

Approved 5/10/2016

**CHAMPAIGN COUNTY BOARD  
COMMITTEE OF THE WHOLE MINUTES**

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**Finance; Policy, Personnel, & Appointments; Justice & Social Services  
Tuesday, April 12, 2016  
Lyle Shields Meeting Room**

**MEMBERS PRESENT:** Christopher Alix, Jack Anderson, Astrid Berkson, Lorraine Cowart, Aaron Esry, Stan Harper, Josh Hartke, Gary Maxwell, Jim McGuire, Diane Michaels, Max Mitchell, Patti Petrie, James Quisenberry, Jon Rector, Giraldo Rosales, Rachael Schwartz, Sam Shore, C. Pius Weibel

**MEMBERS ABSENT:** Lloyd Carter, Shana Harrison, John Jay, Jon Schroeder

**OTHERS PRESENT:** Deb Busey (Interim County Administrator), John Farney (Auditor), Scott Gima (Vice President MPA), Tami Ogden (Deputy County Administrator/Finance), Kay Rhodes (County Board Administrative Assistant), Dan Welch (Treasurer), Gary Winschel (MPA Fiscal Services)

**CALL TO ORDER**

Petrie called the meeting to order at 6:33 p.m.

**ROLL CALL**

Rhodes called the roll. Alix, Anderson, Berkson, Cowart, Esry, Harper, Hartke, Maxwell, McGuire, Michaels, Mitchell, Petrie, Quisenberry, Rector, Rosales, Schwartz, Shore, and Weibel were present at the time of roll call, establishing the presence of a quorum.

**APPROVAL OF AGENDA/ADDENDA**

**MOTION** by Shore to approve the Agenda/Addenda; seconded by Quisenberry. Alix reversed the order of Finance items E1-2 (County Clerk). Quisenberry removed the Fire Protection District appointments, item A-1 under Policy, Personnel, & Appointments to be forwarded to the County Board meeting for discussion and action. Busey removed item F1 (St. Attorney) under Finance and item F3 (Nursing Home Personnel Policy) under Policy, Personnel, and Appointments. **Motion carried with unanimous support.**

**APPROVAL OF MINUTES**

**MOTION** by Rosales to approve the minutes of March 8, 2016; seconded by Rector. Harper pointed out an inconsistency on lines 100-104. **Motion** by Weibel to defer approval of minutes until next meeting to allow for correction; seconded by Quisenberry. **Motion to defer carried with unanimous support.**

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**OMNIBUS MOTION** by Quisenberry to approve the County Administrator Search Committee minutes: February 18, 2016; February 25, 2016 Sessions 1 & 2; and March 1, 2016; seconded by Weibel. **Motion carried with unanimous support.**

### **PUBLIC PARTICIPATION**

There was no public participation.

### **COMMUNICATIONS**

Quisenberry reminded the committee members that the new County Administrator, Rick Snider, would begin his employment on Monday, April 18, 2016.

### **JUSTICE & SOCIAL SERVICES**

#### Monthly Reports

**MOTION** by Cowart to receive all reports and place on file; seconded by Rosales. **Motion carried with unanimous support.**

#### Other Business

There was no other business.

#### Chair's Report

There was no Chair's report.

### **FINANCE**

#### Treasurer

The Treasurer's March 2016 report was received and placed on file.

**MOTION** by Esry to recommend County Board approval of a resolution authorizing the County Board Chair to assign a Mobile Home Tax Sale Certificate of Purchase for permanent parcel 14-023-0065; seconded by Michaels. **Motion carried with unanimous support.**

#### Auditor

The Auditor's March 2016 and Quarterly Financial reports were received and placed on file. Farney discussed his memo concerning the financial issues facing the nursing home. He shared the following information.

The Champaign County Nursing Home was subject to an audit by the Bureau of Medicaid Integrity for the period July 1, 2012 through December 31, 2013. The audit determined that the Nursing Home had been over paid \$307,076.22 and repayment has begun. In December 2015, January 2016 and February 2016, the State deducted \$51,179.37 per month for a total of \$153,538.11. The remaining balance of \$153,538.11 will be paid over a 6-month period starting on July 1, with monthly instalments of \$25,589.68.

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Farney noted that the audit did not find any wrongdoing by Nursing Home and it was not fined. On June 27, 2014, the Nursing Home received a payment from the State to assist with the significant outstanding Medicaid liability associated with services provided to residents with pending Medicaid applications. The total amount of this advance was \$438,053.10.

In February, the State reduced the Nursing Home's Medicaid remittance by \$73,008.85 against the advance. The State will deduct this amount from remittances over the next five months.

Farney explained that Medicaid remittance will be reduced by \$73,008.85 per month in March, April, May & June; then by \$98,598.53 in July; and finally by \$25,589.68 per month from August thru December with a small adjustment in December. These reductions have had a great impact on the Nursing Home's cash flow.

As of March 9, 2016, the Nursing Home had outstanding Accounts Payable requisitions totaling \$1,688,077. As of April 5, 2016, that number had increased to \$1,805,885. This number represents requisitions that have been entered into the County's AS400 Accounting system, but have not yet been submitted for payment. This includes bills incurred in both FY2015 and FY2016 and although the oldest requisitions are dated May 2015, the majority of them begin in October 2015. Simply stated, the Nursing Home is accumulating more debt than it can pay on a monthly basis.

Farney pointed out that the immediate concern is payment to vendors, including Champaign County. The Nursing Home owes Champaign County for FICA (Fund 188) \$94,492, IMRF (Fund 088) \$85,071, Worker's Compensation (Fund 476) \$13,871 for the period January 8 through March 18, 2016. A typical bi-weekly payroll for the home is approximately \$240,000.

As of March 31, 2016, after accounts payable, payroll and the associated fringe benefit payment to the appropriate County Funds (IMRF, Health Insurance, etc.), the Nursing Home's available cash fell to \$1,700. The County Treasurer requires a minimum balance after payment of requisitions/payroll/fringe benefits of \$25,000. The Nursing Home requested that an exception. The cash balance as of April 5, 2016, was \$16,834.

Failure to make full, timely, payments to the County for the Nursing Home's fringe benefits could negatively affect all County employees, regardless of where they work. Farney cited an outside vendor as an example: Medical Staffing Network (MSN)-the Nursing Home's contract nursing agency, notified the Nursing Home Administrator this week of their intention to cut off services without an immediate payment plan. The Nursing Home owes MSN over \$280k. The vendor requested payments of \$6,000 a week. This would drastically affect payment of payroll and fringe benefits. The Nursing Home did not enter into this payment plan.

The amount of Accounts Receivables due the Nursing Home is in the range of \$4-5 million, depending on the point during the year when reported. According to Gary Winschel, CFO of MPA, that total includes several components.

Of the \$5 million, approximately \$3.5 million are receivables that are less than 90 days old. This includes, but is not limited to Private Pay, Medicare Advantage/HMO/Insurance, Hospice, Adult Day Care and VA payments. These are normal monthly billings, which are paid on a regular basis.

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Approximately \$1.3 million is the Intergovernmental Transfer (IGT) payment due from the State of Illinois that dates back to FY2011 or before. According to Winschel, MPA Financial Services, there is no timeline for payment and there is no guarantee the State will actually pay these funds.

Champaign County is not alone in this situation as other counties also await payment of these funds. Lastly, approximately \$200k consists of aged accounts turned over to an attorney/collection agency for disposal.

### Nursing Home Monthly Report

Anderson asked what would happen in the event that the Nursing Home could not generate payroll. Welch explained that the Treasurer's office accepts real estate tax payments in advance during the month of December and this year they have collected approximately \$2.5 million. The Nursing Home cash balance as of April 12, 2016 is \$185,000 and the amount needed in order to make payroll this week is \$243,000. Welch felt it would be appropriate to advance them the shortage of \$58,000, if needed, from the \$2.5 million in advance real estate tax payments. This advance would be expected to be paid back as quickly as possible.

Welch said one of his main responsibilities as Treasurer is to protect the General Corporate Fund. Over the years, the Nursing Home has received approximately \$1.6 million in transfers. Then the County decided to make loans instead of simply transferring funds from the General Corporate Fund to the Nursing Home. The balance of these loans approached \$3 million, placing a strain on the Fund Balance. Welch added that very little of the funds that were transferred and loaned to the Nursing Home have been paid back to the General Corporate Fund. He estimated the total loss for the General Corporate Fund to be \$1.9 million.

Welch added that his solution for the Nursing Home payroll is a temporary and moving forward the County needs to have a plan in place that will not affect the General Corporate Fund.

Gima believed that based on anticipated cash receipts the advance discussed by Welch would not be needed this time. He pointed out that April is a 3-payroll month, which puts a strain on the cash balance. However, if the cash advance were needed, he was confident that it could be repaid by Monday of the next week. Gima explained that MPA is performing cash flow projections, updated on a weekly basis. Based on the cash flow projections, even if the Nursing Home does not receive its Medicaid payments at the end of the month, they will still make payroll at the end of the month as well.

Michaels pointed out that if all available cash is used for payroll, then the downside is that the vendors will need to wait for payment. Gima agreed with this statement. Gima explained the Nursing Home cash flow from the MPA/Nursing Home's perspective in the Nursing Home Monthly Report as follows.

*Two issues have impacted Medicaid cash flow, the OIG Medicaid overpayments and the Medicaid application loan repayments that began in January without any prior notification from HFS. Combined, the two repayments reduced cash by \$388k through March.*

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*The OIG audit repayments deducted \$51,179.37 per month in December, January and February totaling \$153,538. The OIG has agreed to a restructured repayment plan for the remaining \$153,538 starting July 1<sup>st</sup> and will be repaid over six months.*

*The Medicaid application loan repayments began without prior notification from HFS beginning in January. \$78,008.05 was deducted for January, February and March totaling \$234,024. Because there was no prior notification by HFS, the reason for the deduction was not determined until late February. HFS was immediately contacted. As of last week, HFS has agreed to discuss the matter, but last week, postponed the scheduling of a meeting. The good news is that HFS is not saying no.*

*Payables are being delayed to conserve cash. A typical month average \$800k. In January, \$379k as paid. In February, \$380k was paid. In March, \$424k was paid. We continue to work with our vendors and prioritize payments as needed. Some vendors will not be flexible and one of our staffing agencies for example has been unwilling to work with us. Because CNA hires have been strong in recent months, agency usage is down and CCNH has contracts with other agencies. Receivables is obviously a key issue.*

*The IGT reconciliation is not a high priority for HFS. Not that it helps CCNH, but DeKalb's IGT receivables is also exceeds \$1 million. Medicaid applications is the second largest receivable issue totaling \$600k owed and about \$100k in monthly lost revenue. CCNH is currently working with a consultant to assist in expediting the processing of existing applications and will be used to assist with new applications. LeadingAge, the Illinois not-for-profit organization has assisted county homes with IGT matters in the past but they also have been unsuccessful in getting HFS to attend to this matter. I have very frequent conversations with LeadingAge regarding all of the above issues.*

*The third receivables piece is the MMAI. Between Health Alliance and Molina, approximately \$200k is still outstanding that is more than 30 days out. Continued regular communication and pressure continues.*

*Census is the final variable. Medicare and VA census has been increasing, but more is needed. Josh (Admissions Director), Jessica (Rehab Unit Manager) Allie (Rehab Director) has all been at both area hospitals to evaluate referrals. Josh is routinely contacting assisted living facilities in the area. The marketing strategies will further define the efforts to increase census. A similar circumstance took place in 2011 due to Medicaid and IGT payment delays and the situation was successfully managed under much worse conditions where payables reached close to \$3.4 million at its' worst.*

Petrie asked how much the Nursing Home owed for agency nursing staff. Gima did not have those figures. Farney volunteered that the amount was approximately \$280,000. Petrie asked

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what the total amount due to vendors was to date. Farney said the amount he had listed in his memo was \$1,805,885 as of April 5, 2016. Alix asked how old the outstanding invoices were.

Farney said the oldest outstanding invoice goes back to May 2015, but most go back to October 2015, so payments to vendors are averaging 120 days out.

Petrie stated for the record that earlier in the year the Treasurer went out in good faith to talk to banks for the Nursing Home Revenue Anticipation Notes and was not provided with the full financial picture placing him at a disadvantage. Quisenberry noted that although the loan from the State was not tied directly to specific cases, it seems that it could have been set aside in an escrow knowing that it would need to be paid back at some point.

Berkson summarized that the State owed the Nursing Home money for unprocessed claims and so the State provided a lump sum loan and is now taking back the loan without having paid the Nursing Home the money due for the unprocessed claims. Gima agreed with the summary.

Alix clarified that the State and the Nursing Home entered into a loan agreement, which contained terms for repayment with three installments to begin April 2015. The repayment should not have been a surprise to the Nursing Home. Alix asked if Nursing Home staff had subsequent communications from the State that led them to believe that the loan would be paid back later.

Farney stated that the Auditor's office contacted MPA/Nursing Home staff regarding the repayments in April 2015 and were informed that the State had delayed the repayments. Gima clarified that the information came through the Nursing Home Association. The relayed information was that the State would submit legislation to put off repayment until the summer of 2016.

Rector asked for more consistency in the design and appearance of graphs presented in the Monthly Nursing Home Reports. Rector charged County Board members with the creation of an action plan to address the Nursing Home financial issues.

Petrie recommended a five-minute break at 7:50 p.m. The Committee of the Whole resumed the meeting at 8:00 p.m. Harper and Hartke did not return to the meeting.

Rhodes called the roll. Alix, Anderson, Berkson, Cowart, Esry, Maxwell, McGuire, Michaels, Mitchell, Petrie, Quisenberry, Rector, Rosales, Schwartz, Shore, and Weibel were present at the time of roll call, establishing the presence of a quorum.

The Nursing Home report was received and placed on file.

### Budget Amendments/Transfers

**MOTION** by Michaels to recommend County Board approval of a resolution authorizing **Budget Amendment 16-00020** for 080 General Corporate-010 County Board in the amount of \$2,721 with no matching revenue for appropriations related to County Administrator Search in FY2016; seconded by Cowart. **Motion carried with unanimous support.**

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**MOTION** by Esry to recommend County Board approval of a resolution authorizing **Budget Amendment 16-00021** for 080 General Corporate-010 County Board with increased appropriations of \$55,977 and no matching revenue required to cover benefits payout for retiring County Administrator; Transition Services Contract; and relocation expenses for Rick Snider; seconded by Anderson. **Motion carried with unanimous support.**

**MOTION** by Shore to recommend County Board approval of a resolution authorizing **Budget Amendment 16-00022** for 080 General Corporate/040 Sheriff with increased appropriations of \$8,500 with matching revenue received from a donation from the Journey Foundation for body camera expenses; seconded by Cowart. **Motion carried with unanimous support.**

**MOTION** by Cowart to recommend County Board approval of a resolution authorizing **Budget Amendment 16-00023** for 080 General Corporate/031 Circuit Court to increase appropriations by \$20,000 with no matching revenue because the Mortgage Foreclosure Mediation Program expenses were not included in the FY2016 budget; seconded by Rosales. **Motion carried with unanimous support.** Petrie requested that this item be withheld from the County Board Consent Agenda so that the Circuit Court could provide more information on the program to the County Board.

**MOTION** by Michaels to recommend County Board approval of a resolution authorizing **Budget Amendment 16-00025** for 105 Capital Asset Replacement-042 Coroner with increased appropriations of \$4,200 with matching revenue from the sale of a 2003 van to furnish equipment for a new van purchased in 2016; seconded by Quisenberry. **Motion carried with unanimous support.**

**MOTION** by Quisenberry to recommend County Board approval of a resolution authorizing **Budget Amendment 16-00024** for 080 General Corporate-022 County Clerk with increased appropriations of \$104,482 from Fund Balance to cover expenses for 2016 General Election for increase to Election Judges' Daily compensation, if approved; seconded by Maxwell.

Hulten explained that the March 15, 2016 General Primary Election, received an extremely large turnout and coupled with new unfunded state mandates it placed a strain on resources and caused unacceptably long lines in many Election Day voting locations.

Hulten explained that in preparation for the November 8, 2016 General Election, his office is evaluating all feedback from the Primary and examining all systems to avoid lengthy waits for voters. He explained that although they are unable to predict November's turnout, his request, if approved, would help his office to be better prepared for unprecedented increases. Hulten stated that he would return any unspent funds to the General Corporate Fund after the election.

Hulten added that he wanted additional resources in several areas to assist with preparation for and administration of the November 8, 2016 General Election and those areas were: Increase the number of Election Judges; Increase the compensation of Election Judges; Additional Electronic Pollbooks; Staff overtime; Ballot printing; Temporary staff; and Voter education. **Motion carried – roll call vote was unanimous, 16-0.** Alix, Anderson, Berkson,

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Cowart, Esry, Maxwell, McGuire, Michaels, Mitchell, Petrie, Quisenberry, Rector, Rosales, Schwartz, Shore, and Weibel voted in favor of the motion.

**MOTION** by Quisenberry to recommend County Board approval of a resolution establishing Election Judges' daily compensation; seconded by Rector. Maxwell abstained from the vote due to a possible conflict of interest. **Motion carried.**

**MOTION** by Quisenberry to recommend County Board approval of a resolution authorizing **Budget Amendment 16-00016** for 105 Capital Asset Replacement-059 Facilities Planning with increased appropriations of \$31,240 from Fund Balance for projects budgeted in FY2015 but not completed by December 31, 2015; seconded by Michaels. **Motion carried with unanimous support.**

### County Administrator

Financial Auditing Services

Ogden explained that all responses to RFP 2016-001 for Financial Auditing Services were reviewed by an evaluation team consisting of Chris Alix, Deputy Chair, Finance Committee; Diane Michaels, Assistant Deputy Chair, Finance Committee; John Farney, Auditor; Barbara Ramsay, Chief Deputy Auditor; Dan Welch, Treasurer; Betty Murphy, Acting CEO Regional Planning Commission; and herself and they recommended Baker Tilly. Ogden stated that the St. Attorney's office is still reviewing the contract, but she did not expect any substantial changes.

**MOTION** by Weibel to recommend County Board approval of a resolution for award of contract to Baker Tilly for Financial Auditing Services pursuant to RFP 2016-001; seconded by Michaels. **Motion carried with unanimous support.** Petrie requested that the item be withheld from the County Board Consent Agenda since the final contract was not available for review.

### Five-Year Financial Forecast

Ogden presented the Five-Year Financial Forecast to the committee. Ogden concluded that as the County prepares to establish parameters for the preparation and adoption of its FY2017 budget, it is evident that it will continue to face the challenges of ensuring a balanced budget and minimum General Corporate Fund balance of 12.5%.

Challenges are further magnified by the projected costs associated with the County's additional technology and facility needs. In FY2015 and FY2016, the County utilized financial resources to analyze its facilities and business operations along with the associated costs of achieving optimal maintenance and operations. Projected costs associated with each study listed below:

	Financial System Business Case Report	Facilities Condition Assessment	Sheriffs Operations Master Plan
Completed	April 2016	November 2015	January 2015
Conducted by	GFOA	Bailey Edward	Gorski Reifsteck
Projected Total Cost	\$1.1-\$1.8 million (over 2 years)	\$45 - \$55 million (over 10 years)	\$32.1 - \$32.6 million (over 20 years)



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Projected Annual Cost	Maintenance \$40,000 - \$60,000	\$4.5 - \$5.5 million	Debt Service \$2.6 million
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Moving forward it is essential for the County to effectively control expenditures, strategize the optimal use of its current financial resources and explore its capacity to generate additional financial funding in order to continue to provide superior public services, appropriately maintain its facilities, and efficiently conduct its business operations.

### GFOA Business Case Report and Project Charter

Rhodes presented the GFOA Business Case Report and Project Charter for the proposed Enterprise Resource Planning (ERP) System. The GFOA Business Case Report Executive Summary is as follows:

The shelf life of most financial systems for local governments averages 15 years. Champaign County has relied on their current configuration for twice that amount of the time. While

Successful, to date, the continued use of the County's AS/400 financial system is at a crossroads. The lack of continued upgrades and expanded functionality has created a system that falls short of the County's business needs. Recent external audits have also highlighted the vulnerabilities of the current system and the need for replacement in the near future. However, the most concerning system related issue is the anticipated amount of turnover within Information Technology due to retirement over the next few years. The risk of losing the institutional knowledge from current employees of the existing configuration of the system increases the longer the County maintains its current setup and processes.

As is the case with other governments, shadow systems have been created over time to fill the gaps not met by the main system. This often leads to inefficiencies. The County can take advantage of new technologies and new features, but more importantly it can use the project as an opportunity to revise business processes, improve integration between existing systems (those that are not replaced), and between business processes, and ultimately re-think the way it operates – such as re-thinking the division of responsibilities between the central offices and the user departments.

As part of GFOA's business case assessment for the County, GFOA reviewed how the County currently uses its AS/400 system. It is clear that the County's full system (including technologies, policies, and processes) could benefit from an improvement effort and update.

GFOA has identified numerous examples where the County could benefit from process improvements. The County's processes are very common of an organization utilizing a legacy financial system. Due to system limitations, the County has created work arounds and manual processes to accomplish necessary tasks (such as financial reporting or administration of purchasing policies). These processes can be inefficient, inconsistent, and require significantly more manual effort than other organizations employing modern software.

In addition, GFOA noted that there were many examples of processes that were largely created many years ago (likely when the system was implemented) and have not been completely

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updated as standards or technologies changed or as the County become more complex. In other areas, the County has built significant complexity into the system or process (example: chart of accounts) as a way of addressing current issues with outdated technology.

Rhodes presented the Project Charter for ERP System Selection and Implementation. Champaign County is working to achieve the County Board's goal of replacing legacy financial systems (accounting, budgeting, purchasing and fixed asset management) and the current human resource/payroll system with a modern Enterprise Resource Planning (ERP) system that will allow easier access for County users along with better management, integration, reporting, entry of information, forecasting and public transparency. Rhodes stated that the major goals for this project include: Replacement of AS400 based system; Elimination of "shadow" systems; Modernization of interfaces; Optimization of business processes for improved efficiency; Transparency; Integration with third party systems; Document management; Knowledge transfer; Improved forecasting through better access to information; and Redesigned Chart of Accounts.

### Other Business

There was no other business.

### Chair's Report

There was no Chair's report.

### Designation of Items for the Consent Agenda

Items A2; D1-3, 5 and E2 were designated for the Consent Agenda.

## **POLICY, PERSONNEL, & APPOINTMENTS**

### Appointments/Reappointments

**MOTION** by Weibel to recommend County Board approval of a resolution appointing County Board members Alix, Harper, Hartke, Maxwell, Petrie, Schroeder, and Schwartz to the Facilities/Finance Special Committee; seconded by McGuire. **Motion carried with unanimous support.** Petrie indicated that the Special Committee would meet the day after the County Facilities Committee.

### County Clerk

The March 2016 report was received and placed on file.

### Animal Control

**MOTION** by Anderson to approve request for evaluation and reclassification of one Animal Control Warden position by the Job Content Evaluation Committee; seconded by Shore. **Motion carried.**

### Sheriff

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**MOTION** by Anderson to recommend County Board approval of a resolution approving the proclamation designating the week of May 1<sup>st</sup> as National Correctional Officer Week; seconded by McGuire. **Motion carried with unanimous support.**

**MOTION** by Rector to recommend County Board approval of a resolution approving the proclamation designating the week of May 10<sup>th</sup> as National Police Week; seconded by Shore. **Motion carried with unanimous support.** Petrie requested that both items be withheld from the County Board Consent Agenda to allow the resolutions to read aloud at the County Board meeting.

### County Administrator

The Administrative Services March 2016 report was received and placed on file.

**MOTION** by Esry to recommend County Board approval of a resolution appointing County Administrator Richard S. Snider as the Authorized Agent for IMRF for Champaign County; seconded by Anderson. **Motion carried with unanimous support.**

### Other Business

There was no other business.

### Chair's Report

Quisenberry announced that the County had several ordinances/resolutions, which affected the County Purchasing Policy. He would work with the new administrator to create an updated purchasing policy by consolidating all purchasing references discussed in other County ordinances/resolutions.

### Designation of Items to be Placed on the Consent Agenda

Items B1 and F2 were designated for the Consent Agenda.

### **OTHER BUSINESS**

**MOTION** by Quisenberry to approve the Committee of the Whole Closed Session Minutes of March 8, 2016; seconded by Rosales. **Motion carried with unanimous support.**

**OMNIBUS MOTION** by Quisenberry to approve the County Administrator Search Committee Closed Session Minutes for February 18, 2016; February 25, 2016 Sessions 1 & 2; and March 1, 2016; seconded by Esry. **Motion carried with unanimous support.**

### **ADJOURNMENT**

**MOTION** by Quisenberry to adjourn; seconded by Shore. **Motion carried with unanimous support.**

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The meeting adjourned at 10:00 p.m.

Respectfully submitted,

Kay Rhodes, Administrative Assistant

*Please note the minutes reflect the order of the agenda and may not necessarily reflect the order of business conducted at the meeting.*