training and entrepreneur support specifically for the Hispanic and LatinX populations	10/16/2021 1:11 PM
3	Develop more new housing	10/15/2021 3:05 PM
4	Housing	10/15/2021 1:41 PM
5	More middle class single family housing	10/15/2021 9:22 AM
6	Adequate housing both to own and rent in small communities	10/12/2021 3:57 AM
7	Elect leaders and hire professional staff who are not science deniers and who support public health and safety.	9/9/2021 3:34 PM
8	we need to quit creating jobs for only the elite and focus on wage earners in our small towns	8/14/2021 12:27 AM
9	I'd put several of these together under "improve quality of place"	7/13/2021 4:13 PM
10	infrastructure and business park development	7/13/2021 1:18 PM
11	Year round K12 offerings to prevent regression in students and efficiency of educational advancement. Summers off is both expensive and damaging to employees and ignores our role in0world competition	7/2/2021 6:29 AM
12	Housing is critical for our community at this time.	6/16/2021 9:01 AM

Q14 If you could implement just one strategy to improve our region's economic vitality, resiliency and quality of place, what would it be?

Answered: 73 Skipped: 17

#	RESPONSES	DATE
1	Increasing cultural humility and competency throughout the Flint Hills	10/27/2021 3:26 PM
2	We might not be able to rebuild the town. But we can keep roads in good shape, paint, pull weeds. What do you see when you get here. Is it a place that strikes you as attractive?	10/19/2021 9:04 AM
3	Incentives to improve the pride and quality of life in rural communities.	10/18/2021 11:54 AM
4	Business retention and expansion. " If you build it, they will come" With jobs and expansion comes new opportunities and people will follow	10/18/2021 8:37 AM
5	I would ask the legislature to eliminate taxes on food and clothing and expand Medicaid	10/16/2021 1:11 PM
6	Newer housing across all price ranges.	10/15/2021 3:05 PM
7	Create a downtown living district that would promote business develop and activity. A place to live, work and play	10/15/2021 1:41 PM
8	More housing will increase work force in area	10/15/2021 9:22 AM
9	Retention of population = labor force	10/15/2021 9:15 AM
10	HOUSING!	10/15/2021 8:35 AM
11	Offer strategic planning, grant money and tax incentives to legitimate start up and small businesses	10/13/2021 9:14 AM
12	Build quality small family affordable homes in rural communities	10/12/2021 3:57 AM
13	Tourism	10/11/2021 3:28 PM
14	improve broadband	10/11/2021 2:37 PM
15	Reliable broadband to all communities.	10/11/2021 9:59 AM
16	Improving the quality of medical and mental health in all regions	9/24/2021 4:33 PM
17	There are too many to name.	9/9/2021 3:34 PM
18	Cleaning up all the ugly houses and yards in Junction City.	8/25/2021 3:30 PM
19	Get rid of Jim MacGregor in WB county - he has no clue what it is like in rural America- we are not the army.	8/14/2021 12:27 AM
20	More quality, high paying jobs.	7/16/2021 12:17 PM
21	Secure more land for Economic Development to recruit more businesses.	7/15/2021 1:08 PM
22	Stop being unwelcoming of people that move to the area and become inclusive.	7/14/2021 6:30 PM
23	Inject patience and kindness into all citizens	7/14/2021 2:19 PM
24	a private industry developed and run mentorship program providing work-based learning experiences and internships to high school students that run the gamut of employment careers	7/14/2021 1:32 PM
25	Job growth	7/14/2021 12:54 PM
26	affordable housing	7/13/2021 11:19 PM
27	Develop the city of Manhattan's access to the Kansas River for recreation, quality of life, ecological restoration and commercial developmental potential.	7/13/2021 8:00 PM

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28	It's not a strategy, but we need the tools to describe, in clear terms, the impacts of past and contemporary decisions. We need to help people see how what they do today impacts where we will be in the future. We have to stop looking at tomorrow and look at five, ten, twenty years into the future.	7/13/2021 4:13 PM
29	Offer Career Pathways through local High Schools to meet needs of local/regional employers.	7/13/2021 3:43 PM
30	workforce and job expansion	7/13/2021 3:20 PM
31	Get everyone on board with the simple goal of being the youngest and most diverse region in the State of KS and 5 state region.	7/13/2021 3:09 PM
32	Improve self-image!	7/13/2021 2:05 PM
33	More resources to help small/start up businesses	7/13/2021 1:52 PM
34	build new business parks	7/13/2021 1:18 PM
35	Invest in programs that encourage students to pursue careers in expanding industries.	7/13/2021 1:16 PM
36	Diversify the overall economic base to lower the reliance on government employment.	7/13/2021 12:54 PM
37	To showcase all small towns in the region for tourism and potential population growth	7/13/2021 12:50 PM
38	job growth	7/13/2021 12:46 PM
39	Digital Entrepreneurship	7/8/2021 4:12 PM
40	Continue to promote the region in a wholistic way, focusing on quality of life, affordability, recreational assets, and growing animal science industry. All counties/towns need included and contribute (monetarily as well as collaboratively) to the campaign.	7/8/2021 11:50 AM
41	Focus on safety, security, and let private businesses find ways to earn profits in quality of life and service instead of looking to government and taxes to underwrite such "opportunities "	7/2/2021 6:29 AM
42	Lower taxes	6/30/2021 3:53 PM
43	Starting salaries to put families above the poverty line. Living wages are very important. Our region has a mindset that \$10/hr is a good starting salary. It is not.	6/29/2021 2:40 PM
44	Ensure the stability of Fort Riley by keeping the 1st Infantry Division here in the Flint Hills and encourage some defense contracting business in addition to the NBAF initiatives already focused on by Manhattan.	6/28/2021 1:13 PM
45	improve availability of arts and quality entertainment for all ages	6/28/2021 12:08 PM
46	Bulldoze the inhabited homes and buildings to make our community look better	6/28/2021 11:24 AM
47	Improve housing options	6/28/2021 8:40 AM
48	Community pride and cleanup	6/28/2021 8:28 AM
49	Consistency throughout the state funding structure.	6/28/2021 7:20 AM
50	Concentrate on increased emphasis to faculty and administration at KSU that their constant promotion to students to seek high profile positions in high profile communities in order to raise the profile of the university so it can advertise this to potential students, thus limiting the ability of local firms to retain quality employees. I could go on forever on this topic.	6/27/2021 3:33 PM
51	find a way to communicate all the good things in place to our current residents. It is difficult to find one means of communication (newspapers, radio, television, social media are all used but not all are used well.)	6/27/2021 11:27 AM
52	Better technonology through broadband and wireless	6/27/2021 8:26 AM
53	We have I-70 with 5 exits. Recruitment of businesses at each of these exits to get people off the highway is a no brainer.	6/26/2021 2:53 PM
54	Recognizing that development can happen while making and keeping our towns and cities livable. Do not make Manhattan into a sprawling city, preserve its historic heritage and the existing quality of place linked to that history and the natural environment by developing	6/26/2021 11:09 AM

Flint Hills Regional Council 2021 Comprehensive Economic Development Strategy (CEDS) Survey

stricter urbanism guidelines to preserve the town's charm and prevent the expansion of ugly suburban subdivisions that destroy and impact our natural environment.

55	Bring employers who pay good wages.	6/26/2021 10:51 AM
56	Marketing to change the reputation of Junction City in coordination with all the wonderful, dynamic changes that are about to unfold. We are on 2 major highways and want people exiting those highways and landing in Junction City. This would mean having a draw into JC with growth of trails and access to the lake and river, downtown entertainment, state of the art sports complex, continued recruitment and retention of educators (which includes promoting our new high school) with sufficient funding to meet our children's needs to access educational opportunities, and working to improve the percentage of our LMI status. Marketing to improve our reputation with the military so Ft Riley becomes a place for them to choose and not avoid.	6/26/2021 5:26 AM
57	Attract capital for business ventures that would employ skilled labor that pays great salaries and wages with excellent benefits.	6/25/2021 9:24 PM
58	Get everyone on the same page and get the City leadership involved in the plan.	6/25/2021 8:06 PM
59	Work together, think as a region, not just as each county. This happens more so on the tourism side, but not when it comes to economic development.	6/25/2021 7:48 PM
60	Be sure employees are trusted and valued	6/25/2021 7:04 PM
61	More opportunities for young people to stay in Manhattan and have great jobs.	6/25/2021 6:00 PM
62	Research dollars for KSU, N bath and research labs	6/25/2021 5:46 PM
63	Improved quality of life for all residents in the region.	6/23/2021 2:22 PM
64	Working together to highlight the region's assets and not just one community!	6/21/2021 10:48 AM
65	Workforce development	6/20/2021 2:54 PM
66	Improve access to childcare	6/18/2021 7:51 AM
67	Growth in energy-efficient and energy provision as Kansas being the center of quality gas, sun and wind possibilities. Consider possible Uses for cost reductions as incentives for business development and growth	6/18/2021 7:51 AM
68	Affordable childcare and rural broadband	6/18/2021 7:43 AM
69	Get people on unemployment benefits back to work WITHOUT incentifying them even further. There is starting to be a huge gap between essential workers who had to continue to work without additional pay and those who chose to take unemployment and not work. I don't have the answer but I hear this more and more often as I am out and about.	6/18/2021 7:43 AM
70	Help local businesses to expand and not have other groups get in the way of those developments.	6/18/2021 7:42 AM
71	Housing	6/18/2021 7:40 AM
72	Improve access to medical care/mental health services throughout the region	6/18/2021 7:36 AM
73	Find a way to build affordable quality housing.	6/16/2021 9:01 AM

From Valley to Hilltop

The FHEDD Recovery and Resiliency Plan

Background

In 2020 the FHRC was awarded Coronavirus Aid, Relief, and Economic Security Act (CARES) grant funding through the EDA. The awarded CARES grant provided assistance to the region for COVID-19 economic recovery and resiliency efforts, including the creation of a regional recovery and resiliency plan.

COVID-19 has severely impacted the Flint Hills Region, and the road to recovery is anticipated to be long and hard. Our approach to recovery must be both holistic and practical. One of our top two regional strengths, identified in our SWOT analysis, is “unique community character and spirit”. The ongoing pandemic has highlighted this uniqueness and reinforced the notion that a “one size fits all approach” is not the path forward to effective recovery or creating a resilient region. The impact of COVID on our region has yet to be fully realized, however it is apparent that the impacts vary greatly across our region.

The Flint Hills Recovery and Resiliency Plan uses the Strategic Directions as its foundation, proposing cross-cutting strategies to aid in recovery and build a more resilient region:

1. Business Support, Economic Diversification, and Economic Development Infrastructure
2. Talent Attraction and Retention
3. Supporting Innovation and Entrepreneurialism
4. Recovery, Disaster Preparedness, and Resiliency
5. Partnership, Funding Strategies and Plan Implementation

In relation to our Strategic Directions, this plan looks at four primary areas that have been impacted by the ongoing pandemic: 1) Housing, 2) Workforce, 3) Small Businesses and the Local Economy, and 4) Digital Inclusion.

Other Recovery and Resiliency Planning Efforts

After the onset of the COVID-19 pandemic and associated impacts to our communities, a number of local efforts were undertaken across our region to help our communities not just survive the pandemic but to come back stronger and more resilient. Several of our downtown organizations and economic development organizations conducted periodic surveys to gauge business confidence, consumer confidence, and overall industry/workforce impacts. Local governments formed steering committees to assess and identify how to effectively and efficiently expend/request COVID-related funds. Additionally, two formalized planning efforts took place, anchored by two of our region's largest communities: Emporia and Manhattan.

Emporia-Lyon County Road to Recovery

In April 2020, partners from across Emporia and Lyon County joined forces to establish the Road to Recovery, to strengthen the local economy in the wake of the COVID-19 crisis and beyond. Seven teams and two subsets were formed to address specific industries and sectors working to identify, and help craft solutions that can assist businesses, organizations, and institutions successfully navigate the new economic and social conditions of our region.

The Road to Recovery effort produced two reports focusing on the following components: 1) Restore and 2) Resiliency, Renewal, and Transformation. The reports outlined each team's findings and proposed actionable strategies as they related to the following areas:

- Leveraging strengths of anchor institutions
- Restarting hospitality and tourism
- Rebuilding nonprofit, faith, and community organizations
- Reviving small businesses
- Protecting arts and creative economy
- Assessing key industries
- Preparing vital infrastructure

The actionable strategies outlined in these reports are instrumental in not only recovery and resiliency efforts in Emporia and Lyon County, but can serve as a tool for other communities throughout our region to help guide their planning efforts. The Road to Recovery also identified some lessons learned throughout the pandemic.

Other Recovery and Resiliency Planning Efforts (continued)

Manhattan Area Recovery Task Force

In April 2020, the Mayor of Manhattan announced the formation of the Manhattan Area Recovery Task Force with the charge to develop a measured and phased path forward for the community. The goal of the Task Force is successful reopening implementation through the transition phases.

To achieve the charge and goal, the focus of the Regional Task Force is to:

1. Facilitate how to make the phased reopening transition successful for multiple business types and organizations, as well as for residents and visitors
2. Have broad representation that can help communicate information back to multiple networks and industries
3. Provide input from business and community leaders back to appointed and elected officials
4. Assist in shaping and coordinating consistent, practical information for business owners and individuals about how to safely provide products and services using best practices.
5. Work towards and recommend consistent approaches and messaging among Geary, Pottawatomie, and Riley Counties

The Task Force produced an "Opening With Care" toolkit for businesses and worked at the end of 2020 to determine lessons learned during the first year of the pandemic to assist with increased resiliency and effective recovery efforts.

Summary of Lessons Learned Identified Through These Planning Efforts:

- Early action was important
- Establishing effective, accurate, and accessible channels of communication is key
- Need to analyze the impact of the shutdown/lockdown to better understand what steps need to be taken in the future
- Technology is critical
- Decisions need to be data-driven when implementing protocols and mandates
- We need to assist small businesses in navigating e-commerce
- Businesses may need to adapt to provide increased flexibility for workers

Strategy Framework 4.1 - Identify and support efforts that assist in creating a more resilient, sustainable region. (responsive)

Action a. - Create a Regional Resiliency Task Force to coordinate planning efforts and to serve as an information-sharing hub (responsive)

The Impact of COVID on the FHEDD

The State of Kansas received \$1.034 billion in Coronavirus Relief Fund (CRF) dollars from the federal CARES Act to support State, Local and Tribal governments as they confront the COVID-19 pandemic. The investment priorities for these funds were determined by Governor Laura Kelly’s Strengthening People and Revitalizing Kansas (SPARK) Taskforce, which is composed of business, community, and legislative leaders from across Kansas and county governments with input from stakeholders in their communities.

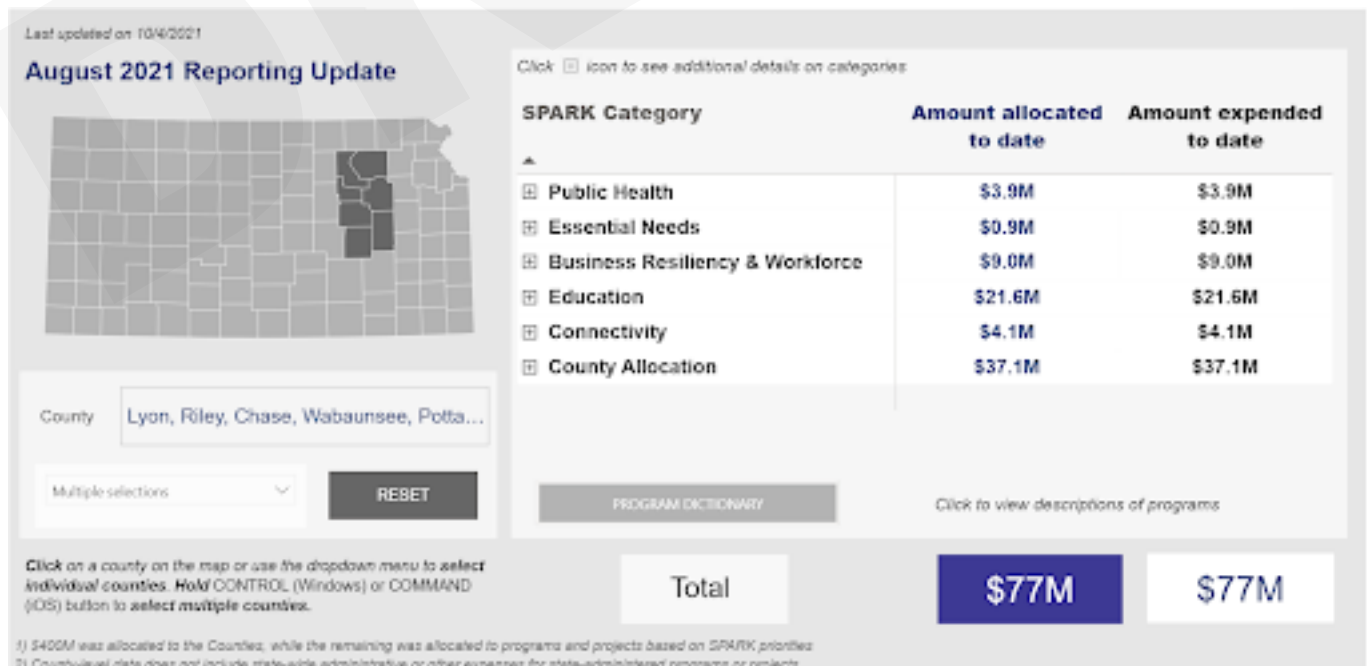
The Flint Hills Region received \$77 million in CRF dollars, with the bulk of those funds being directly allocated to counties. The

Kansas CRF Dashboard provides county-level data about the amount of funds allocated toward each investment priority.

The Regional Economic Impact Analysis will help guide data-driven discussions on the impact COVID has had on our regional economy. Every community in our region is unique, so it is imperative that we collect data that will accurately represent how each community was impacted. Despite the unique challenges each community faces, there are some common areas that were impacted: 1) **Housing**, 2) **Workforce**, 3) **Small Business**, and 4) **Digital Inclusion**.

▼ Map 1.1 FHEDD CRF Allocation

Source: <https://covid.ks.gov/covid-data/>



The Impact of COVID on the FHEDD (continued)

Housing

Housing affordability has been identified through our SWOT as our region’s primary threat. Data provided by the Kansas Office of Judicial Administration in May 2021 indicated that the FHEDD saw a 20 percent increase in eviction filings per year over a five year span ending in Fiscal Year (FY) 19, with a 24 percent increase between FY 18 and FY 19. This general trend, coupled with the economic downturn associated with the COVID-19 pandemic leading to increased housing prices, job uncertainty, and high inflation, makes this threat even more significant than before.

▼ Figure 1.1. Eviction Filings by Fiscal Year

Source: Kansas Office of Judicial Administration

District	County	FY 15	FY 16	FY 17	FY 18	FY 19
2	Pottawatomie	28	29	20	11	33
2	Wabaunsee	2	3	1	2	2
5	Chase	0	0	1	2	1
5	Lyon	83	61	75	89	109
8	Geary	172	208	229	161	202
8	Morris	3	4	7	9	4
21	Riley	375	288	281	334	408

The Eviction Lab at Princeton University produces rigorous and novel research about the causes and consequences of the affordable housing crisis and housing instability in the United States. Eviction Lab analyzed housing policies across the nation from March 15, 2020 to June 30, 2021 and generated a COVID-19 Housing Policy Scorecard for each state; Kansas received a score of 1.43 out of 5.00.

Eviction Lab acknowledged that Kansas enacted tenancy preservation measures through focusing on housing stabilization. On March 15, 2021 the Kansas Emergency Rental Assistance (KERA) Program began accepting applications. KERA provides rent, utility, and internet assistance to households experiencing financial hardship as a result of the COVID pandemic. Landlords and tenants apply via a joint online process. If the application is approved, the landlord or service

provider receives funds directly from KERA and applies KERA funds to the applicant’s account. Approved applicants are eligible for up to 12 months of assistance.

Kansas Housing Resources Corporation reported that 420 KERA applications have been paid throughout the FHEDD.

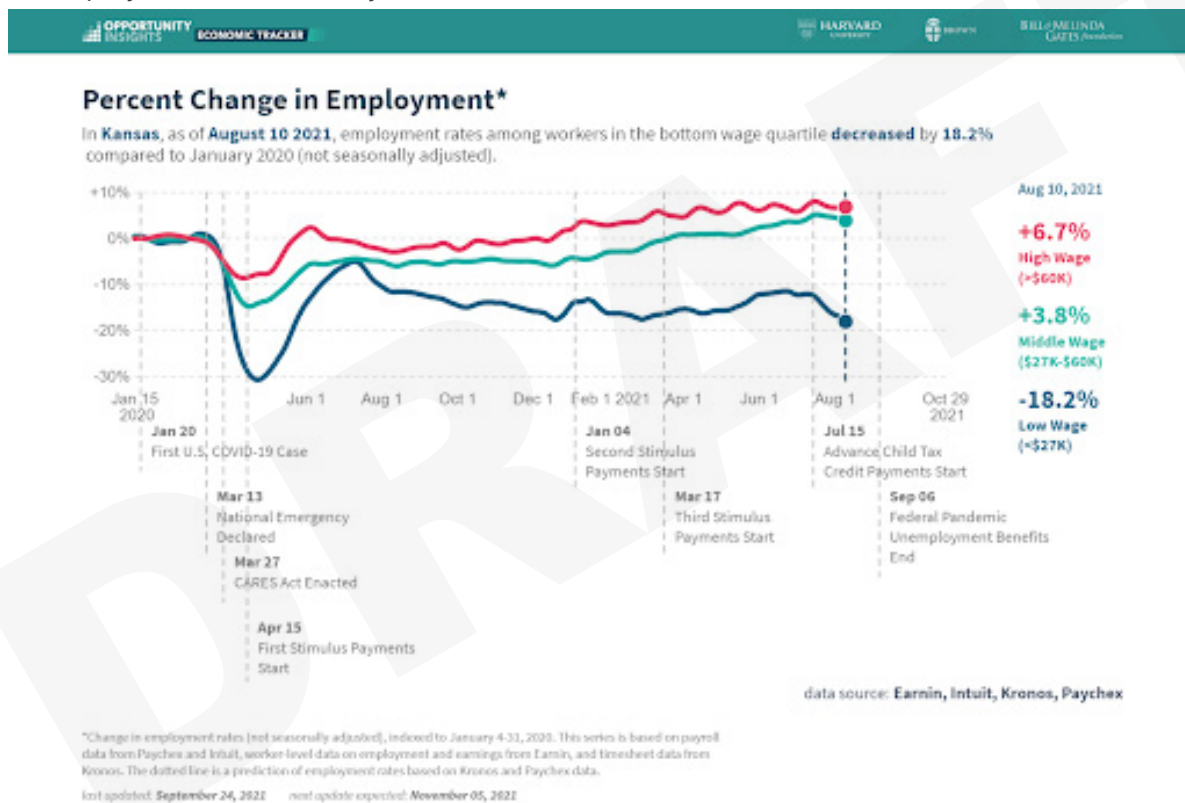
County Name	Total Applications in Process as of 9/7/21	Total Applications Paid as of 9/7/21
Chase	0	0
Geary	171	132
Lyon	61	40
Morris	6	4
Pottawatomie	16	14
Riley	182	205
Wabaunsee	1	1
Total Applications as of 9/7/21	459	420

The Impact of COVID on the FHEDD (continued)

Workforce

Our SWOT analysis and Business Confidence Survey both indicate that workforce issues threaten the resilience of our region. Unemployment across the nation, state, and our region peaked during the onset of the pandemic. Through a combination of steady-state and responsive actions associated with our Plan’s Strategic Direction 2: Talent Attraction and Retention our goal is to build a resilient workforce and resilient economy.

▼ **Figure 1.2. Kansas Unemployment**
Unemployment chart overlaid with COVID-19 timeline



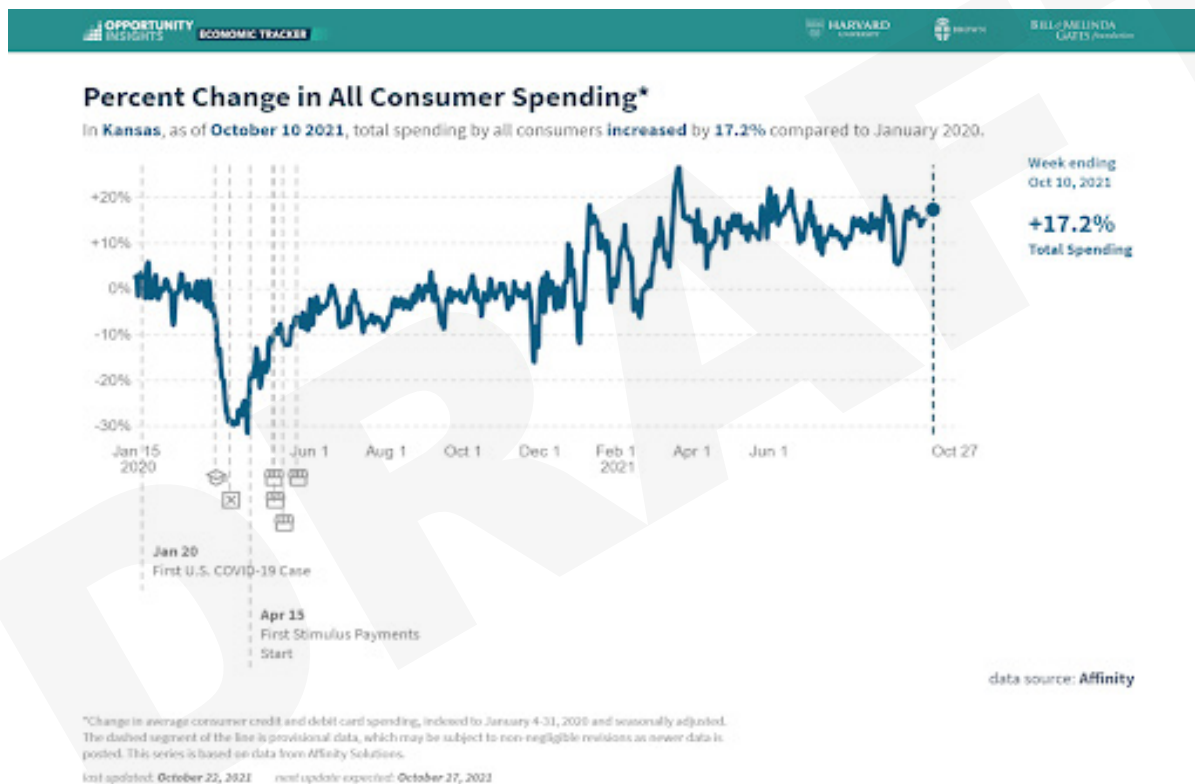
The Impact of COVID on the FHEDD (continued)

Small Business

On March 30, 2020, the State of Kansas enacted a “Stay Home” Order. Shortly thereafter, consumer spending throughout Kansas declined approximately 30 percent from January 2020. Although data show that as of October 2021, consumer spending in Kansas has increased over 17 percent from January 2020, our small businesses still need assistance to recover and thrive.

▼ Figure 1.2. Kansas Consumer Spending

Consumer Spending chart overlaid with COVID-19 timeline



\$77 million CRF dollars were allocated throughout the FHEDD; \$9 million was directed towards Business Resiliency and Workforce. Business Resiliency and Workforce allocations were used to support five areas: 1) workforce development, 2) securing local food systems, 3) remote learning, 4) private colleges, and 5) business retention and expansion. Almost 85 percent of those funds supported workforce development and business retention and expansion initiatives.

The Impact of COVID on the FHEDD (continued)

Digital Inclusion

Our SWOT survey results show that an almost equal number of respondents identify access to broadband as a regional strength as those who identify broadband access as a regional weakness. The 2015-2019 American Community Survey reports that 11.4 percent of households in the Flint Hills Region do not have access to the internet. This is slightly lower than that of Kansas, in which 14.5 percent of households are reported as not having access to the internet. In today's technology-driven society, purely having internet access is not sufficient; quality of access is key to a strong, resilient region.

The issue of broadband in rural America has been brought to the forefront at the local, state, and national levels as a result of the COVID-19 pandemic. The State of Kansas has prioritized this issue and established the Kansas Office of Broadband Development in 2020 to help ensure all Kansans have the opportunity to live, work, learn and compete in a global economy by improving universal access to quality, affordable and reliable broadband. This prioritization has led to the injection of funds into local communities to bolster not only their access to broadband, but their access to quality broadband.

Just over five percent of the total CRF dollars allocated throughout the FHEDD were applied to broadband connectivity, which entails expansion of broadband infrastructure (fiber, fixed wireless, etc.) through grants to reach areas currently unable to access minimally adequate services (residential: $\geq 25/3$ Mbps).

As school, work, and services (such as health and mental health) shift to adjust to the post-pandemic world, broadband access will play a key role in the success of our region's economic development efforts.

Strategy Framework 1.3 - Provide a sufficient supply of economic-growth-supportive infrastructure.

Action b1. -Engage service providers to assess the COVID-related broadband service expansions and identify remaining gaps in service or opportunities to improve quality of service. (responsive)

Cross-Cutting Strategies

Several resilience-related actions are associated with strategic directions other than Recovery, Disaster Preparedness, and Resiliency. These actions are considered cross-cutting and help to ensure that resilience is embedded throughout our economic development strategies.

Strategic Direction 1:

Business Support, Economic Diversification, and Economic Development Infrastructure

Strategy Framework 1.2. - Support and facilitate the retention and expansion of existing regional businesses

Action b. - Conduct a Regional Business Confidence Survey (responsive)

From January 8, 2021, to February 5, 2021, FHRC conducted a Business Confidence Survey, receiving responses from 127 businesses/organizations from across the Flint Hills Economic Development District. The goal of this survey was to identify what funding, tools, or resources were needed to help our businesses in the short-term, be prepared to pursue new economic recovery funding and resources that may help to support them in their recovery and resiliency efforts, and help our businesses and communities be more resilient in the future.

The survey was distributed by local chambers, economic development professionals, community members, and FHRC staff. Several downtown organizations and economic development organizations throughout our region conducted periodic surveys to gauge business confidence, consumer confidence, and overall industry/workforce impacts. A coordinated effort was made to ensure the Business Confidence Survey was complementary to these efforts and not duplicative.

Our survey responses came from a large cross-section of businesses/organizations from across the Flint Hills Economic Development District, including both large and small businesses. Industries represented include many impacted by efforts to help “flatten the curve” and slow the spread of COVID-19: retail, food services, personal services, events, arts, entertainment, and recreation.

Cross-Cutting Strategies (continued)

Action b. - Conduct a Regional Business Confidence Survey (continued)

Initial findings indicated that:

- Losing business and customer traffic were the biggest concerns for respondents' organizations and employees.
- COVID exposure of staff and employees (quarantines, staff turnover) and target market has avoided going out were the most cited impacts
- Cumulatively, over 25 percent of respondents were unsure or did not feel like they had the resources and information to bring employees back to work safely
- Faster access to vaccines was the most cited tool or resource that would most help their businesses survive the pandemic and be able to thrive during recovery.
- Marketing/social media marketing training was the most cited training/technical assistance category to help respondents' businesses to be more resilient
- 20 percent of respondents plan to create a social media presence and/or increase marketing

Despite the challenges the pandemic posed to our local economy and business community, the survey indicated that seven of the respondents represented businesses that opened during the pandemic, highlighting the resiliency of the entrepreneurial spirit of our region. Survey results were shared with the public via an online dashboard and summary report.

Action c. - Conduct an annual follow-up Business Confidence Survey in January 2022 (responsive)

Action d. - Provide access to business training opportunities (steady-state)

The Flint Hills Regional Council became an affiliate member of Kansas Main Street in 2021. This membership provides interested parties throughout the FHEDD with the opportunity to attend business-related training sessions. The first training session was centered on social media, complementing the feedback we received from the Business Confidence Survey.

Cross-Cutting Strategies (continued)

Strategic Direction 2:

Talent Attraction and Retention

Strategy Framework 2.1. - Develop medical education capacity in the region and increase support for mental health services.

Action a.-Continue to facilitate the Kansas Eighteen-County Multi-Regional Healthcare Growth Cluster (responsive)

In 2021, the Kansas Eighteen-County, Multi-Regional Healthcare Growth Cluster was established. The Growth Cluster is charged with addressing the critical shortage of healthcare workers through the creation of a robust, innovative talent pipeline--bringing together public and private sector investment to create a holistic wraparound approach to expand training capacity, and provide equitable access to both physical and mental healthcare services across rural Kansas and ultimately across the nation at one of the most critical times in U.S. history. To meet this charge, the FHRC submitted a Build Back Better Regional Challenge concept proposal on behalf of the Growth Cluster.

Strategy Framework 2.2. Continue to enhance the capacity and productivity of the region's pre-K to 20 educational institutions and other training programs geared to enhance employability skills of the emerging, transitional and current workforce.

Action a. -Conduct a regional Skills Gap Analysis to quantitatively identify how effectively the region is producing the talent necessary to meet the region's future occupational demand (steady-state)

Our SWOT identifies several threats to the resiliency and strength of our region's economy, such as inadequate workforce, reduction in forces, and loss of rural jobs. In addition to our SWOT, the Community Impacts Associated with Army Personnel Reductions at Fort Riley (CIAR) has highlighted workforce needs as a priority, specifically related to addressing skills gaps, career readiness training, job placement, and retention of separating personnel from Fort Riley. One way to address these threats and work towards becoming a more resilient region is to conduct a regional Skills Gap Analysis.

In July 2021, FHRC issued an RFP calling for qualified contractors to conduct the regional Skills Analysis to define the unique skill shapes, roles, and the particular skill gaps in our region. After completing an open and competitive process and obtaining the FHRC Board of Directors' approval, FHRC entered a contract with Emsi Burning Glass in October 2021 to conduct this analysis. The Skills Analysis is anticipated to be completed by April 2022.

Cross-Cutting Strategies (continued)

Strategic Direction 2:

Talent Attraction and Retention

Strategy Framework 2.9 - Support the continuation of enhanced online tools for individuals to connect their skills to employment opportunities specifically within our seven-county region.

Action a. -Establish a regional workforce hub (steady-state)

In July 2021, FHRC issued an RFP calling for qualified contractors to procure and launch a software system that would serve as a regional workforce hub. After completing an open and competitive process and obtaining the FHRC Board of Directors' approval, FHRC entered a contract with Emsi Burning Glass in October 2021 to develop this software system. The FHEDD chose Emsi Burning Glass' SkillFit to allow individuals to search and browse local careers, obtain relevant labor market information, and see the related education and training requirements/offering. The FHEDD's goal for this web application is to create a more resilient region through aiding talent attraction and retention efforts by assessing a worker's career interests and competencies and connecting those skills and competencies with relevant job postings or educational opportunities. This system combines job searching, career exploration, upskilling, and skills mapping for workers to have a holistic view of career opportunities throughout our region. Additionally, SkillFit will provide FHEDD decision-makers with insights on these data points to help guide decisions on gaps in training offerings, business opportunities, etc.

SkillFit launched October 29, 2021 on the Flint Hills Regional Councils [Skills2Careers webpage](#).

Strategic Direction 4:

Recovery, Disaster Preparedness and Resiliency

Strategy Framework 4.1. - Identify and support efforts that assist in creating a more resilient, sustainable region.

Action b. - Economic Modeling Information (responsive)

To make data-driven decisions we must have access to current, quality data. In July 2021, FHRC issued an RFP calling for qualified contractors to provide a software system that would provide the region with economic modeling information to help guide recovery and resiliency decisions and include in regional reports and plans. After completing an open and competitive process and obtaining the FHRC Board of Directors' approval, FHRC entered a contract with Emsi Burning Glass in October 2021 to obtain access to their Developer software application.

Cross-Cutting Strategies (continued)

Strategic Direction 2:

Talent Attraction and Retention

Strategy Framework 4.3 - Analyze the economic impact of the COVID-19 pandemic through an economic impact study to better understand how we can be more resilient in the future.

Action a. -Conduct a regional Economic Impact Analysis (steady-state)

In July 2021, FHRC issued an RFP calling for qualified contractors to conduct an economic impact analysis to evaluate the impact COVID-19 has had on the regional workforce. After completing an open and competitive process and obtaining the FHRC Board of Directors' approval, FHRC entered a contract with Emsi Burning Glass in October 2021 to conduct this analysis.

The FHEDD Economic Impact Analysis (EIA) will provide data and insights on components such as county-level unemployment rates, industry and occupational-level job postings, county-level COVID-19 Index and how it affects industries throughout the region, and industry-level job posting index. These data will lay the foundation for the EIA with the ultimate goal of providing the FHEDD with the information necessary to understand how to develop resilient strategies to address business support, economic diversification, and economic development infrastructure.

EIA work has already been started, with a kickoff meeting taking place in November 2021. It is estimated the EIA will be completed by February 2022.

Cross-Cutting Strategies (continued)

Strategic Direction 5:

Partnerships, Funding Strategy Development, Plan Implementation

Strategy Framework 5.1 - Create partnerships, leverage resources and obtain grant funding to move priorities forward

Action a. -Develop regional hub to facilitate dialogue between economic development professionals, local government officials, and other stakeholders regarding COVID investments and allocations. (responsive)

Throughout our region, local government officials and economic development professionals indicated that it would be beneficial to have more detailed information about how their counterparts across the region utilized COVID-related funds.

The Kansas CRF Investment Dashboard helps to provide high level detail about where funds were allocated. The Kansas Association of Counties (KAC) has created a Listserv for local government officials to exchange specific questions, feedback, and information regarding COVID-related funds. These are valuable resources that can be scaled to our region to help enhance communication, identify common ground, and possibly assist with developing holistic funding strategies throughout our region.

Strategy Framework 5.3 - Utilize the regional needs assessment system for identified unfunded needs so that FHRC and regional partners can assist in developing funding strategies.

Action a. -Create an online Needs Assessment System (responsive)

The COVID-19 pandemic highlighted the lack of fully scoped projects. It also brought to light other projects that did not fit within the confines of current funding sources or lacked funding strategies. In March 2021, FHRC issued an RFP calling for qualified contractors to develop a web-based Regional Needs Assessment System. The goal of the Needs Assessment System is to provide the efficient and safe collection and ranking of unfunded needs as it relates to regional recovery and resiliency and overall economic and community development needs that will contribute to recovery and resiliency for our region. The Needs Assessment System will provide the FHEDD with the tool necessary to identify unfunded needs, prioritize those needs, and pursue appropriate funding strategies.

The Regional Needs Assessment System was launched October 29, 2021. Training on how communities can submit their unfunded needs will be conducted throughout the remainder of