

# Livingston County Board

“.....serving the people of Livingston County”



2016

Strategic Planning Sessions

**Session 1 (Introduction & Presentation – Where is the County today?)**

The first work session was held on January 21<sup>st</sup>, beginning at 6:00 p.m.. The primary purpose of the first session was to introduce County Board members to the Strategic Planning Process, as well as, provide an overview of the current economic status of the County. County Board members present included Vicki Allen, Kathy Arbogast, David Heath, Jack Vietti, Bill Flott, Tim Shafer, Bill Mays, Bob Young, James Carley, Carolyn Gerwin, Justin Goembel, Jason Bunting, Kelly Cohlman, Stan Weber, and Chairman Marty Fannin. Also present were County Clerk Kristy Masching, Finance Resource Specialist John Clemmer, Administrative Resource Specialist Alina Hartley, Paul Westemeyer from the Pontiac Daily Leader and County Board Primary Candidate John Slagel.

There was a motion by Vietti, second by Mays to approve the agenda as presented. The motion was carried with all ayes.

**FY 2016 Financial Summary**

Livingston County Finance Resource Specialist, John Clemmer, provided an overview of the County’s current financial position.

Clemmer began his report with a review of the ETSB funds which indicated a depleting fund balance over the four year term reviewed. Clemmer also reviewed the additional expenses and services provided directly by the County. Clemmer then briefly discussed the anticipated consolidation with the City of Streator and the possible regionalization of the ETSB.

<u>Description</u>	<u>Revenue</u>	<u>Expenses</u>	<u>Fund Balance Nov. 30th</u>
All funds FY 13	926,000	1,033,000	986,000
All funds FY 14	893,000	1,050,000	829,000
All funds FY 15	921,000	1,022,000	728,000
All Funds FY 16	932,000	1,159,000	501,000

Clemmer then reviewed the Fund Balances of the Special Accounts, including the Enterprise Zone Fund, Construction Fund, and Pontiac Host Agreement. While still showing a significant fund balance, the summary revealed a reduction in fund balance amongst those accounts as well.

<u>Year end</u>	<u>Enterprise</u>	<u>Construction</u>	<u>Pontiac Host</u>	<u>Total of 3 funds</u>
FY 13	4,515,989	9,634,018	4,453,594	18,603,601
FY 14	4,008,712	9,363,476	6,744,575	20,116,763
FY 15	3,525,427	9,135,707	6,285,920	18,947,054
FY 16	800,351	8,887,707	5,717,920	15,405,978

Clemmer explained that the Enterprise Zone fund has primarily been used to support programs such as the ETSB, Pro-Active, GLCEDC, Economic Development Grant Opportunities, Soil & Water Conservation and Recreational Development. The fund has been designated as being committed to “County Enhancements”. Clemmer noted that the fund balance at the end of FY 2016 is anticipated to be \$800,351.

The Construction Fund supports the Home Healthcare Program administered through the Health Department. This account will also fund the disposition of the nursing home once a decision has been made in regards to that building. The Pontiac Host fund supports the General Fund shortfall along with any approved capital expenses, the total of which does not exceed a \$2,000,000 threshold previously established by the Board. This threshold has been reduced from the \$2,500,000 threshold assigned in 2011.

Clemmer then moved on to an in depth review of the General Fund. Beginning with the revenues, Clemmer reviewed a breakdown of the various sources of funding

which included 53.85% of local funds, 45.5% of state funds and 0.65% of federal funds.

**Livingston County**  
**General Fund Revenue**

<b><u>Description</u></b>	<b><u>FY 14</u></b> <b><u>Amount</u></b>	<b><u>% of</u></b> <b><u>Budget</u></b>
<b><u>Federal</u></b>	56,226	0.65%
<b><u>State</u></b>	3,962,629	45.50%
<b><u>Local</u></b>		
<b><u>Levy - EAV</u></b>	2,050,328	23.54%
<b><u>Charge for services</u></b>	2,402,918	27.59%
<b><u>Rents, Interest, Misc.</u></b>	236,646	2.72%
<b>TOTAL</b>	<b>8,708,747</b>	<b>100.00%</b>

Sales Tax, State Income Tax and Personal Property Replacement Tax accounted for 37.5% of the State revenues received, while salary reimbursements for the States Attorney, Public Defender, Probation, Assessor, ESDA, and misc. others accounted for the additional 8%.

Charges for services accounted for the largest portion of the local revenue. Charges for services includes all fees and fines collected through various departments totaling 14.08%, the housing of out of county inmates and detainees at 11.92% and the Sheriff’s Town Contracts representing 1.58%. The Levies and collection fees accounted for a total of 23.54%, while Rents, Interest and other Misc. revenues accounted for the additional 2.72%.

Clemmer reviewed the past and projected revenue totals for the General Fund from Fiscal Year 2013, at \$9,210,937, through Fiscal Year 2016, at \$9,632,279, which represented a minor 5% increase over the four year period.

Clemmer then reviewed the General Fund Expenses and the trends from Fiscal Year 2012 through Fiscal Year 2016. To compare the same period as the revenues previously mentioned, expenses for FY 2013 came in at \$10,289,171 compared to FY 2016 expenses estimated at \$11,086,966, representing an 8% increase in expenditures for the same referenced period.

<u>Year</u>	<u>Amount</u>	<u>% Change from prior yr.</u>
FY 12	10,588,006	10.77%
FY 13	10,289,171	-2.82%
FY 14	10,456,124	1.62%
FY 15	11,126,966	6.41%
FY 16	11,086,966	-2.68%

Clemmer reported that Salaries & Benefits accounted for 73% of the expenses within the General Fund. Clemmer also reported that the Sheriff's Department accounted for 39.4% of the total expenses.

In summary Clemmer reported a structural deficit of \$1.8 million. Clemmer reported that any additional reductions in revenue (even those that are already anticipated) such as state funding or out of county jail revenue would increase the shortfall to a point where the continuation of certain discretionary programs and projects would need to be re-evaluated.

### **2011 – 2015 EAV Trend Analysis**

Livingston County Administrative Resource Specialist Alina Hartley, presented the EAV Trend Analysis from 2011 through 2015. Hartley noted that the 2015 EAV totals were pending results of the Board of Review appeal hearings.

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015*</u>	<u>% Allocation</u>
Residential	420,674,813	407,459,762	395,697,704	381,666,174	380,872,759	49.69%
Commercial	104,420,620	102,297,709	101,083,850	98,408,063	109,036,934	14.23%
Industrial	13,463,149	12,778,444	12,230,026	11,336,873	11,138,242	1.45%
Farm A	68,508,782	67,704,309	66,077,207	64,941,399	66,413,299	8.66%
Farm B	114,949,249	126,037,318	138,307,546	151,808,882	159,008,010	20.74%
Other	37,762,862	37,319,656	43,176,500	41,617,093	40,026,580	5.22%
<b>Total</b>	<b>759,779,475</b>	<b>753,597,198</b>	<b>756,572,833</b>	<b>749,778,484</b>	<b>766,495,824</b>	<b>100.00%</b>
Percent Change		-0.81%	0.39%	-0.90%	2.23%	

Hartley reported that EAV's have remained stagnant through the period. While the totals have remained stagnant, Hartley noted that Residential properties have continued to decline, while Farm values have continued to increase.

### **2011 – 2014 Taxing District Summary**

Hartley reviewed a combined Taxing District Summary which included a breakdown of all the taxing bodies and the total levies.

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
School Districts (32)	37,927,303.13	39,087,735.72	40,365,626.29	40,964,861.60
County (1)	7,595,320.61	7,595,795.95	7,819,033.37	7,842,330.67
Municipalities/Townships (16/40)	5,997,436.58	6,082,648.40	6,408,957.67	6,491,771.25
Road Districts (30)	2,067,321.76	2,072,886.19	1,842,539.29	1,871,449.83
TIFFs (6)	1,931,263.84	1,959,389.36	1,975,037.80	1,971,318.64
Fire Districts (24)	1,461,552.72	1,504,246.60	1,562,614.04	1,643,963.50
Library Districts (11)	710,401.51	728,599.61	737,678.04	845,016.94
Park Districts (5)	228,716.95	237,002.98	250,336.51	251,575.48
SELCAS (5)	196,511.27	209,006.55	215,869.06	245,557.76
Cemetery (4)	21,669.65	22,500.47	23,183.33	23,628.23
<b>Total Levies</b>	<b>58,137,498.02</b>	<b>59,499,811.83</b>	<b>61,200,875.40</b>	<b>62,151,473.90</b>
<b>% Change</b>		<b>2.34%</b>	<b>2.86%</b>	<b>1.55%</b>

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
School Districts	65.24%	65.69%	65.96%	65.91%
County	13.06%	12.77%	12.78%	12.62%
Municipalities/Townships	10.32%	10.22%	10.47%	10.45%
Road Districts	3.56%	3.48%	3.01%	3.01%
TIFFs	3.32%	3.29%	3.23%	3.17%
Fire Districts	2.51%	2.53%	2.55%	2.65%
Library Districts	1.22%	1.22%	1.21%	1.36%
Park Districts	0.39%	0.40%	0.41%	0.40%
SELCAS	0.34%	0.35%	0.35%	0.40%
Cemetery	0.04%	0.04%	0.04%	0.04%
	100.00%	100.00%	100.00%	100.00%

<b>Total Levies</b>	<b>\$58,137,498.02</b>	<b>\$59,499,811.83</b>	<b>\$61,200,875.40</b>	<b>\$62,151,473.90</b>
<b>Total EAV</b>	<b>759,779,475</b>	<b>753,597,198</b>	<b>756,572,833</b>	<b>749,778,484</b>
<b>If all taxing districts were equal</b>	<b>\$7.65</b>	<b>\$7.90</b>	<b>\$8.09</b>	<b>\$8.29</b>

Based on Tax Year i.e. 2011 payable 2012; 2014 payable 2015

Hartley noted that the total levies had increased 7% over the four year period, while the County portion of the aggregate had declined slightly representing 13.06% in 2011 compared to 12.62% in 2014. In summary Hartley reported that a total of 174 taxing bodies levied a total of \$62,151,474 for tax year 2014, payable 2015. Hartley reported that the highest tax rate in the County was \$12.78558, which would equate to an annual tax bill of \$3,839.51 based on a \$100,000 home. Hartley

further reported that the lowest tax rate in the County was \$7.09725, which would equate to an annual tax bill of \$2,131.31 based on a \$100,000 home.

Hartley then reviewed what was included within the County Levy along with the percent allocations.

<b>Corporate</b>	<b>2,131,251.05</b>	<b>27.18%</b>
<b>Veterans Assistance</b>	<b>154,561.39</b>	<b>1.97%</b>
<b>Highway Department</b>	<b>1,323,666.14</b>	<b>16.88%</b>
<b>Mental Health</b>	<b>1,323,403.16</b>	<b>16.88%</b>
<b>Public Health</b>	<b>403,003.55</b>	<b>5.14%</b>
<b>Extension Education</b>	<b>146,343.54</b>	<b>1.87%</b>
<b>IMRF - All Departments</b>	<b>1,200,003.87</b>	<b>15.30%</b>
<b>Social Security - All Departments</b>	<b>649,999.36</b>	<b>8.29%</b>
<b>Unemployment Insurance - All Departments</b>	<b>10,058.65</b>	<b>0.13%</b>
<b>Tort Judgement Liability - All Departments</b>	<b>500,039.96</b>	<b>6.38%</b>
	<b>7,842,330.67</b>	<b>100.00%</b>

Hartley noted that the General Fund, otherwise known as the Corporate Levy, accounted for 27.18% of the total County Levy, while Highway and Mental Health both accounted for 16.88%. Hartley provided a breakdown on the General Fund / Corporate Levy and how those funds were allocated.

	<b>Corporate Allocation</b>	<b>Percent of Corporate</b>	<b>Percentage of Levy Total</b>	<b>Corporate Levy Allocation</b>
<b>General Fund</b>				
County Board	180,600	1.51%	0.41%	32,099.33
Information Technology	309,200	2.58%	0.70%	54,956.33
County Miscellaneous & Legislative Support	462,090	3.85%	1.05%	82,130.56
Assessors Office	313,525	2.61%	0.71%	55,725.04
Planning Zoning, Waste Management/BOA	198,629	1.66%	0.45%	35,303.75
County Clerk / Recorder / Election	504,385	4.21%	1.14%	89,647.96
County Treasurer	191,150	1.59%	0.43%	33,974.46
Maintenance	1,110,937	9.26%	2.52%	197,454.78
Sheriff's Department	4,921,763	41.05%	11.15%	874,780.16
Coroner	239,165	1.99%	0.54%	42,508.51
Circuit Clerk	407,332	3.40%	0.92%	72,398.03
State's Attorney	678,924	5.66%	1.54%	120,670.02
Public Defender	279,640	2.33%	0.63%	49,702.42
Circuit Court	296,007	2.47%	0.67%	52,611.44
Court Services	937,480	7.82%	2.12%	166,625.03
Employee Benefits	960,200	8.01%	2.18%	170,663.22
	<b>11,991,027</b>	<b>100.00%</b>	<b>27.18%</b>	<b>2,131,251.05</b>

Hartley noted that the Sheriff's Department accounted for the largest portion of the General Fund / Corporate Levy at 41.05%.

### **2016 Aging Workforce Analysis**

Hartley reviewed the 2016 Aging Workforce Analysis compiled by Livingston County Human Resource Specialist, Linda Daniels. Hartley reported that of the 174 full time employees currently on staff (excluding elected officials), 28.3% were age 55 and older, while 9.7% were age 62 and older.

An Executive Summary on Preparing for an Aging Workforce was provided for the Board to review.

### **Work Session Wrap Up**

Hartley reviewed the Strategic Planning Worksheets that were distributed to the Board for their input. Hartley stated that completion of the worksheets was critical to the success of the upcoming Planning Sessions.

There motion by Mays, second by Gerwin to adjourn the meeting. The motion was carried with all ayes. The meeting adjourned at 7:35 p.m..

(A majority of Board members completed the Worksheets as requested and a Response Summary was released to County Board members for their review on February 19, 2016.)

### **Session 2 (Discussion and Review of SWOT Summary)**

Session 2 was held on February 25<sup>th</sup> beginning at 6:00 p.m.. County Board members present included Chairman Marty Fannin, Jack Vietti, David Heath, Stan Weber, Bob Young, Bill Flott, Vicki Allen, Kathy Arbogast, Ron Kestner, Bill Mays, James Carley, Kelly Cohlman, Jason Bunting, Mike Ingles, Tim Shafer and Joe Steichen. Also present was County Clerk Kristy Masching, Finance Resource Specialist John Clemmer, Administrative Resource Specialist Alina Hartley and County Board Primary Candidate John Slagel.

Motion by Flott, second by Vietti to approve the agenda as presented. Motion carried with all ayes.



## **STRENGTHS (Internal, Positive Factors)**

Strengths describe the positive attributes, tangible and intangible, internal to your organization. They are within your control.

The following items were identified and agreed upon by a majority of board members present as being the Strengths of the County.

### FACILITIES

- Our physical facilities are top notch. Employees work in excellent facilities with excellent equipment. (H&E Building should be on our radar)
- Landfill money available to build new buildings

### STAFF/SERVICES

- Our professional staff are efficient and competent.
- Proud of our services, the staff exhibits a keen attention to their duty while being attentive to peoples' needs.

### COUNTY BOARD

- Reasonable, fiscally conservative, caring & thoughtful board members
- A knowledgeable board with a diverse skill set
- Pro-Active – Technology, grants, pursuing job creation

### LOCATION

- Being located in the central part of the State with access to numerous interstates and rail access points
- Ideal distance from major metropolitan areas with access to amenities and avoidance of urban congestion

### FINANCES

- The County has no debt
- We have a favorable financial position which enables the County to support additional programs, including economic development.

### GENERAL

- Strength in supporting our historical heritage
- Business friendly
- Supporting job retention and growth in a challenging environment

- Route 66 Tourism

### **WEAKNESSES (Internal, Negative Factors)**

Weaknesses are aspects of your organization that detract from the value you offer or place you at a disadvantage.

The following items were identified and agreed upon by a majority of board members present as being the Weaknesses of the County.

#### FACILITIES

- No identified plan for the future of the H&E Building

#### STAFF/SERVICES

- Lack of communication and co-operation from some department heads and elected officials with the County Board
- Lack of utilization of technology in some departments
- Inefficiencies in some departments
- Limited succession planning for our workforce

#### COUNTY BOARD

- Communication – Committee to Full Board

#### FINANCES

- Dependency on revenue resources for operations that are not guaranteed long term
- Balancing the budget
- Lack of long term financial plan

#### GENERAL

- Lack of public trust
- Resistance to change
- We have people with personal agendas
- Discipline

The Board completed Session 2 with a motion by Weber, second by Kestner to adjourn the meeting. Motion carried with all ayes. The meeting adjourned at 7:55 p.m..

### **Session 3 (Continued Review of SWOT Summary - Identification of Mission, Vision and Core Values)**

Session 3 was held on February 29<sup>th</sup> beginning at 5:35 p.m.. County Board members present included Chairman Marty Fannin, Bill Mays, Mark Runyon, Bob Young, Mike Ingles, David Heath, Vicki Allen, Bill Flott, Jason Bunting, Jack Vietti, Stan Weber, Kathy Arbogast, Ron Kestner, Carolyn Gerwin, and Kelly Cohlman. Also present was County Clerk Kristy Masching, Finance Resource Specialist John Clemmer, Administrative Resource Specialist Alina Hartley and County Board Primary Candidate John Slagel.

There was a motion by Young, second by Arbogast to approve the agenda as presented. Motion carried with all ayes.

#### **OPPORTUNITIES (External, Positive Factors)**

Opportunities are external attractive factors that represent reasons why your organization is likely to prosper.

The following items were identified and agreed upon by a majority of board members present as being the Opportunities within the County.

#### **ECONOMIC DEVELOPMENT**

- Promotion of Economic Development in Collaboration with the GLCEDC, local educators, businesses and Regional Economic Development organizations.
- Funds available to enhance our attractiveness and public profile through newsworthy innovation in education – Kalamazoo Project
- Commitment to creating recreational and entertainment opportunities for young families
- Greenway Plan
- Location

#### **GENERAL**

- Redevelopment of landfill upon decommissioning
- Draw in upstate consumers
- May be able to encourage electrical grid upgrades

- Excellent growth opportunity for small, organic, heritage farms and agri-tourism
- Route 66 Tourism
- Promotion of Livingston County Events and Attractions
- Availability of high speed rail

### **THREATS (External, Negative Factors)**

Threats include external factors beyond your control that could place your strategy, or the organization itself, at risk. You have no control over these, but you may benefit by having contingency plans to address them if they should occur.

The following items were identified and agreed upon by a majority of board members present as being Threats to the County.

### FINANCES

- Dependence on external revenue sources that may not continue or may decrease (inmate housing income, landfill, state funding, etc.)

### ECONOMIC DEVELOPMENT

- Downsizing or closure of facilities resulting in reduction of jobs
- Overly burdensome tax rate
- Economic downturn
- Out migration

### STATE

- State of Illinois fiscal problems
- Possible State and Federal law changes
- Possible loss of State funding
- State of Illinois business climate and regulations thereof
- Out migration of both businesses and individuals

### GENERAL

- Disruption of Utilities
- Cyber attacks
- War/Terrorism

### **Mission Statement:**

A Mission Statement should describe the core purpose of the organization.

The Board reviewed the current mission statement.

***To provide an efficient, effective, responsive government that successfully fulfills not only its statutory duties, but also promotes Livingston County as an attractive location in which to live and work.***

When reviewing the worksheet summary results there were sixteen board members who responded that the current mission statement was still applicable to the County today. Of the fourteen board members that responded to the question, “Does the Current Mission Statement need updated?” four members responded that the mission should be updated. Discussion took place regarding possible changes, but board members present felt that the mission was still appropriate and should not be changed.

### **Vision Statement:**

A Vision Statement is an aspirational description of what an organization would like to achieve or accomplish in the future. It is intended to serve as a clear guide for choosing current and future courses of action.

The Board identified the following key words that describe what board members viewed as being important to achieve in the future. Key words and/or phrases included fiscally responsible, sustainable, quality of life, pro-active, creative, and adaptive.

Other sample Vision Statements were reviewed. The following Vision Statement was identified as the most appropriate for Livingston County.

***To be financially self-sufficient, focusing on the health and well-being of its citizens, and a high quality business climate, pro-actively promoting an area where life and family go hand in hand, making Livingston County an outstanding place to live and work in the State of Illinois.***

## **Core Values:**

- **Ethical** – We conduct ourselves and our affairs in accordance with the highest ethical standards, and in compliance with all applicable laws, striving always to be respectful and respected. In our dealings with one another and members of our community, the decisions we make and the actions we carry out are governed by a deeply-rooted sense of integrity and desire to be honest and up front.
- **Professional** – We set a high standard of professionalism, which begins with dedication to friendly service through the empowerment of competent, well-trained employees.
- **Approachable** – We ensure open, two-way communication, by maintaining and projecting an approachable, open-minded attitude and respecting appropriate confidentiality.
- **Good Stewards** – We act as good stewards of the resources and information entrusted to our care. If we do not or cannot provide the service requested, we will do our absolute best to make appropriate referrals. We provide tangible, cost effective results from our work; decisions are clear, evidence-based and fair.
- **Collaborative** – We are dedicated to building partnerships and sharing knowledge and resources.

The Board completed Session 3 with a motion by Young, second by Vietti to adjourn. The motion was carried with all ayes. The meeting adjourned at 7:30 p.m..

## **Session 4 – (Review of Mission, Vision & Core Values, Development of Long Term and Short Term Goals)**

Session 4 was held on March 10<sup>th</sup> beginning at 5:00 p.m.. County Board members present included Chairman Marty Fannin, Ron Kestner, Vicki Allen, Bill Mays, Kathy Arbogast, Jack Vietti, Bill Flott, Mike Ingles, Bob Young, Daryl Holt, Carolyn Gerwin, Paul Ritter, Bob Weller, and Kelly Cohlman. Also present was County Clerk Kristy Masching, Finance Resource Specialist John Clemmer, and Administrative Resource Specialist Alina Hartley.

Motion by Flott, second by Ritter to approve the agenda as presented. Motion carried with all ayes.

Chairman Fannin explained that before moving on to the work session the Board would need to discuss the replacement of Coroner Mike Burke, who submitted his resignation effective the day after the election. Fannin stated that he would recommend that whoever wins the primary election be appointed by the full board on March 17<sup>th</sup>. Fannin indicated that both candidates were available to begin immediately. Discussion took place. Motion by Flott, second by Ritter to recommend the full board approve the appointment of the apparent winner of the coroners race to fill the coroner vacancy. The motion was carried on voice vote with all ayes.

The Board then moved on to the Work Session by reviewing the topics previously identified as possible long term and/or short term goals.

### **Short Term (SMART Goals)**

#### Facilities

- Identify the disposition of Livingston Manor (Property)
- Resolve ADA Issues within the Law & Justice Center (Property)

## Finances

- Maintain or Reduce the Current County Tax Rate (Finance)
- Develop a contingency plan to identify what immediate adjustments would need to be made should there be reductions or the elimination of external revenue sources. Jail Housing, Landfill, State Reimbursements, Reductions in EAV, Etc. (Finance)
- Review and Evaluate the creation of a Vehicle / Capital Fund (Finance)
- Review and Evaluate the creation of a purchasing and disposal policy for capital items (Finance)

## Personnel

- Research possible leadership and management training programs (Personnel)
- Review the possibility of early retirement incentives and succession planning (Personnel)

## County Board

- All Committee Chairman Shall Provide a Report at the County Board Meeting (Committee Chairman)

## Economic Development

- Request the GLCEDC identify possible options to enhance our attractiveness and public profile through newsworthy innovation in education – i.e. Kalamazoo Project, Others.

## General

- Review in collaboration with the ETSB a plan to regionalize LivCom, including the transfer of financial obligations currently provided by the County, as well as the establishment of the new ETSB and the process for appointments. (Administrative)
- Determine the number of appropriate Sheriff's Deputies based on the reduction of town contracts (Sheriff, Jail & License)



### **Long Term Goals / Objectives**

The Board reviewed the previously identified Long Term Goals and modified those Goals/Objectives as follows.

- Achieving a Financially Sustainable County Government
- Offering Quality Services Delivered in a Professional Manner
- Promoting High Quality well Planned Economic Growth
- Partnering for Success with our Citizens, Businesses, Community Organizations and other Governments

The Board wrapped up the final work session on a motion by Vietti, second by Mays to adjourn the meeting. The motion was carried with all ayes. The meeting adjourned at 7:10 p.m..

Submitted by:

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Alina Hartley  
Administrative Resource Specialist

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Marty Fannin  
Chairman

Attest:

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Kristy Masching  
County Clerk