



**VIRTUAL CONFERENCE**  
APRIL 10, 2025 | APRIL 15, 2025

## 2025 Fiscal Policy Update

### Extension Council Conference, April 10, 2025

- Katharina Bain, Region 19 Director
- Hailee Sanberg, Region 29 Director

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Joan Wiskus

Welcome to session 1D, the 2025 County Fiscal Policy update. We're pleased to have you join us for this session. Our speakers today are Katharina Bain, Region 19 Director, and Hailee Sandberg, Region 29 Director.

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Katharina Bain

Perfect. Thank you so much, Joan, and welcome, everyone. Thank you for joining us tonight to go over the county fiscal policy updates that we have made for the 2025 year. As Joan had mentioned, I'm Katharina Bain, I'm the Regional Director in Region 19, and we do have Hailee Sandberg here also, Region 29 Director as well. And as Joan mentioned too, we will have that chat box available for questions throughout our presentation, but we have saved time for the end to answer any questions that you may have also.

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Katharina Bain

So we will get started. I will hopefully not have a lot of problems transitioning through the slide presentations with us tonight, but hopefully all the technology will work for us today. So, thank you again for joining us. One of the things that I wanted to start off with our presentation tonight is when talking about the county fiscal policy, I wanted to first show you where you can actually find the fiscal policy, the drafted version.

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Katharina Bain

And that can be found on the County Services website, which is located at [www.extension.iastate.edu/countyservices/county-finance](http://www.extension.iastate.edu/countyservices/county-finance). And then there you will find this tab Finances and then in the second column for Fiscal Resources. You will then find a link for Fiscal Policy and Procedures.

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Katharina Bain

And then with that hyperlink there you'll click on a link here. And then the Fiscal Policy 2025 Fiscal Policy and Procedures final version is located on this screen here. So every year this is the public area of where you will find the drafted skeleton version of where your county director or regional director pulls it to find the updated version.

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Katharina Bain

And as you can see here, it was publicly posted, this updated version was 12/20 of 2024. So that is how we kind of just wanted to start today's evening of where you can locate the fiscal policy when talking about it year after year.

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Hailee Sandberg

Great. Thank you Katrina, I did put the link in the chat too for anybody that's looking for that. So we know that we probably have some brand new council members and then council members that have been here for years and years and years and know why we have a policy. But we wanted to touch a little bit on why do we have a fiscal policy that we all use.

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Hailee Sandberg

So, the county fiscal policy and procedures are followed by all county extension districts, as stated in our MOU. It is used as part of the financial audit process for all counties. So, every single county gets audited every single year per Iowa code. And essentially we're being audited against what's in the fiscal policy and procedures. To assure legal and financial fidelity of the policies and procedures, it has been reviewed and approved by the state auditor's office, Whitfield and Eddy Law, which is the law firm that IECA utilizes, and that all of our councils have access to),

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Hailee Sandberg

and the County Services Finance Committee is also reviewing that on a regular basis and making sure that it's legally and financially stable. And then the one important thing we wanted to point out is that, because it has been vetted through those organizations and committees, the only sections labeled authorization decision are the sections that can and need to be changed.

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Hailee Sandberg

Everything else should stay as it's written so that it aligns with the law that requires us to have those policies.

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Hailee Sandberg

Okay. So we have a quiz time. So get ready to put your answers in the chat. We'll give you about 10 or 15 seconds to put your answer. So in the finance world, what does GAAP or GAAP stand for? So if you know the answer or even think, take a guess. Put those answers in the chat box.

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Hailee Sandberg

We want to see what you guys think. What does GAAP stand for?

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Katharina Bain

Kerry was quick.

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Hailee Sandberg

Yes, I see our regional directors now, which I'm very glad to see. We've got some council members who know.

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Hailee Sandberg

Thank you for being honest. No clue is an appropriate answer. That is why we're here tonight. Yeah, so it is. If we want to go to the next one, it is Generally Accepted Accounting Principles. So we were all very, very close. And this is actually in the policy and explains this a little bit. So GAAP principles include standards, conventions and rules that accountants follow in recording, summarizing transactions and in the preparation of financial statements for local and state governments. GAAP is determined by the Governmental Accounting Standards Board and then outlined in the MOU that we all sign as county districts.

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Hailee Sandberg

It's article 15. So extension counties will use statewide accounting systems. So for us that's Microsoft GP to comply with those standards. So the reason we wanted to bring this up was that our policies and procedures do align with GAAP or Generally Accepted Accounting Principles, which are determined by the Governmental Accounting Standards Board. So it's not just Tiffany, Hailee and Katharina coming up with random policies that we want you all to follow. These policies and procedures exist so that we are in accordance with Iowa Code and that it's best practice for how we manage our finances and hopefully eliminate the possibility of fraud

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Hailee Sandberg

happening. Okay. So, we are considered public organizations. So we get public funds and this is another big one that I think it's important for us to understand.

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Hailee Sandberg

Okay. So this is 2.3 in the fiscal policy talks about this. And it's in Iowa code 12 C.1. So public funds are owned by a public entity. It's all of the money owned by and under the control of the district. All public funds are legal responsibility of the Extension Council and cannot be transferred. That authority cannot be transferred.

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Hailee Sandberg

So county extension districts are in charge of all of the money that is in our world within extension. And then all public funds have the same legal requirements for accounting, reporting, auditing, proper signature, segregations of duties. I mean, this is a big one because we all get tax funds, right? We get to levy tax and we get those tax dollars.

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Hailee Sandberg

But we also have other ways in which we bring money in. So program dollars, club funds, donations, all of that money is all underneath this same authority. So we have to manage all of those dollars in the same way. And that's just really important for councils to know.

Every single penny that comes through extension

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Hailee Sandberg

we manage with all of those same policies and procedures. We don't get to decide not to do it because it came in through a donation versus tax dollars. And Katharina, you know, you can add anything you would like if you want to. All right. Next slide. Go ahead, Katharina.

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Katharina Bain

Okay. So we have another little quiz here for you guys before we go any further into the fiscal policy. But we want you to know, how many education sub-funds are there in our county extension budgets? If you could put your answers in the chat box again. Bonus if you know what the names are of those sub-funds.

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Katharina Bain

So we'll give you a few seconds here to know how many. And again, bonus if you know the names of those sub-funds. We'll give you a few moments here to think of those. I see a few different answers that are varying here.

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Katharina Bain

All right. The answer is five. So I didn't see that answer in the chat box. But there is five. And those five are going to be your tax sub-funds, your grants and contract sub-funds, your program fee sub-funds, donor restricted sub-funds and then the fifth one is your other sub-funds. Which include underneath that category would be your unemployment and tort liability.

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Katharina Bain

So someone I know did say six, which maybe could have been what you were thinking with unemployment and tort, so maybe we could have counted that one, I would say. The correct answer is five. But that is where we have the correct answer is five with those listed there for you. So now we're going to dive in a little bit with those actual updates of the county fiscal policy of what took place here in 2025 for you.

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Katharina Bain

All right. So the very first update that we want to introduce to you this year, if you haven't already been diving into your fiscal policies this year with your county directors, your regional directors, or haven't visited yet with your council, one of the first changes that we talked about and did this year was the addition we made to Section 3.1, Income and Revenue underneath Deposits of Funds.

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Katharina Bain

We added a statement that electronic funds, or EFTs, as defined in Section 2.11, are appropriate to accept as income. So I think a lot of the counties had already been doing that and have been accepting EFTs. But really in our policy, it had never stated that we actually could accept that as income. So now it does state that it is acceptable for county extension offices to accept EFT payments.

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Katharina Bain

These may include, but are not limited to tax apportionment. The process to receive EFTs for income must be established with the extension district banks. So make sure that you are okay and approved

and have made those processes through the bank as well before you accept those payments as income. So that is the very first change that you will see in our newest updated fiscal policy.

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Hailee Sandberg

And if you're looking for it real quick, the 3.1 or the 3.2, that's the number, you'll find it. That's where you'll find it in the policy. Yes. If you want to keep track.

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Katharina Bain

Yep. Yep. These are the sections that these updates are occurring in. Thank you.

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Katharina Bain

Okay. So then another section that was recently added was Section 3.2. And this one is Fundraiser Procedures. So, the fundraiser procedures were not a new concept to county offices, even though it is new to the fiscal policy.

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Katharina Bain

So the steps and procedures have been written out in our 4-H and Master Gardener handbooks in the past. But now we have it matching into our fiscal policy. So now you can find it in multiple places in county offices. So all county fundraisers must be pre-approved by the county extension councils. So if that isn't happening in your offices, that is the first thing that should be changing in your procedures.

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Katharina Bain

So any 4-H fundraisers that are happening, Master Gardener fundraisers that are happening, or any other clubs that you may have in your offices, whatever fundraisers that you are having as a county office should be run past you as an extension council before they happen.

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Hailee Sandberg

Katharina, if I could add, and I know we didn't really talk about this, but the thing about them being pre-approved is that can happen at any time in the year. You can approve all of your fundraisers at the beginning of the year. You could approve all of them when you're approving your work budget, or you could approve them as they come in

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Hailee Sandberg

if a club is saying, we have this great idea, we want to do this, and it comes in in April. So these can be approved at any time all at once or as you go about the year. So it doesn't have to be super overwhelming. But they should be pre-approved or and acknowledged by the council.

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Hailee Sandberg

Yeah. So we do have a good question. I don't know if we want to answer that or hold it. Katharina, Duane wants to know what happens if the clubs don't get approved.

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Katharina Bain

So you as a council really need to know what is happening in your county for multiple reasons. One, because if they're bringing in additional funds, you need to know if they need extra insurance, that funds are being raised in the appropriate manner. Anything that is happening you should be made aware of. And so that is the reason why that should be happening.

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Katharina Bain

If that isn't happening, you need to have those conversations with the 4-H leaders or whichever club that is happening with, or if it's staff members that aren't communicating that we need to make sure that we're having those conversations and get that corrected as soon as possible.

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Hailee Sandberg

Kerry Aistrophe had a great idea. One way to manage this is to put it on the agenda as a standing item. So every month it's on there if you need it, which is a great idea, especially for staff to remember oh, I need to check to see if there's any clubs or Master Gardeners. And this could be non program related.

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Hailee Sandberg

It could be an office fundraiser that you're doing as well.

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Katharina Bain

One of the things that we wanted to make sure that we added to the fundraisers in the fiscal policy, again, to reflect procedures that are already happening in the 4-H world. Federal regulations do specify that all monies raised by 4-H clubs using the 4-H name and emblem must be used for educational activities for those 4-H members.

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Katharina Bain

And so again, making sure that those match not just in the 4-H documents, but also in our fiscal policy, because sometimes, you know, people, the county directors may not read the 4-H documents or council members may not have access to those 4-H documents. So again, just aligning all of our processes and procedures. And then how a club can use those funds in its treasury depends on how the money was raised and how the fundraising event was communicated to the public.

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Katharina Bain

So if you said you're having a bake sale to raise funds for this program or this event, then it has to go for that program or that event. You can't say it's going to this event and then change your mind and do something completely different. It has to be for whatever the purpose was that you said you were raising the funds for.

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Katharina Bain

If a club wishes to raise funds to donate to a specific cause, all publicity and signage must clearly state the money raised may be or will be donated to another organization. The public must be informed that their contribution does not directly support the club that is conducting the fundraiser. So again, just making sure that everything that you're doing, it is clearly stated what those funds are being raised for is very important.

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Katharina Bain

Again, whether it's for the office, if it's for the club, Master Gardeners, whoever's raising the funds, just making sure everyone's knowing where their funds are going towards, it's important.

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Hailee Sandberg

A good example would be if your 4-H club wants to raise money to make some improvements on the 4-H barn at the fairgrounds. Right. So if they're going to do something like that, they need to make sure they let the public know that that money is going to go towards the fair board. That's one example of where you would want to make sure that language is right.

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Hailee Sandberg

And our regional directors have had conversations about this and they have some good language that you can use. And that clubs can use to make sure that they're saying it correctly so that they have as much flexibility as they might need later on. We have a couple questions in the chat. Anna, I might need Anna to explain what she means by the question, but it says I'm sure people will run into those that do not advise you.

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Hailee Sandberg

I think people would like to know who do we report this to? Even though we had a conversation with the leaders.

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Council member

What I'm saying is we might have expressed and had a good conversation with the leaders, but every once in a while you do run into a situation where even though you had that conversation, they went ahead and did it. Meaning better to beg forgiveness than to get permission. So now you're on the Extension Council. How do you handle that

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Council member

situation and those moneys?

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Hailee Sandberg

Great question. And I can tell you what I think I would do as a regional director. I mean, I do think this comes down to making sure that you train staff and that they're regularly communicating with club leaders, what the expectation is. There's forms that can be filled out, making sure that all club leaders have those forms ahead of time.

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Hailee Sandberg

So a lot of that is what do you do on the front end of that. But if it does happen, what I would say is that then as a regional director, I put that on my council agenda and I have my council acknowledge that it happened. Right. If it didn't happen before, I'm going to make sure that they're aware of it after, because most of the time those things don't happen because somebody is trying to break a policy or procedure or they're not trying to be bad.

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Hailee Sandberg

It's there was a mistake made. And so we just make sure that the council is aware that that fundraiser happened and they understand the finances that came in on it. That's how I would handle that. I know Tiffany is here. Katharina is here. They might have a different opinion.

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Katharina Bain

And, Anna, do you have another example? Like have you had situations that you've had those conversations and they haven't improved?

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Council member

No, not yet. I'm just trying to play devil's advocate of like, "Yeah, here we go. Now we've got this money. Now how are we going to handle this situation?" Yes.

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Katharina Bain

And so I would do exactly what Hailee said. And I would say if they continued to have problems, I would have one-on-one meetings with staff and that leader, and just walk through the procedures, show them that it's in policy, show them that it's in the 4-H handbook also, and show that they, as a leader, have the 4-H code of conduct that they signed.

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Katharina Bain

You know, and that they have expectations to meet our processes and that we have these standards that we have to meet as an office. And so hopefully that you can move forward in a positive manner, that we have rules and regulations that we have to meet as an office. And hopefully that would be the only conversation you would need.

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Katharina Bain

You know, hopefully a training conversation.

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Hailee Sandberg

Yeah. Thank you. Yeah, we have another question. What happens if they over-raise their targeted amount? So again, from what I would—how I would handle that—like that's not as big of an issue for our budget as if they overspend. Right? Because if they overspend that affects how much we may have asked our public to spend.

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Hailee Sandberg

And so that's a bigger issue for me. So it's okay if they raise more than their targeted amount. But associated expenses with the fundraiser should not go over what they estimated. And that's part of the reason why the council gets that information ahead of time, so you guys understand how it will impact your budget.

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Hailee Sandberg

And if they've raised that much money or more, eventually they will need to spend it. So again, that's a budgeting factor later on for your staff, whoever creates your budgets for you. So that's my perspective. Katharina?



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Katharina Bain

Yes. And I think too, again, it's just how you publicly announced how you are going to use those funds. So if you said our goal is to raise \$10,000 to go to this organization, and if you raised \$15,000, then I think that \$10,000 to go to that organization is fine. And then that club could then utilize that other additional \$5,000 however they need to for club support.

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Katharina Bain

If that would answer your question in a different way too. So if you had a set amount, a goal, you know that you publicly announced, great, you went above and beyond that goal. Now you have other funds that you can help support your club in different ways beyond that goal.

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Hailee Sandberg

Yes. And so another question is, you know, let's say they don't have any plans for the money. They're just doing a fundraiser, like a food booth. And that's okay that they don't have specific plans for the money yet because you would be fundraising to support club activities and educational events. So that's the language that you would put on that.

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Hailee Sandberg

So if the club has a substantial amount of money and as far as I know, they do not have plans to spend any funds, it's permissible, but I would have CYCs or YPSes working with that group of kids and clubs to start doing a club budget and figuring out how they're going to spend that money on educational activities and events.

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Hailee Sandberg

So I do think it's important that staff are working with them to figure that out, but it's permissible for them to have that money and not quite know what they're going to do with it yet.

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Hailee Sandberg

Yes. And, Laurie, to your point, donors don't want to be—we don't want to mislead donors, as that group is representing 4-H and county offices. Exactly. We want to be as clear and transparent with the people who are giving money to us and what that money is going to be used for.

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Hailee Sandberg

That's the point. Thank you, Laurie.

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Hailee Sandberg

Okay. So the next section that was changed was 3.3 under Expenditures, Section A, number 6: Appropriate Expenditures. So we really just changed—clarified some language here on travel and meal reimbursement. And business-related purposes outside of the regularly assigned responsibility should be pre-approved. So for example, this is like if you have staff that are going to go to a conference and it's going to be, you know, an extra \$300 in mileage, we want that pre-approved by your supervisor.

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Hailee Sandberg

And again, this is just about managing budgets and making sure that we're not overspending or we don't have any big surprises. Other types of travel expenses could be flights. If they're flying somewhere that should be pre-approved. That might even be a council approval, depending on how you guys want to handle that. But just being aware of those out-of-regular-business responsibilities, travel and meals should be pre-approved.

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Hailee Sandberg

We've provided a resource link for county travel guidance and best practices. This is a document that just explains that a little bit in more detail and gives you some guidance on how supervisors would make decisions. We added language that proper receipts are needed for meal reimbursement for allowable amounts set. So if they do go to a conference and they pay for a meal because that's allowable, you have to have receipts and documentation when they come back or they don't get reimbursed.

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Hailee Sandberg

And then we have allowable amounts set within the fiscal policy. So making sure that you're not reimbursing your staff if they've spent more than what was allowable per your policy. That's going to be important and most likely something that you would be audited on. And then the last one was, we corrected council mileage reimbursement per the Iowa code, as not to exceed the state's mileage reimbursement rate.

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Hailee Sandberg

So our staff are reimbursed at the federal rate, which is higher than the state. So when council members travel and request reimbursement, it's at the state mileage rate. So we clarified that in the policy.

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Hailee Sandberg

All right. We added a section about donating public funds. So we referenced this a little bit just a bit ago when we were talking about fundraisers. So 3.5 essentially says that extension districts are prohibited from making direct donations and in-kind contributions under Iowa code and actually Iowa Constitution. However, there are three situations in which public funds may be provided to nonprofits.

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Hailee Sandberg

And remember, every single penny that an extension district brings in is public funds. So you can donate those to another nonprofit when the payment is for economic development purposes outlined in the Iowa Code. And we've listed out those chapters for you on what those are. You can do it when the government—when we enter into a contract for services with a nonprofit, which in my mind is not necessarily a donation, then, right?

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Hailee Sandberg

We're paying for a service, but that's a condition in which you can give money to another nonprofit. And then approved fundraisers that have clearly indicated that the funds are being raised to donate to another entity. So that is also when you can use your public funds to give to another organization when those fundraisers have clearly indicated it.

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Hailee Sandberg

Any questions about those? You can put those in the chat and we'll answer it. I feel like this can be confusing. I've heard it said a few different ways in my time here. And so it's really good to have that clarification on how we can do that.

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Hailee Sandberg

Okay. We added a Section 3.11 about closing your fiscal year. We wanted to make it very clear that once the fiscal year is closed—and what we mean, that's an official like accounting term, that your internal or external bookkeeper and Tiffany and Meri at the state have kind of done all of their magic within GP and said, "That's it."

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Hailee Sandberg

"This fiscal year closed, we're not doing any other business within that fiscal year." Once it's closed, no alterations can be made to tort or employment funds. And so don't ask. There's a—I mean, this makes sense because once it's closed and we've told the public, "Hey, this is what we've spent and this is the amount of money that we've given."

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Hailee Sandberg

We can't go back and change it once we've already told the public that we've done that.

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Hailee Sandberg

Okay. We have a quick question before we move on to this one. So our council was recently asked to give money to Water Rocks, which I assume is the approved request as an extension program.

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Hailee Sandberg

I want to say yes. I want—Katharina to—and I think about Water Rocks as they're part of our organization. And if they are providing programming within my county, that my council has the authority to give money because they're providing programming within my county. So it's really in exchange for programming most of the time when they make that request. That's how I approach that.

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Hailee Sandberg

And my council agrees. Katharina and/or Tiffany, if you want to add anything to that.

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Katharina Bain

I would agree. And a lot of times when Water Rocks comes to your community, a lot of times extension staff usually go and participate in some manner. So a lot of times that can be a joint program effort. So that I think would be very appropriate and okay to do with program dollars.

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Council member

Yep. Okay.

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Hailee Sandberg

Okay. So the next section that was changed was 4.3 Public Bid Policy.

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Hailee Sandberg

So, public bid policy, we needed to have some clarification here. And so we've added underneath Public Improvement. So public improvements may consist of construction work and renovation.

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Hailee Sandberg

So you only need to do a public bid process when it is a construction or renovation activity. It does not include purchases related to equipment, supplies or services. So there's some clarification here. This is for me—this is a change because I thought we had to have a public bid if it was also equipment, supplies, and services over a certain amount of money.

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Hailee Sandberg

So we clarified that it's for construction and renovation. And under the competitive quotations, you need to get a competitive bid when the value of the work is going to be \$82,000 or more. And so that's a little bit different dollar amount. So there's some clarification on that as well within the policy.

00:30:39:22 - 00:31:07:07

Katharina Bain

Perfect. Okay. So to kind of wrap up our evening tonight with this section anyway, Hailee and I just wanted to talk a little bit more about the finance committee, what we are and what we do. And so as a committee, what we do is we provide resources and training to our staff and to councils, and we work as a team in county services to produce the fiscal policy for all 100 extension districts in Iowa.

00:31:07:09 - 00:31:35:21

Katharina Bain

And so, some of our plans for the upcoming 2026 fiscal policies, we're already working really hard on it, but doing things differently than what we've done in previous years. So, some of the things we're doing right now is reviewing the current fiscal policy section by section, updating the fiscal policy to best align with current Iowa code, GAAP, and GASB standards and regulations.

00:31:35:23 - 00:32:03:13

Katharina Bain

And our goal is to have a new revised policy available to councils in January 2026. And so that is always our goal is to have that to you and provided by your January organizational meetings. And so even though we're having a complete overhaul, diving into it a little bit deeper than what we have in previous years, even with different updates, our goal is to still have that to you for your organizational meetings in January.

00:32:03:13 - 00:32:11:04

Katharina Bain

So that is what we are working on currently and hope to have to you again next winter.

00:32:12:03 - 00:32:42:16

Katharina Bain

But we, like we promised before—I know we have about five minutes until we wrap up today, but some of the things we wanted to also let you know is that you do have resources out there available

when it comes to your fiscal policy. One of the things that we do encourage you is you always have your regional director to go to if you have questions about your fiscal policy. But, if you have other additional questions when it comes to your fiscal policy, you are more than welcome to come to the Finance Committee.

00:32:42:18 - 00:33:10:20

Katharina Bain

I am the chair of that committee, but you can come to any of us on that committee as well. Hailee's on that committee. And Tiffany, who's also on tonight's zoom, is on that committee as well. And then Jennifer Vit who is Iowa Extension Council Association, who a lot of you have worked with. Jen would be another great resource if you have fiscal questions, finance committee, anything of those things.

00:33:10:22 - 00:33:26:13

Katharina Bain

You know, she always serves as a very good resource. So we wanted to kind of end tonight with the resources available to you before opening it up to additional questions that you may have for us. So the floor is yours for the last few minutes.

00:33:26:13 - 00:33:28:00

Council member

I have a question.

00:33:28:02 - 00:33:29:02

Hailee Sandberg

Okay. Go for it.

00:33:29:02 - 00:33:45:19

Council member

I'm Pat and I'm in Black Hawk County. My question is, how often should our county council finance committee meet? We met to go over, you know, for four hours to go over the budget for the next fiscal year.

00:33:45:24 - 00:33:55:17

Council member

But we don't meet before each monthly council meeting. And I expected that we would do that from my previous other board experiences.

00:33:55:19 - 00:34:23:19

Hailee Sandberg

So I can tell you what I do in Linn County, and I invite Katharina or any other regional director on here to give their feedback. But I religiously meet with my fiscal committee every single month. A week before my council meeting, they review our treasurer's packet and we talk about anything else finance related. I rely very heavily on my fiscal committee for supporting my work in the day-to-day operation of the organization.

00:34:23:21 - 00:34:41:24

Hailee Sandberg

And I have my chair, vice chair, and treasurer sit on my fiscal committee in Linn County. And that's a pretty standard thing that we do every year. Those are the three roles that are on my fiscal committee. For me personally, I don't know what I would do if I wasn't meeting with them, but that's me. So, Katharina,

00:34:41:24 - 00:34:43:18

Hailee Sandberg

what do you do in your counties?

00:34:44:03 - 00:35:11:03

Katharina Bain

So, I will say in my counties—and so I have four counties in my region, and we act very similar to our county. We actually only get together about once a year. So very opposite of Hailee. So I would say what you're doing is very similar to what we're doing in our region. And so it would be interesting to see. It looks like Dave in the chat box said he gets together monthly.

00:35:11:03 - 00:35:33:21

Katharina Bain

And so I don't think there's a right or wrong answer. I think it's probably depends on maybe your regional director and maybe their experience and just how long they've been here and what they—how maybe how they were trained and, you know, how they got handed off from their previous regional director or their board and their council's history.

00:35:33:23 - 00:35:46:04

Katharina Bain

Because that's just the history that my councils had previously before me too. And I've been a regional director for five years. And, you know, I think it just kind of depends on the history of councils also.