

CHAMPAIGN COUNTY BOARD  
**COMMITTEE MINUTES**

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**FINANCE COMMITTEE**

**Thursday, September 13, 2007**

**Lyle Shields Meeting Room, Brookens Administrative Center  
1776 E. Washington St., Urbana**

7:00 p.m.

**MEMBERS PRESENT:** Doenitz, Gross, Jones, McGinty (Chair), O'Connor, Richards, Tapley, Weibel, Wysocki

**MEMBERS ABSENT:** None

**OTHERS PRESENT:** Kat Bork (Recording Secretary), Tim Breen (IT Systems Administrator), Deb Busey (County Administrator of Finance & HR Management), Denny Inman (County Administrator of Facilities & Procurement), Dan Welch (Treasurer), David Eisenlohr (Maximus), Richard Price (Maximus), Jerry Tweedy (Maximus)

**CALL TO ORDER**

In a continuing effort to foster bipartisan cooperation, Vice-Chair Tapley assumed the responsibilities of Chair and called the meeting to order at 7:01 p.m.

**ROLL CALL**

The Recording Secretary called the roll. Doenitz, Gross, Jones, McGinty, O'Connor, Richards, Tapley, Weibel, and Wysocki were present at the time of roll call. Tapley declared a quorum and proceeded with the meeting.

**APPROVAL OF AGENDA/ADDENDUM**

**MOTION** by Wysocki to approve the agenda; seconded by Doenitz. **Motion carried.**

**APPROVAL OF MINUTES**

**MOTION** by McGinty to approve the regular session Finance Committee minutes of August 9, 2007; seconded by Wysocki. **Motion carried.**

**PUBLIC PARTICIPATION**

There was no public participation.

**IT ASSESSMENT REPORT – PRESENTED BY MAXIMUS**

David Eisenlohr, Richard Price, and Jerry Tweedy were at the meeting representing Maximus to present the IT Assessment Report. They made a PowerPoint presentation summarizing the report. The entire 85-page report has been given to Busey electronically. Eisenlohr encouraged the committee to ask questions throughout

the presentation. Eisenlohr spoke about their assessment process and how it was a collaborative effort involving interviews with managers and working with a select committee to develop priorities.

Price began by pointing out the good things already occurring in the County organization for IT. The County is leveraging resources with outside agencies, i.e. the GIS Consortium and replacing custom developed software with packaged software such as Kronos and the Jano Project. Even with the problems the County has experienced with Kronos and Jano, Maximus still thinks packaged software is a sound strategy with some custom development. Maximus will have some ideas about making better selections and implementing software packages. Maximus said the County's advanced technical infrastructure, namely the computer network and PCs, is sound. The areas where improvement is needed include: 1. a reorganization to provide IT management, 2. business processes to eliminate the highly manual input using printouts and duplicate entries, 3. staffing and training the IT staff (Maximus recommended doubling the number of IT staff and increasing training), 4. continuing to replace custom developed software, and 5. enhance the use of existing systems. Maximus found the end user environment at the County lacks integration and is highly manual. The current IT Division is good in the technical skills area. Project management skills are very limited, as is recruitment and business management. The reasons implementation fails include a resistance to change, inadequate sponsorship, unrealistic expectations, poor project management, and the case for change not being compelling. Maximus saw a need to get everyone educated and up to speed on changes. Price compared Champaign County's percentage of total IT expenditures to the total County budget and figured the amount of IT expenditures per employee. This was compared to other local government entities. Wysocki asked if the local government entities used in the comparison were in Illinois. Price said they were from all over the country. The IT Division budget is highly de-centralized because the County organization is de-centralized. Price encouraged the development of an IT Director position to report to the County Administrator and a Technology Oversight Committee made up of County department heads.

Wysocki inquired about the current composition of the IT staff. Price listed the current IT Division and the recommendation for additional employees. Price stated the County is understaffed and recommended doubling the number of IT staff to 28 positions. The new positions would include an IT Director, Project Manager, Change Management Coordinator, three Helpdesk Representatives, and a Database Administrator. New projects are overwhelming when they are put on top of employees with full-time jobs. Maximus felt the County has enough system users to constitute using a two-tiered helpdesk system. The IT staff currently answers phones when they can. With the new Helpdesk Representative positions, the Helpdesk employee would answer the phones and use helpdesk software to try to trouble shoot the problems first. This would also give the Helpdesk a better understanding of the problem to know which IT staff person to forward any unsolved problems to. This would result in a better use to the highly paid technical employees, as the Helpdesk Representatives are lower paid jobs. McGinty asked if the Helpdesk Representatives would have database knowledge. Price said they would have desktop software skills and are trained in the specific Helpdesk software. Wysocki asked if the positions would provide support for the whole County operation, she was looking for confirmation that IT can support operations both at Brookens and at the downtown facilities. Price answered yes. In regard to packaged software solutions in the departments, Price said it is important that the departments take responsibility for their systems in terms of data they put into the systems, the reports they get out of the systems, and working with the software vendor to solve any software issues. The IT Divisions would help departments on some specialized areas, such as interfaces that were developed or data conversion. With packaged software, Price expressed the departments have a responsibility to really pick up some of the support effort. McGinty asked where are the efficiencies in adding IT staff, since technology is supposed to reduce the people load on an organization. Price said that adding the helpdesk software would mean more efficiency for the IT Division to resolve problems faster and with asset management. Departments will have to add people to help with software support so efficiencies can be gained. Depending on the type of software and the departments' willingness to change their current processes, there are efficiencies to be gained in using the software to where a department should be able to eliminate or do more with the same number of people, such as an increased transaction volume. Jones asked about the Helpdesk Representatives. Price reiterated that the

Helpdesk people would be skilled in all the Microsoft Desktop applications. They are not clerical-level workers; they are troubleshooters but not at the level of database administrators or systems analysts. The helpdesk software would also allow the County to build a history of how specific problems are resolved. This will help with consistency and speed of turn around. Maximus was suggesting some titles changes to current employees.

Wysocki asked who in Maximus's recommended IT Division restructuring will assist employees most resistant to change. Price said it would be the Change Management Coordinator. Wysocki asked how the coordinator person would do this. Price said such a person is trained and skilled at helping people get over their anxiety and resistance to change. Tweedy explained change management is his area of expertise and there are established techniques around it. An organizational readiness assessment would help locate areas of the unwilling, unknowing, or the unable and how to deal with them. Training, communication, and performance management is what it all boils down to.

Maximus determined the County is a moderate labor intensive IT support effort with 580 workstations and 847 users. This is a sizeable group of people to be supporting. There are 178 users who share 50 workstations over 3 shifts at the Sheriff's Office and Juvenile Detention Center. Head Start work stations are also used by multiple employees. Price said Maximus would recommend having a minimum of 20 and a maximum of 34 full-time equivalent positions. There are currently 14 FTEs across the County, half in the IT Division and half within the departments. Maximus is recommending the County increase to 28 FTEs. The IT Director will have to look at service support contracts in the departments and determine if they are working.

On the list of 17 recommendations from Maximus, Number 3 is very critical; it is to develop a plan to transfer knowledge to support the Jano/New World System software. Currently, all of the knowledge capital for Jano lies in the brain of the Project Manager, who is a contractor. When the Project Manager leaves at the end of his contract all that knowledge will leave with him. No one in the IT Division has picked up the knowledge and information they need to support the Jano/New World System. Maximus recommends getting the Jano situation fixed first. They are recommending the IT Division establish support standards in a written form. The new IT Department needs to be very specific about what technologies they will support. Formal process and the Technology Oversight Committee will be in charge on ensuring that due diligence is being done by the departments. Maximus further recommended replacing the existing accounting system because the current system lacks functionality in every department and developing a County-wide document imaging system. Price detailed more of Maximus's recommendations for various departments.

Wysocki asked about the smaller departments sharing a tech person, since Maximus is talking about having a tech person in every department. Welch said his office shares an IT person with the Real Estate Tax Cycle Group.

Price went through Maximus's suggested timeline for making changes. Tweedy said the governance issues should be done upfront. Rigor should be given to the decision-making process, so if a department does something out of line, the County Board will be aware of it. Tapley asked why the imaging system is recommended ahead of the accounting system on the recommendations list. Price said Maximus was recommending a study then implementation for the document imaging system.

The committee discussed the pace at which to implement the Maximus recommendations. Tapley inquired about the shelf life of the report. Price replied doing some projects is better than not doing anything. Maximus's presentation was a 5-year timeline that could be stretched to 6 or 7 years. The total cost of implementing the 5 years of recommendations is estimated at \$6 million. The costs increase with delay, but only the County Board can decide what to do. Price said the majority of the County's money is tied up in employees and benefits costs. The way to save money is to cut people. Tapley inquired about departments with automation funds sharing the costs of IT development. Welch said he has \$50,000 in his automation fund and

he would be willing to use part of it for this type of project. Tapley asked about other ways to implement the recommendations on a shoestring budget because the County does not have the resources. Price strongly urged increasing the training budget. The County should focus on having better trained employees rather than adding staff and cutting corners with training. If the County Board wants to reduce the plan, they should not create as many new positions and instead get more training for existing staff.

### **BUDGET AMENDMENTS/TRANSFERS**

**Budget Amendment #07-00083, Budget Amendment #07-00084, and Budget Amendment #07-00088**

**MOTION** by McGinty to recommend to the County Board approval of Budget Amendment #07-00083 from Fund 075 Regional Planning Commission – Department 708 Piatt County Comprehensive Plan for increased appropriations of \$25,000 for the Regular Full-Time Employees line, \$5,000 for the Regular Part-Time Employees line, \$25,000 for the Temporary Salaries & Wages line, \$100 for the Office Supplies line, \$200 for the Postage, UPS, Federal Express line, \$100 for the Gasoline & Oil line, \$300 for the Job Required Travel Expense line, \$2,000 for the Computer Services line, \$100 for the Telephone Service line, and \$200 for the Photocopy Services line with increased revenue of \$58,000 from the Piatt County line; Budget Amendment #07-00084 from Fund 080 General Corporate – Department Circuit Clerk for increased appropriations of \$8,000 for the Stationary & Printing line, \$2,000 for the Telephone Service line, and \$10,000 for the Legal Notices, Advertising line with increase revenue of \$20,000 from the Circuit Clerk Fees line and \$20,000 from the Investment Interest line; and Budget Amendment #07-00088 from Fund 108 Developmental Disability Fund – Department 050 Developmental Disability Board for increased appropriations of \$6,000 for the Public Relations line with increased revenue of \$6,000 from the Gifts and Donations line. Motion seconded by Richards. **Motion carried.**

**Budget Amendment #07-00085**

**MOTION** by Wysocki to recommend to the County Board approval of Budget Amendment #07-00085 from Fund 671 Court Document Storage Fund – Department 030 Circuit Clerk for increased appropriations of \$150,000 for the Blueprint, Film Processing line with no increased revenue; seconded by Richards.

Wysocki inquired what exactly the Circuit Clerk was asking for. Busey explained the Circuit Clerk is in the middle of a project to microfilm and digitally scan older court records and Linda Frank might think she can get a substantial portion of the work done in this fiscal year so she is asking for the increased appropriation. The Circuit Clerk has funds available in her Document Storage Fund, which has a fund balance of \$686,000. Tapley asked if had had been any thought had been given to waiting based on the Maximus assessment report recommendation on document imaging. Busey said the project is statutorily mandated microfilming and digital scanning. She did not think anything the committee saw would change the statutory requirements for the Circuit Clerk.

**Motion carried.**

**Budget Amendment #07-00086**

**MOTION** by Weibel to recommend to the County Board approval of Budget Amendment #07-00086 from Fund 075 Regional Planning Commission – Department 732 Fringe Benefits Clearing for increased appropriations of \$15,000 for the Appointed Official Salary line, \$10,000 for the Social Security-Employer line, \$10,000 for the IMRF-Employer Cost line, \$3,000 for the Workers' Compensation Insurance, \$10,000 for the Unemployment Insurance line, and \$10,000 Employee Health/Life Insurance with no increased revenue; seconded by McGinty.

Tapley asked what this amendment for. Busey said this budget amendment was to pay for RPC's fringe benefits, she believed they under budgeted for that line and this will address that issue. Wysocki asked how RPC could underestimate the fringe benefits by \$58,000. Busey thought the structural changes necessitated adding those grant project budgets.

**Motion carried.**

Budget Amendment #07-00087

**MOTION** by Wysocki to recommend to the County Board approval of Budget Amendment #07-00087 from Fund 620 Health-Hospitalization Insurance – Department 120 Employee Group Insurance for increased appropriations of \$8,000 for the Health Insurance Self-Funded Claims line with no increased revenue; seconded by Weibel. **Motion carried.**

Budget Transfer #07-00014

Tapley asked if the \$400,000 was just a transfer from the Nursing line to the Contract Nursing line. Busey said that was correct. Tapley asked why so much money is being spent on contract nursing and whether it was related to the PRN list. Andrew Buffenbarger, the Nursing Home Administrator, was not present to answer any questions. Gross said she distributed a memorandum from the Tony Fabri, the absent Auditor, concerning this issue. The memorandum raises the point that contract nursing is expensive. Tapley stated it is somewhat obvious that contract nursing is expensive and there is a constant effort to reduce it; he was simply curious what Buffenbarger would attribute to the recent increase in the use of contract nursing.

**MOTION** by McGinty to recommend to the County Board approval of Budget Transfer #07-00014 from Fund 081 Nursing Home – Department 430 Nursing Services for a transfer of \$300,000 from the Regular Full-Time Employee line to the Contract Nursing Service line, \$50,000 from the No-Benefit Full-Time Employee line to the Contract Nursing Service line, and \$50,000 from the IMRF – Employer Cost line to the Contract Nursing Service line; seconded by Wysocki.

McGinty, who was on the Negotiating Team for the last set of Nursing Home labor contracts, said the issue of contract nursing was a big discussion topic, mainly because of attendance problems. Part of the incentive that was put in place was so employees would encourage their co-workers to reduce absenteeism and contract nursing. If the system is properly implemented, it could have a great effect on the contract nursing expense. Tapley concurred. Richards asked if McGinty was saying that contract nursing had increased because of the new Nursing Home labor contracts. McGinty said absenteeism has been a constant problem at the Nursing Home and necessitated the use of contract nurses to cover shifts when regular employees do not show up, but he does not know why the contract nursing use is particularly high now. In the past contracts, there were not constraints in place to discourage abuse of the attendance system.

**Motion carried with two no votes from Richards and Gross.**

**STATE'S ATTORNEY**

Continuation of Prosecutor-Based Assistance Services Program Grant

**MOTION** by Weibel to approve the continuation of the Prosecutor-Based Assistance Services Program Grant for the State's Attorney's Office; seconded by Wysocki. **Motion carried.**

**TREASURER**  
**Monthly Report**

Welch distributed his monthly report. Welch gave a description of the automation funds some departments have. The Treasurer's Automation Fund has statutory restrictions on what he can spend it on, namely expenditures must benefit real estate collections. The real estate taxes are 95% collected. The last day of collections is October 25, 2007. The final page of Welch's report concerns an overview of the Provena Hospital property tax potential liability. Beginning in 2002, Provena was placed on the non-exempt roll for taxes. Provena has paid a little over \$5 million in 4.5 years. The County's liability is a mere \$2,000. The Carle case is three years old and has over \$6 million involved. Welch sends letters every year to the different taxing districts affected by the Provena and Carle cases to inform them of their potential liability. He encourages the districts to put the money in escrow. Welch will meet with Provena on Monday along with representatives from the Board of Review, Supervisor of Assessments, and the State's Attorney's Office. Provena still has a 1.5% interest fee due until the tax bill is zeroed out and Welch has never waived this fee. He expressed that Provena and Carle are very different cases. Tapley asked for a ballpark figure of the County's liability on the Carle case. Welch has kept track of that figure and will bring it to the next Finance Committee meeting.

**MOTION** by Jones to receive and place on file the Treasurer's August 2007 monthly report; seconded by McGinty. **Motion carried.**

**AUDITOR**  
**Purchases Not Following Purchasing Policy**

Gross distributed the list of purchases not following purchasing policy because the Auditor was not present at the meeting. The list was provided for information only.

**COUNTY ADMINISTRATOR**  
**General Corporate Fund FY2007 Revenue/Expenditure Projection Report**

Busey distributed her reports to the committee.

**General Corporate Fund Budget Change Report**

Busey distributed this report showing budget changes to the committee.

**Nursing Home Report**

Busey distributed this report to the committee.

**Approval of Recommendation for FY2008 General Corporate Fund Program Change Requests**

Busey stated the program change requests were presented at the Legislative Budget Hearings and she has provided a prioritization list of the requests. The net total increase requested in the FY2008 Budget was \$212,427. Busey's recommendations for approval were a total of \$166,578 in increased expenditures. The County Administrator's recommendations included an additional \$15,000 for the Urbana Library Archive. This would place the County back at a funding level consistent with the funding level provided in 1991 when the County began funding the Urbana Library Archive. It is appropriate for the County to maintain that percentage of the total archive budget as the County does have a substantial amount of documents in the archive. Busey recommended funding an additional CASA GAL for the Circuit Court at \$36,000. She also recommended funding for an additional Sheriff's Deputy position at a total of \$49,375 because the Sheriff has a demonstrated need for the position, particularly with regard to investigations and the demands placed upon his staff. The

Sheriff has generated over \$120,000 in new revenue through other contractual arrangements with regard to services provided through his office in the FY2008 Budget. She further recommended an increased \$10,203 to Public Properties for 2 part-time Custodian positions (1 for the new Highway Facility and 1 for the ILEAS Facility). The Highway Custodian will pay for itself and the ILEAS Custodian is required by the lease with ILEAS. From the General County Fund, there was a request from the Convention & Visitors Bureau for the monies the County receives through its hotel/motel tax. The hotel/motel tax money is statutorily supposed to be used for convention and tourism items. The Convention & Visitors Bureau did provide the County with information about some of the initiatives they have taken on with regard to rural bus programs and agro-tourism. The 1-cent sales tax had been diminishing for a number of years, but it has stabilized in the last 5 years and Busey thinks this is a reflection of some of the agribusiness that is conducted in Champaign County. The Economic Development Corporation requested \$32,850, but failed to provide any information on what the County's dollars would purchase when it was requested, so Busey is not recommending any funding of the request. She did recommend funding a \$5,000 contribution to the County/City 175 Year Celebration. She suggested this is an item the County Board might anticipate carrying over into the next year for the Lincoln Bicentennial. Weibel thinks that funding is a good idea. The Emergency Management Agency request \$6,000 for a part-time Assistant Director. Busey has been unable to speak with Bill Keller about this request. She is including it in her recommendations with the suggestion of looking into other alternatives such as someone in the Sheriff's Office to act as a backup for the EMA Director when he is not here. This might require some additional training. One item that was not a program change request, but was included on the list by Busey was \$35,000 for General Corporate's share of the bonds issued for the completion of the Highway Facility Project.

The sum of the County Administrator's recommended changes to the FY2008 Budget leaves it revenue positive in the amount of \$20,892. There is \$100,000 budgeted in the Contingency line of the FY2008 Budget, which Busey would recommend be earmarked for IT costs.

**MOTION** by McGinty to approve the County Administrator of Finance's recommendations for funding FY2008 General Corporate Fund Program Change Requests; seconded by Weibel.

McGinty stated he went to the Economic Development Corporation and let them know the County Board would not be providing any funding. The EDC talked about the need for a strategic plan and outcomes. McGinty made it clear there would be no funding until the EDC could explain what they would do with the money. The committee discussed the EDC.

Gross said she cannot accept the Convention & Visitors Bureau funding because she feels they are not worth \$10,000. She felt there were other Board members who would agree with her. Weibel asked if the money was obligated. Tapley explained the hotel/motel tax revenue has to be used for tourism purposes as statutorily defined. Busey said the County has been collecting the money and spending it on initiatives that qualify as a legitimate use of the money. Tapley noted one such initiative as been overtime for the Sheriff's deputies at the County Fair. The money can accumulate in the fund.

Jones asked how the \$5,000 for the 175<sup>th</sup> Anniversary Celebration would be used. Weibel said it is anticipated that the celebration would cost some money, so this budgets an amount for that purpose. Weibel hypothesized that it could be used for cake. If the funds are not completely spent on the 175<sup>th</sup> Anniversary, then the remaining funds can be used for the Lincoln Bicentennial. Weibel would prefer to not spend all the money; it is useful to have some budgeted.

McGinty said he was willing to amend his motion to remove the \$10,000 for the Convention & Visitors Bureau funding. Tapley said he has gone back on forth on EDC and CVB. He thought the CVB and EDC were wasteful because they did not have a plan of direction. Tapley noted the leadership of CVB has changed and they have hired Angela Ingerson. Tapley used to work with Ingerson and stated she is a fantastic, dedicated salesperson. He thinks she does a good job pulling people into Champaign County with conventions and bus

tour companies, so there is a useful purpose being served with the CVB. Over the last few years, he is more convinced it is worthwhile to recycle some of hotel/motel tax money to the CVB. But he understands the trepidation of his fellow Board members. Wysocki agreed Ingerson is a dynamo and has been working on several initiatives, including the Lincoln Bicentennial. She could support funding CVB. Jones said he wants to see numbers on what business is brought into Mahomet and other communities outside of Champaign-Urbana. Tapley said the County Board liaisons to the CVB get monthly reports on the efforts to get business into Champaign County. It is a little difficult to determine how much business can be attributed to Ingerson's efforts. Tapley sees reports that show a decent amount of sales effort and the numbers going up. He apologized for not having that in a County-focused report tonight. McGinty said he would like to see this item on the regular County Board agenda instead of consent. Busey reminded the committee that the County Board elected to stop having the individual entities like EDC and CVB make presentations at the Legislative Budget Hearings because the Board was spending an entire night of budget hearings talking about only \$50,000-\$60,000, which represented a small portion of the overall budget. The Board agreed that these requests would be submitted to the County Administrator of Finance, who would make recommendations to the Finance Committee. The committee continued to discuss possible funding for the EDC and CVB. Welch noted the one hotel/motel that was paying taxes to the County is no longer paying taxes because it changed hands and is under construction.

McGinty and Weibel agreed to a friendly amendment removing the \$10,000 funding to the Convention & Visitors Bureau from the County Administrator of Finance's recommendations.

**Motion carried as amended.**

#### **CHAIR'S REPORT**

There was no Chair's Report.

#### **OTHER BUSINESS**

##### **Semi-Annual Review of Closed Session Minutes**

Busey reported that legal counsel recommended all the closed session minutes remain closed.

**MOTION** by Jones for all closed session minutes to remain closed; seconded by Weibel. **Motion carried.**

#### **DESIGNATION OF ITEMS TO BE PLACED ON COUNTY BOARD CONSENT AGENDA**

Tapley designated agenda items VII A-F and VIII A for the consent agenda.

#### **ADJOURNMENT**

Meeting adjourned at 9:17 p.m.

Respectfully submitted,

Kat Bork  
Administrative Secretary

*Secy's note: The minutes reflect the order of the agenda and may not necessarily reflect the order of business conducted at the meeting.*