

## CHAMPAIGN COUNTY BOARD COMMITTEE AGENDA

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### JUSTICE & SOCIAL SERVICES COMMITTEE

Brookens Administrative Center, Lyle Shields Meeting Room  
1776 E. Washington, Urbana  
Monday, January 8, 2007 – 7:00 p.m.

CHAIR: Jan Anderson

MEMBERS: Carter, Gladney, Hogue, Hunt, James, Putman, Sapp, Tapley

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- XI. **NURSING HOME**
  - a. Monthly Report 20-21
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CHAMPAIGN COUNTY BOARD  
**COMMITTEE MINUTES**

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**JUSTICE & SOCIAL SERVICES COMMITTEE**

Wednesday, October 11, 2006

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

7:00 p.m.

**MEMBERS PRESENT:** Carter, Greenwalt, James, Putman, Sapp, Tapley

**MEMBERS ABSENT:** Anderson, Hogue, Hunt

**OTHERS PRESENT:** Thomas Betz (County Board Member), Kat Bork (Recording Secretary), Andrew Buffenbarger (Nursing Home Administrator), Deb Busey (County Administrator of Finance & HR Management), Claudia Gross (County Board Member), Denny Inman (County Administrator of Facilities & Procurement), Ralph Langenheim (County Board Member), Brendan McGinty (County Board Member), Susan McGrath (Senior Assistant State's Attorney), Barbara Wysocki (County Board Chair)

**CALL TO ORDER**

In the absence of Chair Anderson, Vice-Chair Putman conducted the meeting. Putman called the meeting to order at 7:03 p.m.

**ROLL CALL**

The Recording Secretary called the roll. Carter, Greenwalt, James, Putman, Sapp, and Tapley were present at the time of the roll call. Putman noted Anderson, Hogue, and Hunt had informed the committee they would be unable to attend the meeting. Putman declared a quorum and proceeded with the meeting.

**APPROVAL OF AGENDA/ADDENDUM**

**MOTION** by Carter to approve the agenda; seconded by Greenwalt. **Motion carried.**

**PUBLIC PARTICIPATION**

There was no public participation.

**NURSING HOME**

**Presentations From Consulting Firms to Provide an Operational Audit of the Champaign County Nursing Home**

Evaluation forms were distributed to all County Board members who were present. Putman asked if everyone was satisfied with the evaluation form. Busey said item six should read "unique and creative recommendations." No Board members had objections to the form. It was agreed the Board members would score each firm following their presentation and then Busey would total the scores at the close of the final presentation. Putman wanted the committee to determine questions each presenter would be asked; her suggestion was to ask if the firms were familiar with the Living Wage Ordinance. James objected to Putman asking that question because he is not familiar with it. Putman described the Living Wage Ordinance. Betz

asked if any of the firms are minority or female-owned businesses. Busey stated that was not raised as a criterion for evaluation at the October 2, 2006 Justice & Social Services Committee meeting but it could be asked. Betz would like to ask it because he thought it was a policy of the County. McGrath stated it is not a criterion of County policy for professional service contracts. The County Board adopted a policy making minority and female-owned businesses a criterion for construction contracts, but not for professionals services contracts. The committee could raise that question. Langenheim asked for clarification on item six. Busey explained the presenters would be giving the Board an idea of a schedule for implementing the solutions that would be offered.

#### **Firm #1 – Management Performance Associates**

The first firm making a presentation was Management Performance Associates from St. Louis. The presenters were Mike Scavatto and Scott Gima, who are the principles behind Management Performance Associates (MPA). Scavatto explained MPA is a health care management consulting firm, primarily working with hospitals, institutions, and long-term care facilities. They focus on mission development, strategy, quality management, and finance. MPA has a website at <http://www.healthcareperformance.com>. MPA has identified seven key areas for an institution to be successful: 1. leadership and governance, 2. strategic positioning, 3. strong operating performance, 4. a relentless pursuit of quality, 5. performance indicators specifically tailored for a facility, 6. tailoring programs & services to benefit the community, and 7. staff development. MPA has been in business since May 1995. MPA can provide management services, feasibility studies, business planning, program development (rehab, Alzheimer's, dementia-related programs), management & operational audits, and coordination to bring replacement facilities online. MPA is finishing a project to replace Monroe County's existing facility. They also do market demand analysis. This enables MPA to have an insight into the long-term care trends, such as decreasing private pay residents in skilled nursing facilities because assisted living facilities are available in a community. Scavatto said MPA works with the regulatory agencies whenever they can to try to benefit their clients, such as organizing a coalition of county nursing homes to increase the Medicaid reimbursement from the state under the intergovernmental transfer program. MPA has extensive government experience in working with county nursing homes. Scavatto does not know of any other firm with MPA's record of success with county nursing homes. They did the business plan for DeKalb County's replacement facility. DeKalb County lost its administrator when they were moving into the new facility and hired MPA to provide turnaround management services. DeKalb County's nursing home has been profitable since working with MPA and has been able to maintain its original mission. Gima distributed two charts showing the net operating incomes of DeKalb County and Monroe County's nursing facilities. Scavatto described the work MPA has done for DeKalb County. MPA has worked with Monroe County for six years. MPA is in the process of assisting in the replacement of Monroe County's facility following the development of a business plan with a market analysis. Monroe County is downsizing based on the market analysis and is adding supportive living units. MPA has worked with Livingston County to provide an analysis of their facility four years ago. Livingston County recently rehired MPA for management services. Scavatto also described their work with Peoria County and how they have met the specific needs for each county's situation. MPA finished two studies this year for Lake County, where there are many assisted living facilities.

Scavatto stated the operational audit and related services MPA proposes for Champaign County would be to first develop an operating profile by reviewing the County's financial and statistical indicators, i.e. cost reports, staffing, salary & benefit programs, training, quality improvement efforts, survey results, plans of corrections subjected to IDPH, all contracts, reimbursement positions, and the governance. Then MPA would like to interview the management staff to see how things are working within the Nursing Home. These interviews can be broadened or narrowed as the County Board sees fit. This takes about three to five days in the field to assemble this information. Scavatto said MPA can usually finish a project within sixty days. The cost will be \$20,000 to \$25,000 plus any customary expenses such as travel expenses (mileage, hotels, and meals). Scavatto said it is difficult to say if they will make any unique recommendations because it depends on what they finding while gathering the information. Scavatto said they have been able to recommend improvements for other counties. This is an opportunity for the County Board to understand in quantitative terms whether the

County has market opportunities or not. If the County does have a market opportunity, it will be the County Board's decision whether they will take advantage of it. Scavatto did not want to hypothesize about what recommendations and how to implement them that MPA might make before collecting the necessary information on the Nursing Home's operation. Gima said MPA assisted DeKalb County in changing their operations to be profitable within one year. It took Monroe County three years to become profitable with MPA's recommendations because they had a different set of problems, including a loss of census. MPA was able to make recommendations for these counties to streamline their operations and make changes to improve revenues while decreasing expenses. MPA always performs an operational audit of the county nursing homes they work with to evaluate their current conditions and figure out how to correct the problems. The time it takes to turn a nursing home into a profitable institution depends on the number and magnitude of problems.

In summary, Scavatto stated MPA has been in business for twelve year and all they do is health care. They have performed five operational audits for Illinois counties: DeKalb, Monroe, Lake, Peoria, and Livingston. MPA's operational audit will provide a roadmap as to Champaign County Nursing Home's strengths and weaknesses. The County Board will then know what has to be done to get the Nursing Home into a better operating position. MPA understands the County Board retains the right to define what the operating position is. Some counties want to make a profit; others just want to break even. Through their work with not-for-profits, MPA understands balancing the mission of a county nursing home with the realities of running a nursing home business. They will suggest things that would not sacrifice the mission or the quality of care at the Nursing Home. Scavatto and Gima were willing to answer any questions.

Langenheim said MPA's presentation was impressive and asked what frustrations they have encountered when working with other county nursing homes. Gima explained the governance issue can be a challenge because they are asking boards to make painful decisions. They have found county nursing homes are frequently overstaffed and they recommend eliminating the excess positions. They make sure the quality of care is not compromised. Some of their non-profit clients have been faced with tough decisions that they were reluctant to make even though it was necessary to improve operations. MPA has walked away from a client if they are unable to help the client. Scavatto explained MPA has never lost a client, but if a governance board is unwilling to take the steps necessary to correct an operational deficit because of unrealistic financial outlook, the firm will walk away.

Tapley asked about the Monroe County management engagement. Gima explained MPA completed an operational audit of Monroe County's nursing home. Monroe County had decided to let their Nursing Home Administrator go and hired MPA as a management company. MPA recruited a replacement administrator who was not a county employee and started implementing the needed changes to turn the nursing home around. It was a tough time because there were rumors throughout Monroe County that the nursing home would close. It took three years to turn the operation around, alter public perception, and get new leadership in the nursing home. Tapley asked how frequently MPA proposes assuming management of a nursing home. Scavatto said MPA does not offer to take over management of a home. DeKalb County and Monroe County approached MPA about managing their homes. They are not trying to sell their management services to an unwilling buyer. Tapley asked if the firm would be laying out a blueprint for Champaign County's managers to follow. Scavatto confirmed that was correct.

James asked if MPA ever simply performs the operational audit and then leaves without be retained for further management services. Scavatto said yes, they performed just audits on Livingston County and Peoria County. Peoria County rehired MPA for other services four years later. James asked what data MPA would consider about the new building. Scavatto stated they would want to see the plan of action and certificate of need for the new building, which would have been submitted for facility. James was concerned about there being no data on the maintenance and utilities costs for the new building. Scavatto said the certificate of need would include the key assumptions driving the project. MPA will review the cost per meal and utilities cost per square foot in relation to the market. The trend in the current market indicates that private pay clientele is diminishing and moving to the assisted living environment. Scavatto would be looking at where Champaign

County could improve its Medicare population percentage. Gima said MPA would perform a sensitivity analysis because the exact maintenance and utilities costs cannot be known in advance. This would show what adjustments would need to be made if the costs are greater than anticipated. James suggested the firm interview some of the long-term Nursing Home staff who are not in management and asked if this would make the audit more expensive. Scavatto said they could do those interviews at no additional cost. The County Board can certainly have input about who is interviewed about the Nursing Home.

Putman asked if MPA was familiar with units of government that have a union and/or a Living Wage Ordinance. Scavatto stated this would be the first time they have worked with a county with a Living Wage Ordinance. They have worked with unions in the past.

Betz asked about the size of MPA's staff. Gima said MPA has seven staff members. He and Scavatto would be the primaries on the project. Gross asked who MPA would report to. Scavatto answered that was up to the County, he would suggest they report to this committee.

Wysocki asked for Gima's and Scavatto's professional backgrounds. Scavatto stated Gima is a registered nurse with a master's degree in health administration from St. Louis University. Gima's experience in the clinical area gives MPA a sizable advantage because he sees the quality improvement ramifications from a nursing perspective. Scavatto trained in health management at Washington University, where he now teaches part-time. He has worked in this field since 1973. He is a fellow in the American College of Healthcare Executives, among other credentials.

Inman inquired about the changes in Monroe County's revenue in 1999 on the graph. Scavatto said the change was due to the county opening a new facility and the corresponding debt service costs. Gima explained one of the stipulations Monroe County made on approving to build a new nursing home was that the nursing home operations must cover the debt service and no property taxes were assessed to cover the construction costs.

Putman thanked the Scavatto and Gima for their presentation.

#### **Firm #2 – Health Management Associates**

The second firm making a presentation was Health Management Associates (HMA). Douglas Elwell made the PowerPoint presentation for Health Management Associates and distributed hard copies of the presentation. HMA is a national research and consulting firm that has existed for 20 years. HMA has 60 professionals in 7 offices across the country. HMA primary works with state governments, county governments, individual providers, and chains of providers. They work in the public sector most of the time. The closest offices to Champaign County are in Chicago and Indianapolis. Elwell said the issue MHA has encountered in county nursing homes is reimbursement opportunities. HMA has worked with unions in the past. Elwell explained a challenge for a county who owns a health facility is the health facility is completely different from the way the rest of the county operates. They would look at the reports already available about the Nursing Home, talk to the Nursing Home staff, and talk to management about what is possible. The decisions made by public entities like County Boards will be publicized by the media, unlike the decisions of private entities. The team members who would work on the Champaign County audit would be James Burhart, Elwell, and Lori Weiselberg. Elwell provided the qualifications of each team members in the PowerPoint presentation. Elwell noted that he previously held a Nursing Home Administrator's license, though he no longer does. Elwell said he saw the Champaign County audit as a short assignment to identify the issues and potential solutions. The County Board would then decide what solutions to implement. HMA has worked with a number of counties, including Dallas County, Los Angeles County, and San Francisco County. Each county has different needs for its nursing home. Elwell said it is important to look at the individual community and described the individual situations he has seen in other states. He was willing to answer any questions.

Greenwalt asked if HMA had experience with a 240 bed facility. Elwell confirmed they did, such as the facility in Miriam County, Indiana.

James asked what the cost would be for the audit. Elwell said the projected cost is \$18,000, not including mileage costs. He does not anticipate any hotel or meal costs. James asked the scope of the operational audit and if it would include building and maintenance needs. Elwell said HMA would look at everything. Most the costs would be in staffing, so they would look at staffing rations, reports received from the state about deficiencies, and walk through the building. They would not perform a facility analysis one would expect from an engineer. James asked how the new facility would fit into the scope of HMA's operational audit. Elwell said they would look at both the existing and new buildings. They might be able to recommend ways for the new building to generate more revenue. James asked how HMA would obtain a perspective on the unique community needs and wants in regard to the Nursing Home. Elwell said they would not normally look at that. They would look at the occupancy rates at other local nursing homes, how much assisted living exists, and the home bound service in the community. Since the County has already built a new facility, there is a limit to what HMA can suggest to change. Elwell said HMA did not look at performing a market survey in Champaign County. If the County Board wants the survey done, HMA can do it at an increased cost. Elwell thought Champaign County was in a serious financial loss situation and is looking for ways to correct this. James said he has read that assisted living is becoming a prominent trend in the nursing home industry. He is concerned about the long-range plan to adjust to this trend. He asked if the County would need another study in six years. Elwell did not think the County would need another study in six years, but he could not anticipate what might be needed without information specific to the County's Nursing Home. Elwell said the first step to be taken at the Nursing Home would be to slow down the bleeding and then determine how to adjust to the industry trends. He sees the trend of institutions offering garden apartments, assisted living, and nursing homes built together, but with distinct buildings. Most nursing homes are successful by capturing a lot of Medicare patients, keeping them in a lower level of care like assisted living, and off Medicaid as long as possible. If a nursing home offers services beyond a typical nursing facility, they can capture more revenue.

Langenheim asked how long HMA would be onsite and how many people would be involved. Elwell said he expected to take 3-4 days for the onsite work with the involvement of 3 HMA employees. They would return to their office to write the report and research areas of specific concern.

Greenwalt wanted to be sure HMA realized the new facility does not have garden apartments or any assisted living area in place. Elwell said he understood and they could provide a general plan about where the industry is headed. If the County Board wanted HMA to research the market for nursing and assisted living facilities in Champaign County to see what the Nursing Home is competing against, HMA could do that for an additional cost. He did not want to over-promise anything.

Carter said he did not see what the County Board what get for the \$18,000. Elwell said HMA would review the Nursing Home operations and produce a report containing what the firm thought the County should do to turn the operation around. Carter said would like to see the result before the committee makes the selection of a management consulting firm.

Putman asked if HMA has worked in union environments. Elwell confirmed they had. Putman asked if he was familiar with the County's Living Wage Ordinance. Elwell said he was because San Francisco also has a Living Wage Ordinance. Putman asked if one of three team members were familiar with Illinois nursing homes. Elwell stated James Burhart has worked all over the country and has lobbied for nursing homes. HMA has several employees who have worked in Cook County. He felt they have the experience to handle an Illinois nursing home.

James asked if the firm would consider how the Champaign County Nursing Home is governed. Elwell said they would talk to the County Board about governance, but they would not put it in a public report in this

context. He explained a lot of organizations have set up smaller boards to more effectively govern an enterprise such as the Nursing Home because a nursing home is vastly different than the operation of other county offices.

Langenheim asked about the occasions when HMA has been frustrated or defeated. Elwell said in a recent project in Dallas there was a legislative battle between the Dallas community leadership and the state leadership, which the local community lost. In the same community, the county in question had an opportunity to convert some of their clinics into a program that would have brought them additional money. The CEO of the organization felt that solution would have taken some control away from him so he worked hard to defeat it. Elwell said it is frustrating when HMA makes recommendations about changing a nursing home that are not implemented by the nursing home.

James asked if HMA has ever been asked to return to update an operational audit or give another opinion. Elwell said in the three years he has been with the firm, HMA has been recalled and provided an example of Dallas County's jail services. Gross asked about HMA's experience with smaller communities. Elwell said he had experience with small nursing homes, as have other HMA employees. A 240-bed nursing home, like Champaign County's, is considered a larger-sized nursing home.

Wysocki asked if Elwell has worked in any Illinois counties outside of Cook County. Elwell said he has not personally; the firm has done work in Rockford and in East St. Louis though it was not nursing home-related. Wysocki noted the first presenter mentioned the governance issue, as did Elwell, and inquired if it has been found that counties are not the best governance structure for nursing homes or healthcare facilities. Elwell stated what is difficult is that healthcare entities are so different from everything else a county does. Healthcare workers do not fit well within the rules set for other county offices and this causes major disruptions for being successful. It is important to differentiate the rules governing the healthcare employees from the other county employees. A nursing home is a 24/7 operation, which is vastly different from how other county offices operate. County budgets tend to be very predictable as a whole, but a healthcare facility's budget is very unpredictable and this can disrupt the rest of the county. Another challenge for a county nursing home is the competition with other nursing homes. A county nursing home has to publicly discuss its strategic ideas while competing against private nursing homes that do not have to reveal their strategic plans to the media. HMA would focus on finding the best system possible within the reality of Champaign County's situation.

Putman thanked the Elwell for his presentation.

### **Firm #3 – Moore Diversified Services, Inc.**

Putman explained Moore Diversified Services, Inc. sent written materials for the committee to consider, which were distributed. Betz asked why Moore Diversified Services, Inc. did not send a representative. Buffenbarger explained the company is based in Texas and had another commitment scheduled for tonight. They were unable to have someone here on short notice. James recommended the committee read the materials and grade the presentation. This is how the County Facilities Committee has handled written presentations when no representative is available. James asked what the Nursing Home's mission statement was. He wanted to know if the mission was just to break even or if it was to make a profit. Buffenbarger said the Nursing Home's mission statement does not address James's question. He has gotten the sense from County Board members that the goal was for the Nursing Home to break even. Putman concurred that the County Board wanted the Nursing Home to break even at minimum. She is confident this can be accomplished. Langenheim stated the Nursing Home has always had a narrow margin that recently has had a distinct downturn. Buffenbarger said the Nursing Home budget has almost been completely in the red during the last 14 years. Carter asked when the Nursing Home was last audited. Buffenbarger said the Nursing Home has an accounting audit performed each year. He could find no record of a management audit similar to what was discussed tonight having been done. He asked if any of the long-term Board members remembered a management or operational audit being completed. McGrath said the only management audit executed on the Nursing Home was in 1979, when she and Putman were County Board members. The audit was done by Marilyn Flynn from

the School of Social Work at the University of Illinois. Carter requested a copy of the 1979 audit. Putman noted the Nursing Home's circumstances are so different from those in 1979 the prior audit would not likely be instructive. Putman promised an effort would be made to try to locate the previous audit.

The committee took time to read the materials from Moore Diversified Services, Inc.

Decision Regarding Whether or Not to Recommend Approval of an Audit Services Contract

All County Board members present scored the three presentations and submitted the score sheets to Busey to tally.

**MOTION** by Tapley to recommend approval of an audit services contract; seconded by Greenwalt.

Sapp said the two firms who made presentations in person tonight could offer good advice. His concern is that there are some tough decisions that must be made in the healthcare environment. The Nursing Home Administrator and the County Administrators have made suggestions about how to stop some of the financial problems at the Nursing Home, but the County Board did not support those options. He thought a management consulting firm might complete an operational audit and then report to the County Board that the changes that need to be made are the same things that were already recommended by the Administrators. Sapp wondered why the County should pay for an operational audit when the Board cannot come to a consensus about making necessary changes. He would like a commitment that the Justice & Social Services Committee, Finance Committee, or some other group will be ready to make the tough decisions before agreeing to hire a firm. Some Board members are not willing to part with certain features, such as the Living Wage.

James said he shares Sapp's concerns. He asked, if the County Board agrees to an operational audit, for those County Board members who have been very staunch on keeping the Living Wage and other features will agree to follow the recommendations made by the management consulting firm. James said if he knew the majority of the Board would have an open mind about what might need to be done, then he was more than willing to support hiring a firm. He does not want to spend the time and money if the result will not be put to use. Tapley agreed with James and Sapp. He said the Board might be more willing to follow the recommendations of an outside consultant than follow Buffenbarger's recommendations, even though they could be the same, simply because the information comes from a consultant. He felt if a consultant's report would cause the Board to make the tough choices, then he would support having the audit.

Gross said a firm could point out ways to increase revenue. The Board has been focused on cutting costs. Maximizing revenue needs to be considered. She does not know what the standards are across the industry for staffing and an operational audit could provide data on how Champaign County compares to the standard.

Langenheim said it is each Board member's responsibility to look at the facts and make up his/her own mind. A consultant's report will not absolve the Board of this responsibility. He did think a competent operational audit will lay out all of the pros and cons along with presenting alternatives based on comprehensive data gathering. He hoped the Board selects a good consultant in order to get a good report.

Putman spoke about the County's experience with consultants. She spoke about her feelings and firm commitment to the Living Wage. She has stated in the past that she was unwilling to consider any change to the Living Wage, but her feelings about it have evolved as the Nursing Home's financial picture has changed. She has thought about other ways the County could pay for the Living Wage at the Nursing Home, such as borrowing from the General Corporate Fund.

The Board members continued to discuss the possibility of an operational audit and how it could be put to use. Greenwalt asked about an email Buffenbarger sent in response to a question from Putman. Buffenbarger

read his email to the Board members present. In his email, Buffenbarger explained that "in companies where the Board members work there is a network of internal industry professionals. These co-workers form a team that represents a variety of perspectives and work experience. The Champaign County Nursing Home is a stand-alone facility without the corporate support to lean on when staffing plummets or IDPH assigns a team of surveyors to assign deficiencies and fines or services begin to stray from our community needs....The result is an Administrator who spends an inordinate amount of time managing instead of leading. While I can do the work of a consultant, it could only occur if I was separated from my role as Administrator for a period of time. That seems an impossibility given our organization structure. If we decide to forgo a management consulting firm, I will pursue the services of other companies who do the same thing but in smaller pieces....while I can do each of these things, it would take me several years while serving in this capacity. We don't have several years before the Board's constituents have to select between police services and nursing home services." Betz asked if Buffenbarger wanted the County Board to hire a firm to perform an operational audit. Buffenbarger said an operational audit would serve a very useful purpose at this point and he supported hiring a firm. Sapp said he respected what Buffenbarger said and was willing to vote in favor of hiring a firm. Sapp asked what kind of report a firm might produce. Buffenbarger said a firm would give us a data series that shows where the Nursing Home operations should be in order to line up with the industry and our market. The first presenter was clear that their firm would also provide a market feasibility study that will show where the Nursing Home should be focusing its efforts in the near future, especially once they move into the new building. The Nursing Home already has some vacant space in the new facility originally planned for something else that could be used as a revenue-generating space.

Langenheim said he understood the first presenter to state that the firm would look at the Nursing Home's problems, outline the problems in a dispassionate manner, point out several solutions to the problems, and then leave the County Board to choose what to do. Buffenbarger said Langenheim was correct in his impression. Langenheim said he did not get that impression from the second presenter. He wondered what the first presenter offered. James said the second presenter did not seem to comprehend a market feasibility study was part of the County's request. He asked if it was made clear to the presenters that a market feasibility study should be included. Buffenbarger said a market feasibility study was part of his discussion with the firms on what services the County wanted. Discussion continued over what an operational audit might accomplish.

**Motion carried** with two no votes by James and Carter.

Recommend to the County Board Approval of Contract with Top Ranked Firm for Operational Audit of the Champaign County Nursing Home

Busey reported the tallied scores from the evaluations. The top ranked firm was Health Management Associates by one point. Tapley asked what latitude the committee had because it was a virtual tie. McGrath stated the statute allows the committee and County Board to select the lowest cost, responsible bidder in this situation. In this circumstance, the County Board does not know what amount Health Management Associates would charge to perform the operational audit including feasibility study because this firm's proposal did not include the study. The committee should select the firm that made a presentation offering to provide the services the County asked for at a specified price. Putman ruled the one point difference was statistically insignificant and the result was a tie between Management Performance Associates and Health Management Associates. The committee discussed whether each firm would provide a comprehensive report and at what cost. Buffenbarger said HMA would likely be the most expensive firm to provide the full operational audit. MPA would be the second in cost, followed by Moore Diversified Services, Inc.

**MOTION** by Tapley to approve awarding the contract to provide an operational audit of the Champaign County Nursing Home to Management Performance Associates; seconded by Sapp.

Tapley stated Management Performance Associates offered the most comprehensive audit plan and included a market analysis in their cost. He felt there was a dramatic difference between MPA and the other

firms. Tapley said he would have scored the firms differently if he knew the final would be that close because he felt MPA was a significantly better proposal. Sapp said MPA has done more work with Illinois county nursing homes. The committee asked for Buffenbarger's opinion. Buffenbarger agreed the market feasibility study was very important. He has spoken with several Nursing Home Administrators and County Administrators about their experience with Management Performance Associates and all were very satisfied with the firm.

Greenwalt said she supported the motion, but wanted verification that it was legal. McGrath confirmed selecting Management Performance Associates would be legal because the firm would perform what the County asked them to perform and have quoted a price. McGrath's concern with Health Management Associates was that this firm did not have a good understanding of what the County was asking them to perform and the presenter stated a marketing analysis would change the quoted price. He did not confirm what the actual price would be.

**MOTION** carried with one no vote by James.

**ADJOURNMENT**

Meeting adjourned at 9:47 p.m.

Respectfully submitted,

Kat Bork  
Recording 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.*

CHAMPAIGN COUNTY BOARD  
**COMMITTEE MINUTES**

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**JUSTICE & SOCIAL SERVICES COMMITTEE**

Monday, November 6, 2006

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

7:00 p.m.

**MEMBERS PRESENT:** Anderson (Chair), Carter, Greenwalt, Hogue, Hunt, James, Tapley

**MEMBERS ABSENT:** Putman, Sapp

**OTHERS PRESENT:** Kat Bork (Recording Secretary), Andrew Buffenbarger (Nursing Home Administrator), Deb Busey (County Administrator of Finance & HR Management), Kathleen Liffick (Head Start Director), Marilyn Garmon-Starks (C-U Area Project), Barbara Wysocki (County Board Chair)

**CALL TO ORDER**

Anderson called the meeting to order at 7:02 p.m.

**ROLL CALL**

The Recording Secretary called the roll. Anderson, Greenwalt, Hunt, James, and Tapley were present at the time of the roll call. Anderson declared a quorum and proceeded with the meeting.

**APPROVAL OF AGENDA/ADDENDUM**

**MOTION** by James to approve the agenda and addendum; seconded by Hunt. **Motion carried.**

**APPROVAL OF MINUTES**

**MOTION** by Greenwalt to approve the Justice & Social Services Committee regular session minutes of June 22, 2006; seconded by Tapley. **Motion carried.**

**MOTION** by James to approve the Justice & Social Services Committee regular session minutes of October 2, 2006; seconded by Greenwalt. **Motion carried.**

**MOTION** by Greenwalt to approve the Performance Appraisal Subcommittee regular session minutes of September 14, 2006 1:00p.m.; seconded by Hunt. **Motion carried.**

**MOTION** by Greenwalt to approve the Performance Appraisal Subcommittee regular session minutes of September 14, 2006 1:35p.m.; seconded by Hunt. **Motion carried.**

**PUBLIC PARTICIPATION**

There was no public participation.

## **MONTHLY REPORTS**

**MOTION** by James to receive and place on file the Animal Control September 2006 report, Coroner May 2006 and June 2006 reports, Emergency Management Agency September 2006 and October 2006 reports and the Public Defender September 2006 report; seconded by Greenwalt. **Motion carried.**

### **ANIMAL CONTROL**

**Approval of Intergovernmental Agreement for Animal Impoundment Services with the Village of Ludlow and Intergovernmental Agreement for Animal Control Services with the Village of Ludlow**

**MOTION** by James to approve the Intergovernmental Agreement for Animal Impoundment Services with the Village of Ludlow and the Intergovernmental Agreement for Animal Control Services with the Village of Ludlow; seconded by Greenwalt. **Motion carried.**

Carter and Hogue entered the meeting at 7:07 p.m.

### **HEAD START**

#### **Monthly Report**

Liffick distributed her report to the committee and reported Head Start is under-enrolled at some of their sites. They are taking steps to address it. James inquired if there were any Head Start job openings in the Rantoul area. Liffick answered there are openings for a Cook position and a Pre-K Teacher at the Rantoul site. James asked how non-Interest savvy individuals would apply for the positions. Liffick explained anyone can call the Head Start Office for information about a position and the application process. The Head Start phone number is listed on all job postings. Liffick answered James's questions about teaching certificates and qualifications for positions.

**MOTION** by James to receive and place on file the Head Start October report; seconded by Greenwalt. **Motion carried.**

### **ADDENDUM**

#### **Head Start Continuation Grant 2007-2008**

The grant was distributed to the committee at the start of the meeting.

**MOTION** by Hogue to approve the Head Start Continuation Grant 2007-2008; seconded by James.

Liffick explained this is the annual grant for the 523 enrollments for Head Start and Early Head Start combined. The programming is essentially the same as the previous year. James asked about the indirect costs in the budget request. Liffick stated indirect costs are the amounts paid to the Regional Planning Commission for shared space, telephone utilities, and administrative management.

**Motion carried.**

### **NURSING HOME**

#### **Monthly Report**

Buffenbarger distributed his report to the committee. The highlight of his report is the attachments from Pinnacle Consulting who perform the monthly survey on customer satisfaction at the Nursing Home. The first survey response was from the family of a resident who lived at the Nursing Home for nine years. The family was at the Nursing Home daily, so they have a good sense of how the Nursing Home operates. The family had glowing comments about the care their mother received.

**MOTION** by James to receive and place on file the Nursing Home October monthly report; seconded by Hunt. **Motion carried.**

#### Update on Operational Audit Process

Buffenbarger stated some of the suggestions about the agreement language made at the last County Board meeting were incorporated into the agreement. Management Performance Associates agreed to present its findings at the January 8, 2007 Justice & Social Services Committee meeting. The firm will present its findings to the Nursing Home department leaders first. This presentation is contingent on the firm receiving all requested documents from Buffenbarger by November 17, 2006. Buffenbarger did not think it would be a problem.

#### JUVENILE DELINQUENCY GRANTS

##### Status Report from Peter Tracy

Anderson announced that Peter Tracy contacted her because Marilyn Garmon-Starks would be presenting the status report at tonight's meeting. Today is Tracy's birthday and he was celebrating. The status report was distributed to the committee. Garmon-Starks provided an overview of the report. Monthly meetings are being held about the grants, which are attended by Tracy, Garmon-Starks, and either Joe Gordon or Connie Kaiser from the Juvenile Detention Center. The first round of quarterly reports are in and it was noted whether agencies met their quarterly targets. Best Interest of Children and the Mental Health Center were the only two agencies who met all of their targets for the first quarter.

Greenwalt asked, since the focus is on children who have been in the JDC, if these are treatment plan clients. Garmon-Starks said the treatment plans vary depending on the agency, as agencies do not have the same definition of a treatment plan client. Greenwalt asked if the agencies are evaluated on reaching non-treatment plan clients as well. Garmon-Starks said that was not necessary. Weekly provider meetings are being held at the JDC to keep the referral process moving as delinquents are released. Tracy and Garmon-Starks are working in concert with Joe Gordon. The status report included a memorandum from Tracy outlining the decision support criteria for the 2007-2008 grant year. This memorandum is more detailed than the previous year and will be useful for the agencies. Tracy is open to any feedback from the committee.

James asked when Mental Health would start accepting applications for the next grant year. Garmon-Starks did not know the exact date. Busey said the request for applications would go out in January. Anderson noted the Mental Health staff is always available for questions from potential applicants. Greenwalt stated she has been very impressed by the work done by the Mental Health staff on the Juvenile Delinquency Grants. She liked that the County Board will be able to measure the tangible results of the grant money. She recommended sharing the results beyond the County Board. Garmon-Starks said a report to the general public would be possible.

**MOTION** by Greenwalt to receive and place on file the Juvenile Delinquency Grants Status Report; seconded by Hogue. **Motion carried.**

#### CHAIR'S REPORT

Anderson announced the deadline to submit nominations for the Martin Luther King, Jr. Awards has been moved back to Noon on November 8, 2006 in order to receive more nominations. Greenwalt asked if the nominees should be people who have made a county-wide impact. Wysocki explained the Cities of Urbana and Champaign make nominations as well as the County Board. The nominees should be those who meet the criteria of the James R. Burgess, Sr. Humanitarian Award and the Doris Hoskins Prestigious Community Service Award. Because very few nominations were received by the original deadline, Wysocki looked in the file for the nominees from the last three years who were not the recipients of the awards. The County Board

Office contacted the nominators and offered them the chance to re-submit their past nominees. All of those contacted wanted to re-submit the nominations and are working on compiling the materials. The committee discussed the award criteria.

**OTHER BUSINESS**

There was no other business.

**APPROVAL OF CLOSED SESSION MINUTES**

**MOTION** by James to approve the Justice & Social Services Committee closed session minutes of October 2, 2006, Performance Appraisal Subcommittee closed session minutes of September 14, 2006 1:00 p.m., Performance Appraisal Subcommittee closed session minutes of September 14, 2006 1:35 p.m.; seconded by Hunt. **Motion carried.**

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

The Chair designated agenda items VII A-B and VIII B from the addendum for the consent agenda.

**ADJOURNMENT**

Meeting adjourned at 7:40 p.m.

Respectfully submitted,

Kat Bork  
Recording 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.*

# CHAMPAIGN COUNTY PROBATION AND COURT SERVICES

Joseph J. Gordon  
Director

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Probation Services  
Courthouse  
101 E. Main  
Urbana, IL 61801  
Phone: (217) 384-3753  
Fax: (217) 384-1264

Detention Services  
400 S. Art Bartell Rd.  
Urbana, IL 61802  
Phone: (217) 384-3780  
Fax: (217) 384-8617

Date: January 2, 2007

TO: Mr. Tom Betz, Chairman  
Members of the Policy, Personnel and Appointments Committee

FR: Joseph J. Gordon

RE: Position Openings

We have had two officers, Tamara Bauman and Alton Shelvin, resign last week. Both were assigned to provide supervision at the Juvenile Detention Center. Ms. Bauman is relocating to Lake County and Mr. Shelvin is taking the VORP Coordinator position through Regional Planning Commission.

We request permission to fill the line staff vacancies created by the resignation of Ms. Bauman and Mr. Shelvin, but would note, that once approved, all positions are first posted within our own department. The position openings created by these vacancies may result in officers from other units in our department requesting a lateral transfer. Once all potential internal shifting has occurred, it may be that the remaining positions will exist in another unit. I would like to have this noted and ask that any vacancies, no matter where located in our Department, can be filled.

Thank you for your consideration of this request. I am available to answer any questions or provide additional information and will be in attendance at the January January 10, 2007 committee meeting.

xc: Justice and Social Services Committee (for informational purposes)

# Memorandum

**To:** Policy Council, Community Services Board, Regional Planning Commissioners, Justice and Social Services Committee  
**CC:** Head Start/Early Head Start Staff  
**From:** Kathleen Liffick, Head Start Director  
**Date:** November 17, 2006  
**Re:** November Management Report

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For the past month, we have been working on the following:

- ❖ As you will read in the Human Resources report, we have filled several open positions. At least two openings have been filled internally, which of course results in new openings when staff are changing positions.

If staff are keeping their same position when filling an opening at another site, then we don't actually have a "new" position open. For example, if a teacher aide at Savoy wants an open teacher aide position at Champaign, we still have a teacher aide opening – it's only the location that's different.

- ❖ The union was not able to meet on October 30 for contract negotiations. Our next session is scheduled for November 28<sup>th</sup>.
- ❖ If you will remember from last month's meeting packet, one of our buses was involved in a traffic accident and had two staff and two children aboard. The staff and children received a "clean bill" after being examined at the Carle Emergency Department.

We did provide some follow-up support for the children in their classrooms to help alleviate any anxiety that they might experience from being in the accident. We also know that the driver of the car that struck our bus returned to school (she is a high school student) about a week after the accident. To my knowledge, no one involved in the accident has any continued injury or issues resulting from the event.

- ❖ In October I conducted a presentation about our program for the local office of the Illinois Department of Children and Family Services (DCFS) that is responsible for foster care and child protection services. If you will remember from previous reports, Family Services Manager John Owen and I met with the director of this office during the summer to discuss and sign a Memorandum of Understanding (MOU) between our two agencies. The training I provided was one of the activities covered by the MOU.
- ❖ Millikin University was available to our staff last week to talk to anyone interested in enrolling in Millikin's teacher certification program. If you will remember from last month's report, Millikin has a program that provides a means by which working students can complete their student teaching requirement while they are working. Several staff are following through with Millikin on their interest in this program.
- ❖ I hope you have seen or heard in the media about the county-wide visioning process called Big.Small.All. Our agency, the Regional Planning Commission, has been in charge of this effort this past year and both Family Services Manager John Owen and I have participated as facilitators. Big.Small.All is a process for Champaign County residents to voice their thoughts on what they want to see for our county and its citizens by 2030. You can keep up to date on this effort by going to [www.big.small.all.cc](http://www.big.small.all.cc).
- ❖ Non-bargaining staff performance reviews are due by the end of November and supervisors report they are on schedule for completing these.

January 3, 2007

- ❖ As part of our cross-training effort, Kelly, Brandi and John attended a two-day training for ERSEA (Eligibility, Recruitment, Selection, Enrollment and Attendance). They all report learning new information and they have brought back several ideas we will be incorporating into our plans and systems.
- ❖ Child Development Michael Hogue provided Infant CPR to Even Start staff recently. If you will remember, we partner with Even Start which is an adult education program. We enroll Head Start and Early Head Start eligible Even Start families and provide programming for the children while their parents are attending their adult education classes. We have a classroom at Savoy for three-to-five year olds and a classroom at Champaign for infants and toddlers whose parents are attending Even Start classes.
- ❖ Michael also reports that he and the new home visitors at Rantoul have developed and are implementing a recruitment and enrollment plan for these home based caseloads to bring up the enrollments. Each home visitor should be serving 12 families and the enrollment has dropped because these positions were vacant for about 3 months.
- ❖ All data entry is complete and has been submitted for the Head Start National Reporting System.
- ❖ Rantoul Child Development Specialist (CDS) Edwina Caldwell has been working double duty while the cook position there has been vacant. Even though we have had substitute cooks during these past weeks, Edwina must provide a lot of support to any substitute due to the complex schedule of meals, given that we have morning and afternoon classes, six-hour classes and full-day classes as well as infants and toddlers who all receive at least two meals every day.

We are pleased for a number of reasons, relieving Edwina in the kitchen being one of them, that we have hired a cook who starts tomorrow.

- ❖ Savoy CDS Dorothy Moore reports that the Junior League donated four boxes of scissors for the Savoy classrooms. The Junior League

has “adopted” Savoy and provided donations and completed a number of activities for the site. Dorothy reports over half the Fall parent-teacher conferences at Savoy are complete.

- ❖ Champaign CDS Hollie Ronk has filled all open positions at that site and that Champaign has completed the “Relationships” portion of the NAEYC accreditation process. If you will remember, NAEYC accreditation was part of our strategic plan.

NAEYC, the National Association for the Education of Young Children, is a nation-wide membership association that, in coordination with experts in the field of early childhood care and development, has developed and implements an accreditation process.

- ❖ Family Services Manager John Owen is on vacation this week. Family Advocate Monica Howe reports that she has met with a total of 17 pregnant teens and teen mothers that are enrolling in Early Head Start as result of our collaboration with the C-U Early program.

These young mothers are attending high school and Monica is meeting with them during their pre and post natal class. Last week’s class included a visit by WIC staff and Monica states there was a lot of good discussion among the teens about nutrition for themselves and their infants.

- ❖ Special Services Manager Brandi Granse shares that Vision and Hearing screenings, Impedance screenings, dental exams and cleanings and most of the blood screenings and TB tests are complete at our sites. Brandi is also training several staff for data entry of all these health screenings into our new database.

Brandi also reports that, to date, 121 children, 5 pregnant mothers and 75 parents have received dental exams and/or follow-up care at the dental clinic at our Rantoul site.

- ❖ Child Development Services Manager Kelly Russell recently conducted a work environment survey and the results will be part of the work plan for each site as well as for our program as a whole.

Kelly reports that Family Literacy committee will be meeting on November 20<sup>th</sup>.

- ❖ Please see the following chart for enrollment as of November 10, including openings of less than 30 days. The numbers below do not reflect enrollments “offered.” I should be able to include this information from our new database in December.

<b>Site/Option</b>	<b>Funded Enrollment</b>	<b>Currently Entered</b>
CECC (HS + EHS)	60	60
Rantoul (HS + EHS)	104	99
Savoy	162	160
Prairie	36	36
Home base (HS + EHS)	48	29
Pregnant Moms	13	3
Collaboration(HS + EHS)	CC 75 Pre-K 30	57 30
<b>TOTAL</b>	<b>528</b>	<b>474</b>

Champaign County Nursing Home  
Justice and Social Services Committee  
Monthly Report  
November & December 2006

These reports normally recognize the outstanding achievements of CCNH employees, though we have cause to recognize a fellow County employee whose commitment to the CCNH is commendable. Our family of CCNH stars has many of the characteristics of a traditional family, replete with dysfunction and mayhem that sometimes detracts from our efforts to spoil Champaign County's elders. We diligently work to minimize these collateral effects of a large team, but sometimes we have to call in the big guns.

Ron Gremore, Deputy County Human Resources Administrator, a.k.a., "Big Gun"

Ron single-handedly developed and taught a successful diversity class to each of our 200 stars over the course of four long weeks. Some of the classes were held in the middle of the night for the benefit of our night shift folks, running from 11:00pm to 1:00am. This degree of dedication to our stars has earned Ron the right to join the CCNH family as an honorary member. Thanks for your hard work. Welcome to the family.

Update Information

- The Robert Wood Johnson Foundation is partially funding a long-term care initiative titled the "Green House Replication Initiative" to test the theories of Dr. William Thomas, a nationally renowned physician whose life work is to care for elders residing in long-term care facilities. The project takes the next step beyond developing Neighborhoods, to building independent long-term care houses for 6-10 elderly residents. The houses are built around a great room with a hearth, each resident room is private and opens directly to the great room, staffs are assigned to a specific home *without fluctuation, and residents are provided all of the services of a traditional nursing home.* The project intends to assist in funding the construction of these Green Houses in every state. You can learn more about this project at <http://www.ncbcapitalimpact.org/>. If history reveals the future, we can expect this to become a national trend given its roots in the philosophy of Dr. William Thomas, founder of the Eden Alternative and the neighborhood concepts.
- New faces at the CCNH include:
  - Krystal Ireland was selected as the new Environmental Services Director. She began on November 13<sup>th</sup>.
  - Lucinda Neitzel was selected as the new Human Resources Director. She will begin on January 8<sup>th</sup>.
  - Jane Millsap, LPN was selected as the Medicare RAI Specialist. She is a long time CCNH employee who moved directly into the position.
- We continue to recruit for the Assistant Administrator and Marketing Director positions. Interviews are going well and we hope to make an offer on both by the time you read this report.
- Bargaining sessions are in full swing, scheduled once to twice weekly.

*In service to the residents of the Champaign County Nursing Home, their families, friends, and everyone whose lives they have touched, we respectfully submit this report.*

## Initiatives

- December included the widely publicized news that the Illinois Health Facilities Planning Board approved our CON extension. That launches us back into the transition phase to prepare to move. Our transition team will re-convene to finalize our moving plans. We'll keep Board members updated on the plan. We began preparing the building at our first opportunity after contractors completed the major work on the HVAC system. Housekeeping staffs are working full-time at the new place preparing the floors and completing construction clean up steps. Our goal is to have the building ready to occupy by the end of January. Hopefully the final punchlist items and IDPH surveys are complete so we can move-in the first couple weeks of February.
- We'll be working directly with Management Performance Associates ("MPA") and the Board to develop operational strategies to address our financial deficit. That final report will be made by MPA at the Justice meeting on January 8<sup>th</sup>. The findings report is key to determining how we will move forward without unduly taxing Champaign County departments whenever our volatile market hiccups, and put an end to fifteen years of deficits.

*In service to the residents of the Champaign County Nursing Home, their families, friends, and everyone whose lives they have touched, we respectfully submit this report.*



**SHERIFF DAN WALSH  
CHAMPAIGN COUNTY SHERIFF'S OFFICE**

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*Sheriff*

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**TO: Chair Janet Anderson**  
**Members of the Justice & Social Services Committee**

**Chair Tom Betz**  
**Members of the Policy, Personnel & Appointments Committee**

**Co-County Administrator Deb Busey**

**FROM: Sheriff Dan Walsh** 

**DATE: November 20, 2006**

**SUBJ: Correction's Division Changes**

The Correction's Division of the Sheriff's Office previously had four lieutenants. One retired and was not replaced.

In order to provide more supervision at our two facilities, I am promoting two correctional officers to sergeants and not replacing the lieutenant.

We are still within our authorized officer numbers and we will not need a budget amendment because the difference in wages between one lieutenant and promoting the correctional officers to sergeant is approximately the same.

Thank you for your time.

DJW:tss

**ATTACHMENTS GIVEN  
TO THE COMMITTEE  
AT THE MEETING**

**JUSTICE & SOCIAL SERVICES  
COMMITTEE  
JANUARY 8, 2007**

Contents:

1. Juvenile Delinquency Grants Status Report from Peter Tracy and Marilyn Garmon-Starks – Agenda Item IX A



## CHAMPAIGN COUNTY MENTAL HEALTH BOARD

### CHAMPAIGN COUNTY BOARD FOR CARE AND TREATMENT OF PERSONS WITH A DEVELOPMENTAL DISABILITY

## MEMORANDUM

DATE: January 8, 2007  
MEMO TO: Champaign County Board – Justice and Social Services Committee  
FROM: Peter Tracy, Executive Director  
SUBJECT: Quarter Cent for Public Safety Funding – Status Report

#### **FY08 Allocation Process:**

The Champaign County Mental Health Board (CCMHB) distributed application packets for the FY08 (July 1, 2007 through June 30, 2008) Quarter Cent for Public Safety allocation process on January 5, 2007. Completed applications are due to the Board on February 15, 2007 and it is anticipated final decisions will be made on May 1, 2007.

#### **Project Monitoring and Juvenile Justice Related Activities:**

The following is a summary of activities completed by Marilyn Garmon-Starks during November and December 2006:

November 2, 2006: Attended conference on youth court implementation in Decatur, IL. This meeting provided an opportunity to connect the Champaign Schools program with the National Youth Court Center and Illinois Youth Court Association.

November 6, 2006: Attended the Champaign County Board's Justice and Social Services Committee Meeting. Provided a summary of Quarterly Reports from Quarter Cent agencies, Delinquency Prevention Specialist monthly activities report and CCMHB Decision Support Criteria for FY08 Funding.

November 7, 2006: Provided CCMHB with all Quarter Cent Agency quarterly reports. Also facilitated weekly assignment meeting at the Juvenile Detention Center in which six young people were connected with their primary agency. Prairie Center (3 youth), Mental Health Juvenile Justice (MHJJ) program (2), Boys and Girls Club (1)

November 8, 2006: Met with Stuart Broz and Julie Kartel to discuss the enrollment/waiver form. A variety of suggestions for improving the form were offered.

November 9, 2006: Attended and co-facilitated peer jury training for high school students at Central. Youth are becoming engaged in the process, 12 youth participated in the training. Program should begin hearing cases by January 2007.

November 14, 2006: Facilitated weekly assignment meeting at Juvenile Detention Center in which four youth were connected with primary agency conduits. JJCC (3

youth), Boys and Girls Club (1). Met with Stuart Broz and Dr. Sandrock regarding the Mental Health and Juvenile Justice Collaboration grant.

November 15, 2006: Attended Project Access Meeting. Fielded questions regarding enrollment process and role of Quarter Cent Agencies in Project Access pilot

November 17-18: Attended Juvenile Justice Conference in Chicago. The conference was widely focused and did not offer the opportunity to delve into a solution based agenda regarding youth incarceration and access to prevention/intervention programs.

November 21, 2006: Facilitated weekly assignment meeting at Juvenile Detention Center in which six youth were connected with primary agency conduits. JJCC (4 youth), MHJJ (2). Participants expressed interest in meeting every other Tuesday. Also, met with Stuart Broz and Dr. Sandrock regarding a federal grant supporting mental health and juvenile justice collaborations.

November 27, 2006: Contacted Dee Gully, Illinois State Disproportionate Minority Contact (DMC) Coordinator, to obtain an update on the Champaign County letter of intent. The DMC Committee is recommending Champaign County for funding as a new DMC site, but the process must be endorsed by the full board. Notification could come as late as March 2007.

November 28, 2006: Facilitated weekly assignment meeting at Juvenile Detention Center in which six youth were connected with their primary agency. JJCC (3 youth), MHJJ (1), Prairie Center (1) BIOC (1). Also, technical assistance was provided to Gladys Hunt concerning the weekly assignment meetings. Psychological Services Center was invited to participate.

November 29, 2006: Provided presentation on peer juries to a juvenile delinquency class at Parkland College. Students are interested in volunteering with the Champaign schools alternative to suspension based program.

December 1, 2006: Attended Quarter Cent Administration meeting. Key points of the meeting were 1) QC Agencies working with the JDC population need to start attending court hearings with the youth in their programs as advocates 2) Joe Gordon will contact Roger Holland about setting up a meeting on behalf of the agencies working with the JDC population and the judges in order to better affiliate them with Project Access 3) Ms. Garmon-Starks will set up an agency orientation in conjunction with Probation that will help the agencies to become more familiar with the Court system. 4) There needs to be follow up on the cases that the providers are signing up for at the biweekly JDC meeting. They should begin submitting brief written reports on their progress at the JDC meeting. 5) Brenda will be sending a letter to the building principals to remind them of the need to notify her officers when Probation youth are suspended from school. 6) There needs to be some accounting of the youth that are screened and released and an attempt to connect them to services. Connie is creating a form for JDC staff to utilize in order to move these referrals to the biweekly meetings.

December 5, 2006: Facilitated biweekly JDC youth assignment meeting. Of 10 youth, 4 need follow up in the coming week, 2 were assigned to DMBGC, 2 to JJCC program 1 to the MHJJ Program, 1 is receiving services from DCFS and 1 was sent back to Macon County.

December 6, 2006: Met with group of women from SisterNet interested in providing support to Ms Garmon-Starks' position in Project Access.

December 13, 2006: Met with Mental Health Center staff and Connie Kaiser regarding Peer Ambassadors setting up focus groups and survey distribution within the JDC. Focus groups will occur on January 10, 2007 and again in February. The goal of the survey and focus groups is to discover what incarcerated youth feel they need in order to combat recidivism in their lives. Project Access meeting followed, in which a subcommittee was created to finalize the release forms, agencies were invited to support Home For Christmas and attend a Wraparound Training Jan. 24-25.

December 19, 2006: Probation Officers were invited to attend this meeting in order to discuss service coordination with the providers. Peter Tracy explained the purpose of the meeting, as well as the intent of Project Access and the relationship with JDC. Providers will attempt to deliver assessment information to probation officers that can inform the recommendations they make in the sentencing report the juvenile court judge's receive. Additionally, of 12 youth, the assignments were as follows: 4 youth must be followed up on in the next meeting, 2 with JJCC program, 2 with DMBGC, 1 released to Pavilion for psychiatric evaluation, Two are receiving DCFS services and one has returned to Chicago. \*\*Also volunteered at Home for Christmas event at Vineyard Church. Program was well attended by approximately 50 families with over 200 people present total, and Project Access was briefly mentioned to families.