



2022–2024

# Strategic Plan



**Public Health**  
Prevent. Promote. Protect.

**Bismarck-Burleigh Public Health**

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This Strategic Plan was facilitated by:



JM Strategies LLC  
Jason Matthews, Owner & Facilitator  
Bismarck, North Dakota  
[www.jmstrategies.net](http://www.jmstrategies.net)

## Letter from the Director

Bismarck-Burleigh Public Health continues to face new and unprecedented challenges. The critical role the public health department plays in protecting and improving the health and safety of our community has rarely been more evident than it has been the past two years.

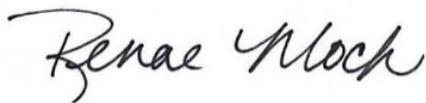
The team of professionals at Bismarck-Burleigh Public Health continues to work diligently to face these challenges and embrace new opportunities to strengthen our abilities to serve this community through quality public health services in new and innovative ways.

I am pleased to share with you Bismarck-Burleigh Public Health's Strategic Plan for 2022-2024. This plan establishes a unified vision for the future of our department and will guide us to effectively and efficiently carry out our roles and responsibilities aimed at improving the health and safety of our residents while ensuring the best use of resources and personnel.

This plan contains goals, objectives and strategies committing us to leadership, advocacy, and quality in public health programs and services. We intend to utilize this strategic plan to serve as a roadmap for our department for the next three years.

I look forward to the continued journey as we move forward with the implementation of identified strategies to improve the public's health and safety in Bismarck and Burleigh County.

Sincerely,



Renae Moch, MBA, FACMPE  
Public Health Director

Bismarck-Burleigh Public Health  
500 East Front Avenue  
Bismarck, ND 58504  
(701) 355-1540 | [www.bismarcknd.gov/publichealth](http://www.bismarcknd.gov/publichealth)

### About Burleigh County

Bismarck-Burleigh Public Health serves the residents of the City of Bismarck and Burleigh County. The City of Bismarck is the capital of the state of North Dakota and the county seat of Burleigh County.

The U.S. Census population for Bismarck in 2020 was **73,622** people and **98,458** for Burleigh County with the County's population being **81% urban** and **19% rural**. Bismarck is the second most populous city in the state of North Dakota.

As a hub of retail and healthcare, Bismarck is the economic center of south-central North Dakota. Bismarck-Burleigh County serves as home to higher education facilities such as Bismarck State College, the University of Mary, and United Tribes Technical College in addition to several of the state's top businesses including state and local government offices. In addition, both the Burleigh-Morton Detention Center and the North Dakota State Penitentiary are located in Burleigh County.



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# Our Foundation

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## Our Agency

Bismarck-Burleigh Public Health operates as a City of Bismarck department and is comprised of the following sections: Health Administration, Health Services, Health Maintenance, Environmental Health, Emergency Preparedness and Response, Nutrition Services, Substance Abuse Prevention, Women’s Way/Ryan White Programs, and the Business Office. Burleigh County contracts with the City of Bismarck for public health nursing services.



Bismarck-Burleigh Public Health employs public health professionals who work to protect the health of the population for Bismarck and Burleigh County. Public health professionals work to prevent the spread of infectious diseases and food-borne illnesses and stress the importance of preventive care to maintain good health. Public Health promotes and encourages preventive health care and healthy lifestyles for children and families. Public Health protects the public against injuries and environmental threats by preparing for and responding to natural and man-made disasters and emergencies. Public Health plays a vital role in the development of policies and standards to address the challenges to our community’s health.

## Our Mission

Dedicated to improving the health and safety of our community.

## Our Vision

Optimal health in a thriving community.

## Our Values & Guiding Principles (WE CARE)

- **Wellness:** We promote healthy lifestyles within our community.
- **Education:** We provide education to promote a healthy population.
- **Collaboration:** We engage community partners to identify and address health needs and disparities.
- **Advocacy:** We empower individuals to make sound health decisions.
- **Responsiveness:** We protect the health and safety of our community.
- **Evolving:** We promote quality outcomes through continuous learning and performance improvement.

# Our Framework

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## 2021 Community Health Needs Assessment

Bismarck-Burleigh Public Health and Custer Health collaborated with CHI St. Alexius Health and Sanford Health to complete a Community Health Needs Assessment in 2021 for the Burleigh-Morton County area. With assistance from NDSU Center for Social Research, a community survey was distributed to Burleigh and Morton County residents.

The survey structure aligned with the social determinants of health and contained a combination of scored responses and open-ended questions. Survey responses were collected between December 2020 and February 2021. A total of 933 of respondents completed the survey. The purpose of the survey of residents was to learn about the perceptions of area residents regarding their personal health, the prevalence of disease, and other health issues in the community. A community health needs assessment identifies the community's strengths and areas for improvement.

Seven health needs were identified by survey responses collected from assessment:

- Healthy Living
- Access to Affordable Health Care
- Access to Health Care Providers
- Mental Health
- Long-term Care
- Public Transportation
- Affordable Housing.

These concerns were prioritized by Community Health Stakeholders with 1 being most important and 7 being the least important to address and were ranked as follows:

- 1) Mental Health
- 2) Healthy Living (Chronic Health Issues/Access to Healthy Food)
- 3) Access to Affordable Health Care
- 4) Affordable Housing
- 5) Access to Health Care Providers
- 6) Public Transportation
- 7) Long-term Care

## The 10 Essential Public Health Services

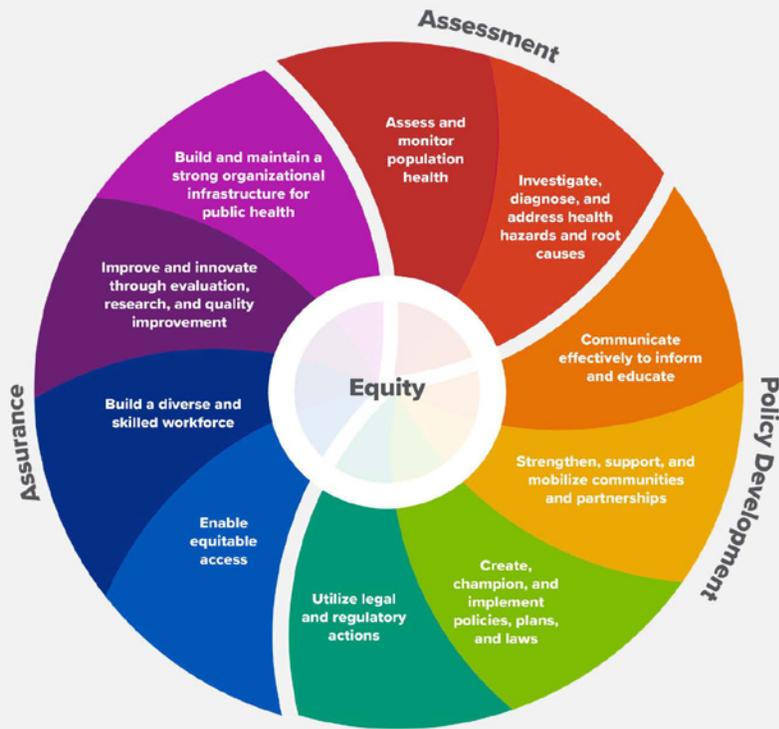
Nationally, public health is guided by “Ten Essential Public Health Services” which serve as the framework for public health systems across the United States. This framework is built on the foundation of Public Health known as the “Three Core Functions” of Assessment, Policy Development, and Assurance. Bismarck-Burleigh Public Health (BBPH) utilizes the essential services and core functions to determine areas of focus when serving the residents of our community.

The “Ten Essential Services” and “Three Core Functions”, along with the 2021 Community Needs Assessment were taken into consideration during the development of this strategic plan.

# THE 10 ESSENTIAL PUBLIC HEALTH SERVICES

*To protect and promote the health of all people in all communities*

The 10 Essential Public Health Services provide a framework for public health to protect and promote the health of all people in all communities. To achieve equity, the Essential Public Health Services actively promote policies, systems, and overall community conditions that enable optimal health for all and seek to remove systemic and structural barriers that have resulted in health inequities. Such barriers include poverty, racism, gender discrimination, ableism, and other forms of oppression. Everyone should have a fair and just opportunity to achieve optimal health and well-being.



- ESSENTIAL PUBLIC HEALTH SERVICE #1**  
Assess and monitor population health status, factors that influence health, and community needs and assets
- ESSENTIAL PUBLIC HEALTH SERVICE #2**  
Investigate, diagnose, and address health problems and hazards affecting the population
- ESSENTIAL PUBLIC HEALTH SERVICE #3**  
Communicate effectively to inform and educate people about health, factors that influence it, and how to improve it
- ESSENTIAL PUBLIC HEALTH SERVICE #4**  
Strengthen, support, and mobilize communities and partnerships to improve health
- ESSENTIAL PUBLIC HEALTH SERVICE #5**  
Create, champion, and implement policies, plans, and laws that impact health
- ESSENTIAL PUBLIC HEALTH SERVICE #6**  
Utilize legal and regulatory actions designed to improve and protect the public's health
- ESSENTIAL PUBLIC HEALTH SERVICE #7**  
Assure an effective system that enables equitable access to the individual services and care needed to be healthy
- ESSENTIAL PUBLIC HEALTH SERVICE #8**  
Build and support a diverse and skilled public health workforce
- ESSENTIAL PUBLIC HEALTH SERVICE #9**  
Improve and innovate public health functions through ongoing evaluation, research, and continuous quality improvement
- ESSENTIAL PUBLIC HEALTH SERVICE #10**  
Build and maintain a strong organizational infrastructure for public health

Created 2020

## Social Determinants of Health

In addition to the essential services and core functions of public health, the social determinants of health are important factors for public health framework. Social determinants of health represent non-medical factors that affect the health of populations. The social determinants of health are the conditions in the environment where people live, learn, work and play that affect a wide range of health and quality of life risks and outcomes. Social determinants of health (SDOH) have a major impact on people's health, well-being, and quality of life.

Social Determinants of Health Examples include:

- Safe housing, transportation, and neighborhoods
- Racism, discrimination, and violence
- Education, job opportunities, and income
- Access to nutritious foods and physical activity opportunities
- Polluted air and water
- Language and literacy skills

SDOH also contribute to wide health disparities and inequities. For example, people who don't have access to grocery stores with healthy foods are less likely to have good nutrition. That raises their risk of health conditions like heart disease, diabetes, and lowers life expectancy compared to people who do have access to healthy foods.

Promoting healthy choices alone won't eliminate health disparities. Instead, public health departments in collaboration with community partners and policy makers need to work together to act to improve the conditions in people's environments.

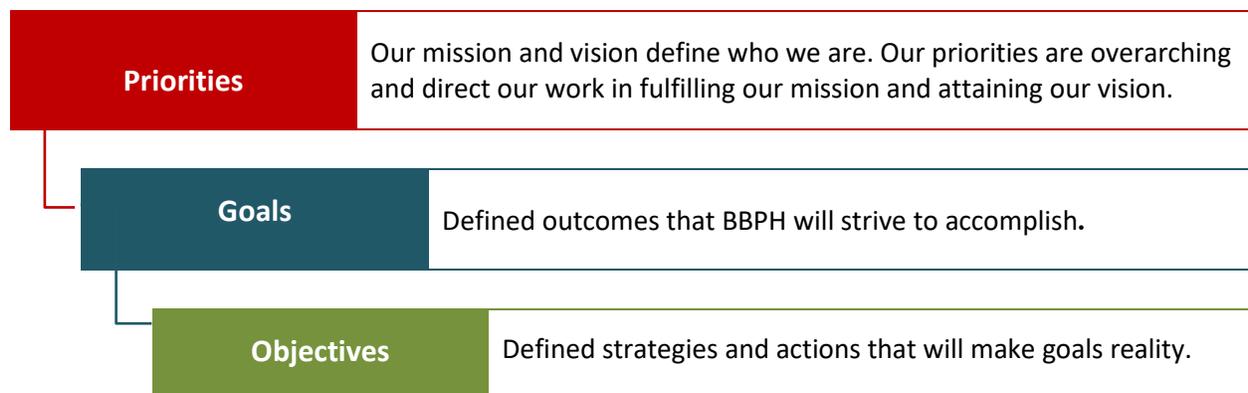


# SWOC Analysis Summary

As part of our planning process, all employees and invited stakeholders were asked to identify Bismarck-Burleigh Public Health’s strengths, weaknesses, opportunities, and challenges.

|  |   |
|--|---|
| <p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>▪ Dedicated employees</li> <li>▪ Engaged Staff</li> <li>▪ Leadership</li> <li>▪ Teamwork</li> <li>▪ Involvement in the community</li> <li>▪ Commitment to a healthy community</li> <li>▪ Wide variety of services provided</li> </ul>                             | <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>▪ Lack of adequate funding</li> <li>▪ Limited resources to help underserved populations</li> <li>▪ Lack of time</li> <li>▪ Communication – both internal and external</li> </ul>  |
| <p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>▪ New facility</li> <li>▪ Communicating and demonstrating the value we offer, the programs we provide, and our importance to the community</li> <li>▪ Strong leadership and supportive staff</li> <li>▪ Total health approach to overall wellbeing</li> </ul> | <p><b>CHALLENGES</b></p> <ul style="list-style-type: none"> <li>▪ Consistent funding to support public health programs and services</li> <li>▪ Misinformation and fallout from COVID-19</li> <li>▪ Community health needs post-pandemic</li> <li>▪ Increase in number and complexity of demands</li> <li>▪ Limited resources</li> </ul> |

## Terminology



# Our Priorities

Based on our Community Health Needs Assessment and the “Ten Essential Public Health Services,” Bismarck-Burleigh Public Health has chosen to include the following priorities in our 2022-2024 Strategic Plan:

- **Priority 1: Behavioral Health Prevention**

Behavioral health and addiction continued to rank among the top concerns in the 2021 Community Health Needs Assessment. Through leadership of the Burleigh-Morton Behavioral Health Coalition, BBPH will continue to coordinate community efforts in response to behavioral health and substance abuse prevention issues in our communities.



- **Priority 2: Disease Prevention**

Chronic diseases and conditions such as heart disease, cancer, and diabetes are among the most common, costly, and preventable of all health problems in the United States. According to the Centers for Disease Control, half of the adult population has at least one chronic health condition and one-fourth live with multiple chronic conditions. More than two-thirds of deaths in the United States are the result of chronic diseases. In addition, infectious and communicable disease prevention continues to be a priority. Sexually transmitted infections, vaccine-preventable diseases, and emerging threats like COVID-19 all demonstrate the need for strong infectious and communicable disease prevention and control programs.



- **Priority 3: Increase Access to Affordable Health Care**

Equitable access to health care impacts one’s overall physical, social and mental health status and quality of life. Access to health care focuses on three components: insurance coverage, access to health services, and timeliness of care. One of the “Ten Essential Public Health Services” is to link individuals to necessary personal health services and assure the provision of health care when otherwise unavailable. BBPH will connect individuals with appropriate programs, services, and health insurance options to ensure they are connected to the health services they need.



- **Priority 4: Community Preparedness and Public Safety**

The COVID-19 pandemic proved, beyond any doubt, that public health threats are always present. In addition to diseases and pathogens, natural disasters, chemical and biological incidents are threats that all must be prepared to confront and manage. Environmental health programs work to keep communities safe through public education efforts such as food safety, safe water and air and environmental sanitation and enforcement of laws and regulations protect the public’s health and safety.



- **Priority 5: Health Equity**

Health equity is the attainment of the highest level of health for all people. Achieving health equity requires valuing everyone equally with focused and on-going efforts addressing the social determinants of health and elimination of health disparities within our community.



The Bismarck-Burleigh Public Health leadership team has determined these priorities align with our agency’s mission, vision, values, guiding principles, and the core functions of public health. We will focus on these priorities to make a difference in the health and wellness of all Burleigh County residents. Goals and objectives have been developed within each of these priorities to help direct our work, focus our attention, and dedicate available resources.

The goals and objectives defined in this strategic plan are measurable efforts that Bismarck-Burleigh Public Health will pursue. It must be noted that these goals and objectives are not all-inclusive of all agency department functions and activities. Several programs operate on work plans, goals, and objectives defined through grant applications and contract awards, which are evaluated separately from this strategic plan.

## Our Goals & Objectives

|   |  |
|---|--|
| <b>Priority 1: Behavioral Health</b>                          |  |
| <b>Goal 1.1:</b>  | <b>Provide substance abuse prevention education and promotion.</b>   |
| <b>Objectives:</b>  | 1.1A: Conduct community education and outreach.<br>1.1B: Facilitate community partnerships for behavioral health prevention activities.<br>1.1C: Screen clients for opioid use disorder.   |
| <b>Priority 2: Disease Prevention</b>                         |  |
| <b>Goal 2.1:</b>  | <b>Encourage and create opportunities to promote healthy lifestyles.</b>   |
| <b>Objectives:</b>  | 2.1A: Improve access to healthier food.<br>2.1B: Promote the benefits of adopting an active lifestyle.<br>2.1C: Build community capacity to support breastfeeding.   |
| <b>Goal 2.2:</b>  | <b>Increase access to preventive health services.</b>  |
| <b>Objectives:</b>  | 2.2A: Provide community and client outreach for health screenings and services.<br>2.2B: Ensure access to testing and screening services for at-risk populations.<br>2.3C: Coordinate client linkage to care through referrals to appropriate community service providers.         |
| <b>Goal 2.3:</b>  | <b>Promote public health mitigation efforts.</b>   |
| <b>Objective:</b>   | 2.3A: Educate the public on infectious and communicable disease prevention measures.   |
| <b>Priority 3: Increase Access to Affordable Health Care</b>  |  |
| <b>Goal 3.1:</b>  | <b>Facilitate the expansion of health resources for vulnerable populations.</b>  |
| <b>Objective:</b>   | 3.1A: Conduct outreach promoting access to quality, affordable health care opportunities.  |
| <b>Priority 4: Community Preparedness &amp; Public Safety</b> |  |
| <b>Goal 4.1:</b>  | <b>Promote the environmental health and safety of the community.</b>   |
| <b>Objectives:</b>  | 4.1A: Protect residents from mosquito transmitted diseases.<br>4.1B: Educate the community on public health and safety protocols.<br>4.1C: Review standards and practices for public establishments.<br>4.1D: Assess environmental conditions that pose a threat to public health. |
| <b>Goal 4.2:</b>  | <b>Coordinate public health emergency and preparedness efforts.</b>  |
| <b>Objectives:</b>  | 4.2A: Direct and plan local operational readiness and response efforts.<br>4.2B: Plan and provide public health safety activities.   |
| <b>Priority 5: Health Equity</b>                              |  |
| <b>Goal 5.1:</b>  | <b>Support equitable access to health services.</b>  |
| <b>Objectives:</b>  | 5.1A: Develop and implement policy framework to support population health.<br>5.1B: Educate BBPH staff to improve knowledge and skills regarding health equity.<br>5.1C: Collaborate with community partners to address social determinants of health.                             |



## MEETING OF THE BOARD OF CITY COMMISSIONERS

4/26/2022 - Minutes

### MEETING OF THE BOARD OF HEALTH

#### 1. Call to Order

The Board of Health met in regular session on April 26, 2022, at the hour of 5:15 PM in the Tom Baker Meeting Room, City/County Building, 221 N. 5th Street, Bismarck, North Dakota. Commissioners present included: Commissioner Guy, Commissioner Marquardt, Commissioner Splonskowski, Commissioner Zenker, and Mayor Bakken.

#### 2. Director's Report

- Presentation of the 2021 Annual Report
  - Renae Moch, Public Health Director, presented the 2021 Bismarck Burleigh Public Health Annual Report to the Commission.
  - <https://bismarcknd.gov/DocumentCenter/View/40297/BBPH-2021-Annual-Report-PDF>
- Presentation of the 2022-2024 Bismarck Burleigh Public Health Strategic Plan
  - Renae Moch, Public Health Director, presented the progress of the 2022-2024 Bismarck Burleigh Public Health Annual Strategic Plan to the Commission.
  - <https://bismarcknd.gov/DocumentCenter/View/40323/BBPH-2022-2024-Strategic-Plan-PDF>

Commissioner Guy made a motion to accept the 2021 Bismarck Burleigh Public Health Annual Report and the 2022-2024 Bismarck Burleigh Public Health Strategic Plan as presented, Commissioner Zenker seconded. Upon roll call, all voted aye. M/C.

<https://bismarcknd.gov/DocumentCenter/View/40324/BOH-Presentation-PDF>

#### 3. Adjourn

There being no further business, the Board of Health adjourned at 5:28 PM.

### MEETING OF THE BOARD OF CITY COMMISSION

#### Call to Order

The Board of City Commissioners met in regular session on April 26, 2022, at the hour of 5:29 PM in the Tom Baker Meeting Room, City/County Office Building, 221 North Fifth Street, Bismarck, North Dakota. Commissioners present included: Commissioner Guy, Commissioner Marquardt, Commissioner Splonskowski, Commissioner Zenker, and Mayor Bakken.

**BURLEIGH COUNTY COMMISSION  
MEETING MINUTES  
April 18, 2022**

**5:00 P.M.**

Chairman Peluso called the regular meeting of the Burleigh County Commission to order.

Roll call of the members; Commissioners, Matthews, Jones, Bitner, Armstrong, and Chairman Peluso present.

Motion by Comm. Matthews, 2<sup>nd</sup> by Comm. Armstrong to approve the April 4, 2022, meeting minutes as presented at the meeting. All members present voted "AYE"; motion carried.

Motion by Comm. Armstrong, 2<sup>nd</sup> by Comm. Bitner to approve the bills pending review after the meeting. All members present voted "AYE"; motion carried.

The following abatement were presented for the Board's consideration; a complete copy of which are on file and available for inspection in the office of the Burleigh County Auditor/Treasurer:

Motion by Comm. Jones, 2<sup>nd</sup> by Comm. Bitner to approve the Todd, Zeeb, Kautzman and Smith abatements; the raffle permit of the Dakota Woodturners; to approve the Gaming Site Authorization for the Matpac Wrestling Club, Inc. along with the remainder of the Consent Agenda. All members present voted "AYE"; motion carried.

Burleigh County Elections Manager Erika White briefed the Commission on the Election Security Plan Burleigh County has in place, which is the same as in the past, and that it is in writing and available in the County Auditor's Office.

Manager White indicated that the County is actively seeking individuals to fill the twenty (20) needed inspector positions and have vacancies in the following precincts: Lincoln Elementary School and Bismarck Event Center, and recommended approval of the Election Manager's appointment of the 2022 Election Inspectors and to authorize the Election Manager to fill all vacancies as needed. Motion by Comm. Jones, 2<sup>nd</sup> by Comm. Armstrong to approve of the Election Manager's appointment of the 2022 Election Inspectors and to authorize the Election Manager to fill all vacancies as needed. All members present voted "AYE"; motion carried.

Bismarck Mandan Chamber EDC President Brian Ritter updated the Commission of past and current employment along with the needs of today and the future, ideas and plans to attract new hires including data of school's enrollment and what can and is being done to attract their interest to remain in the area for employment. Bismarck and the surrounding area are growing and as a result different issues arise, and the intent is to address them in ways to resolve the concerns.

City of Bismarck Senior Planner Daniel Nairn informed the Commission that the Bismarck's Renaissance Zone program is set to expire o July 31, 2022, although the Department of Commerce can extend the program for five years upon request from our community. Nairn stated that the City Commission voted unanimously to approve an extension on March 22, 2022, formally supported by Bismarck Mandan Chamber-EDC and Downtowners, and it must be approved by other political subdivisions.

Terry Fleck came before the commission and expressed his opinion to vote no for the Extension and Expansion of the Renaissance Zone program.

The Downtowners Association Chief Operating Officer Kate Herzog shared with the Commission reasons the extension and expansion of the Renaissance Zone program should continue.

After discussion a Motion by Comm. Jones, 2<sup>nd</sup> by Comm. Bitner to pause the Renaissance Zone program at this time. Commissioners Armstrong, Jones Bitner, Chairman Peluso voted "AYE"; Commissioner Matthews voted "NAY"; motion carried.

Bismarck Veteran's Memorial Public Library and Burleigh County Library Bookmobile Director Christine Kujawa presented information to the Commission for the purpose of informing them to give the Bookmobile some direction for funding for the 2023 cycle. Library associate Kelly McDonald added more information in support of library bookmobile funding. After lengthy discussion the commission indicated they cannot make any decisions before the budget hearing cycle.

Burleigh County Sheriff Leben shared the April 2022 Jail report with the Commission making comparisons from a year ago, along with rising cost concerns.

Burleigh County Assistant Engineer Schriock recommended the proper County officials are hereby authorized to apply for Rural Surface Transportation Grant (Rural) under the Bipartisan Infrastructure Law of 2021 for the construction/reconstruction of 66<sup>th</sup> Street NE from County Highway 10 to 43<sup>rd</sup> Avenue NE including an interchange at Interstate 94.

Motion by Comm. Bitner, 2<sup>nd</sup> by Comm. Jones to approve the proper County officials are hereby authorized to apply for Rural Surface Transportation Grant (Rural) under the Bipartisan Infrastructure Law of 2021 for the construction/reconstruction of 66<sup>th</sup> Street NE from County Highway 10 to 43<sup>rd</sup> Avenue NE including an interchange at Interstate 94. All members present voted "AYE"; motion carried.

Burleigh County Assistant Engineer Schriock explained to the Commission those residents in Sterling Townsite would like to have a portion of Adams Street vacated. The property is in the SE ¼ of Section 32, Township 139N, Range 76W, Sterling Township – Burleigh County and is part of the New Sterling Townsite.

Burleigh County Assistant Engineer Schriock recommended that Burleigh County hereby accepts the petition to vacate said roadway and sets May 16, 2022, at 5:00 p.m. as the time and date for a Public Hearing to review discontinuing this roadway and ascertain any damages that are caused by this action. Motion by Comm. Jones, 2<sup>nd</sup> by Comm. Armstrong to accept the petition to vacate said roadway and sets May 16, 2022, at 5:00 p.m. as the time and date for a Public Hearing to review discontinuing this roadway and ascertain any damages that are caused by this action. All members present voted "AYE"; motion carried.

Bismarck-Burleigh Public Health Director Renae Moch went over the 2021 Annual report which reflects public health services from January 1 – December 31, 2021, with the Commission. Director Moch also shared their 2022-2024 Strategic Plan with the Commission.

Nutrition Services Coordinator Katie Johnke went over updates including educational opportunities for Burleigh County Residents with the Commission.

Burleigh County Planning Director Flanagan presented the idea of the Provident Building be registered as a Historic Preservation building if it is to be renovated because there would be benefits/cost savings associated with being registered since the building codes would not be as restrictive. Flanagan said it would cost approximately \$12,000-\$15,000 and recommended the proper County officials are hereby authorized to seek a Consultant Firm to assist with the Registering of the Provident Building as a National Historic Place. Motion by Comm. Matthews, 2<sup>nd</sup> by Comm. Jones to authorize the proper County officials are hereby authorized to seek a Consultant Firm to assist with the Registering of the Provident Building as a National Historic Place. All members present voted "AYE"; motion carried.

The Provident Building Renovation Committee made a recommendation to accept JLG Architects as the Firm for any consulting and/or renovation design for the Provident Building. Motion by Comm. Armstrong, 2<sup>nd</sup> by Comm. Jones to accept JLG Architects as the Firm for any consulting and/or renovation design for the Provident Building. All members present voted "AYE"; motion carried.

Burleigh County Finance Director Grenz informed the Commission that Mr. Gregory Runge, Contracted Attorney to represent individuals deemed to be indigent by the Court, Mental Health Cases, passed away and she is currently working on a replacement and will bring the information to the Commission.

Meeting adjourned.

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Leo Vetter, Auditor/Treasurer

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Jim Peluso, Chairman