McLean County
Health Department
Partners in Prevention

MCLEAN COUNTY BOARD FOR THE CARE AND TREATMENT OF PERSONS WITH A DEVELOPMENTAL DISABILITY (377 Board)

NOTICE OF MEETING AND AGENDA

McLean County Health Department
200 West Front Street
Room 322, Third Floor
Bloomington, IL 61701

Thursday, October 13, 2016
10:00 AM

I. Roll Call

II. Appearance by Members of the Public

III. Consent Agenda

A. Notification of Paid Allocations			
	1. July, 2016	$ 57,955.28	1-2
	2. August, 2016	$ 56,800.69	3-4

IV. Items for Action

A. Approval of Board Meeting Minutes – July 14,2016	5-6
B. Approval of Board Meeting Minutes – August 24, 2016	7
C. Approval of Board Meeting Minutes – August 30, 2016	8
D. Approval of Board Meeting Minutes – September 13, 2016	9-10
E. Approval of 2017 377 Board Meeting Dates	11
F. Approval of CY17 Funding Recommendation and Grant Authority to Enter into Contract	12

V. Items for Information

A. CY16 Service Statistics	13-14
B. Board Memo: Request for County Levy Information	15
C. Six Year Funding Allocations	16
D. Board Resignation	17

VI. Board Issues

VII. Adjournment

MCLEAN COUNTY BOARD COMMITTEE REPORT

AS OF 8/1/2016

EXPENDITURE SUMMARY BY FUND

Health Committee - Dev. Disability Board

FUND	FUND TITLE	PENDING TOTAL	PREPAID TOTAL	FUND TOTAL
0110	PERSONS/DEV.DISABILITY		$57,955.28	$57,955.28
			$57,955.28	$57,955.28

COMMITTEE CHAIRMAN

MCLEAN COUNTY BOARD COMMITTEE REPORT

FUND 0110 PERSONS/DEV.DISABILITY **DEPT** 0061 HEALTH DEPARTMENT **Health Committee - Dev. Disability Board**

ACCOUNT	ACCOUNT TITLE	G/L ACCOUNT	G/L DATE	VENDOR NAME	EXPENDITURE	REMARKS
Department:	**0061 - HEALTH DEPARTMENT**					
0599.0002	EMPLOYEE MEDICAL/LIFE INS	01100061006005990002	7/6/2016	MCLEAN COUNTY TREASURER	250.88	Prepaid 07/07/2016 290797
				TOTAL 0599.0002	**$250.88**	
0706.0002	MENTAL HEALTH SERVICES	01100061006007060002	7/19/2016	EASTER SEALS - UCP	2,739.24	Prepaid 07/21/2016 291146
		01100061006007060002	7/25/2016	LIFE CENTER FOR INDEPENDENT	546.50	Prepaid 07/28/2016 291385
		01100061006007060002	7/25/2016	MARCFIRST	39,176.66	Prepaid 07/28/2016 291387
		01100061006007060002	7/25/2016	UNITED CEREBRAL PALSY	15,242.00	Prepaid 07/28/2016 291461
				TOTAL 0706.0002	**$57,704.40**	

TOTAL FOR DEPARTMENT: HEALTH DEPARTMENT **$57,955.28**

TOTAL FOR FUND: PERSONS/DEV.DISABILITY **$57,955.28**

TOTAL FOR COMMITTEE: HEALTH COMMITTEE - DEV. DISABILITY BOARD **$57,955.28**

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MCLEAN COUNTY BOARD COMMITTEE REPORT

AS OF 9/1/2016

EXPENDITURE SUMMARY BY FUND

Health Committee - Dev. Disability Board

FUND	FUND TITLE	PENDING TOTAL	PREPAID TOTAL	FUND TOTAL
0110	PERSONS/DEV.DISABILITY		$56,800.69	$56,800.69
			$56,800.69	$56,800.69

COMMITTEE CHAIRMAN

MCLEAN COUNTY BOARD COMMITTEE REPORT

FUND 0110 PERSONS/DEV.DISABILITY **DEPT** 0061 HEALTH DEPARTMENT **Health Committee - Dev. Disability Board**

ACCOUNT	ACCOUNT TITLE	G/L ACCOUNT	G/L DATE	VENDOR NAME	EXPENDITURE	REMARKS
Department:	**0061 - HEALTH DEPARTMENT**					
0599.0002	EMPLOYEE MEDICAL/LIFE INS	01100061006005990002	8/2/2016	MCLEAN COUNTY TREASURER	376.33	Prepaid 08/04/2016 291755
		01100061006005990002	8/29/2016	MCLEAN COUNTY TREASURER	250.88	Prepaid 09/01/2016 292839
				TOTAL 0599.0002	**$627.21**	
0706.0001	CONTRACT SERVICES	01100061006007060001	8/9/2016	CAMPBELL, ALEXANDER F.	1,208.32	Prepaid 08/11/2016 291889
				TOTAL 0706.0001	**$1,208.32**	
0706.0002	MENTAL HEALTH SERVICES	01100061006007060002	8/30/2016	LIFE CENTER FOR INDEPENDENT	546.50	Prepaid 09/01/2016 292821
		01100061006007060002	8/30/2016	MARCFIRST	39,176.66	Prepaid 09/01/2016 292827
		01100061006007060002	8/30/2016	UNITED CEREBRAL PALSY	15,242.00	Prepaid 09/01/2016 292889
				TOTAL 0706.0002	**$54,965.16**	

TOTAL FOR DEPARTMENT: HEALTH DEPARTMENT **$56,800.69**

TOTAL FOR FUND: PERSONS/DEV.DISABILITY **$56,800.69**

TOTAL FOR COMMITTEE: HEALTH COMMITTEE - DEV. DISABILITY BOARD **$56,800.69**

377 Board Meeting Minutes
July 14, 2016

I. ROLL CALL: Ron Morehead called the Board Training meeting to order at 10:02AM and took roll call. Ron Morehead, Vern McGinnis, Diane Crutcher, Mary Caisley and Phylis VerSteegh present. Staff present: Laura Beavers and Phaedra Morris.

II. APPEARANCE BY MEMBERS OF THE PUBLIC – Jim Runyon, Vice President for Strategic Initiatives and Governmental Affairs and Grant of Easter Seals

III. CONSENT AGENDA

IV. ITEMS FOR ACTION

A. Approval of Board Meeting Minutes – April 14, 2016
   - Vern McGinnis motioned to approve. Mary Caisley seconded. Motion unanimously carried.

B. Approval of Special Board Meeting Minutes – May 31, 2016
   - Diane Crutcher motioned to approve. Vern McGinnis seconded. Motion unanimously carried.

C. Approval of Board Training Meeting Minutes – June 27, 2016
   - Phylis VerSteegh motioned to approve. Diane Crutcher seconded. Motion unanimously carried.

V. ITEMS FOR INFORMATION

A. CY16 Service Statistics
   - Laura Beavers stated our summary of first quarter reports were available in the packet. Mary Caisley suggested making to total funds budgeted column in relationship to the bills paid instead of the entire contract amount.

B. Agency First Quarter Reports – January 1, 2016 – March 31, 2016
   - Laura Beavers stated Easter Seals has expended more of their grant in the first quarter than expected. Its likely Easter Seals will raise their projection of number served for the next funding cycle.
   - Mary Caisley asked if the increase in numbers served was impacted by the center at ISU closing. Jim Runyon stated that center was more of a treatment center vs. diagnostic. Centers are closing all over Illinois which is why our numbers are increasing, but our grant from 377 Board will only serve McLean County residents as indicated in the contract. Jim stated there is on national average an 8 month wait for services. Diane Crutcher stated this waiting time is having a daily effect on the personal lives of these clients. Easter Seals encourages families to not wait for a diagnosis and if possible to begin some services that are available immediately. Laura Beavers commented that Easter Seals has $1,826.41 left of their grant for the CY16 funding cycle.
   - Diane Crutcher requested an update on United Cerebral Palsy. Laura Beavers stated her and Phaedra Morris conducted a site visit yesterday at UCP. This visit was very good. We met with Pat Gerth. They are down 2 job coaches and did meet with a few who were at UCP during our visit. UCP had binders laid out for us to review clients. While there, one client came back to UCP after a job interview and we had the pleasure to meet him and talk about his interview. UCP and LifeCIL are working in collaboration to help support a client who has moved out of his father's home and living on his own. Diane Crutcher asked if we have a definition of "closure" referenced in quarterly report

because closure could mean a variety of things. Laura Beavers stated she will contact UCP and Marcfirst on their definitions of closure and how many successful placements they have per Diane Crutcher's request and follow-up with the board.

- Mary Caisley questioned how we know the DD population is being served well enough.
- Diane Crutcher requested that UCP and Marcfirst be an ongoing request in terms level of assessment of their successes in placements vs. closures. Laura Beavers stated we can also invite UCP, Marcfirst and Homes for Hope to a special meeting to speak about the specifics of their programs relating to successes in placements vs. closures in supportive employment.

C. CY17 Funding Process

- Laura Beavers reviewed Working Timeline for CY17 Funding Process.

VI. BOARD ISSUES

A. The Board asked Jim Runyon to give a short review of the Easter Seals program. Jim stated the 377 Board currently funds the Autism Spectrum Diagnostic (ASD) Clinic. Easter Seals serves 41 counties across the central Illinois. We have been in McLean County since late 1980's. Regarding the ASD Clinic, it has been in place since 2003 and has served 1700 children. Of this group, 346 were children from McLean County. Not all of those children were diagnosed with Autism. Most children who are serviced through the ASD Clinic not only have Autism but have multiple diagnoses. Easter Seals is very grateful for the 377 Board's support. Ron Morehead asked Jim Runyon if he would be attending the CY17 Oral Presentations and Jim replied yes.

B. Phylis toured McLean County Center for Human Services and was very impressed with their current programs and new initiatives.

C. Diane Crutcher stated the senior staff of the Division of Developmental Disabilities for the State of Illinois is very willing to present via video conference to explain level of services and gaps. This senior staff cannot travel to present. It must be done via video conferencing. Diane Crutcher suggested the 377 Board traveling to them instead arranging a video conference. Laura Beavers stated she would check with Don Knapp to see if this is ok for board to do. Laura Beavers also suggested she will contact ARC of Illinois can come present as well. Diane Crutcher stated if ARC comes, someone will need to talk with them prior to about our expectations of their presentation to us.

D. Mary Caisley requested to know what the tax rate for 377 Board in Champaign is. Laura Beavers stated she will find out what the rate is and advise the board. Laura also stated if ARC comes to present we could have a joint meeting with Champaign 377 Board and members of specific agencies in town.

E. Diane Crutcher stated an agency approached her stating they were very happy with our assistance during the CY17 Application process.

F. Mary Caisley inquired whether any of the tax money from the Bloomington/Normal tax increase will go to the 377 Board to allocate. Laura Beavers stated that no money will be designated to Developmental Disability through the 377 Board. The monies are earmarked for new initiatives.

G. Laura Beavers stated Aunt Martha's, a Federally Qualified Health Center (FQHC), is looking to bring their facility to McLean County and have asked McLean County for a letter of support. Aunt Martha's has about 24 FQHC's in Illinois. They have a site in Palatine called Little City and are partnering in that area to provide psychiatric services to individuals with developmental disabilities. This could be an opportunity for an additional service array for psychiatric services in McLean County. They would offer primary healthcare, psychiatric services and dental services. They have garnered 20 letters of support already. Laura will meet with county officials today to determine if county and health department officials will endorse Aunt Martha's.

VII. ADJOURNMENT - Diane Crutcher motioned to adjourn the meeting. Mary Caisley seconded motion. Motion carried. Meeting adjourned at 11:45 AM.

Minutes
377 Board
Presentation Meeting – August 24, 2016

MEMBERS PRESENT: Mary Caisley, Diane Crutcher, Phylis VerSteegh, Vern McGinnis

MEMBERS ABSENT: Ron Morehead

STAFF PRESENT: Laura Beavers, Phaedra Morris

CALL TO ORDER: Laura Beaver called the 377 Board to order at 1:00 p.m. and took roll call.

PUBLIC PRESENT: NONE

PRESENTATIONS: Presentations were given by the following agencies for their CY17 Funding Application:

- Homes of Hope
- LifeCIL
- Marcfirst

ADJORNED: Vern McGinnis motioned to adjourn the meeting. Phylis VerSteegh seconded motion. Meeting adjourned at 4:03pm.

Minutes
377 Board
Presentation Meeting – August 30, 2016

MEMBERS PRESENT: Mary Caisley, Diane Crutcher, Phylis VerSteegh, Vern McGinnis

MEMBERS ABSENT: Ron Morehead

STAFF PRESENT: Laura Beavers, Phaedra Morris

CALL TO ORDER: Laura Beaver called the 377 Board to order at 9:02a.m. and took roll call.

PUBLIC PRESENT: NONE

PRESENTATIONS: Presentations were given by the following agencies for their CY17 Funding Application:

- United Cerebral Palsy
- YWCA of McLean County
- Easter Seals

ADJORNED: Vern McGinnis motioned to adjourn the meeting. Phylis VerSteegh seconded motion. Meeting adjourned at 11:05am.

377 Board Meeting Minutes
September 13, 2016

I. ROLL CALL: Ron Morehead called the meeting to order at 8:30AM and took roll call. Ron Morehead, Vern McGinnis, Diane Crutcher, Mary Caisley and Phylis VerSteegh present. Staff present: Laura Beavers and Phaedra Morris.

II. APPEARANCE BY MEMBERS OF THE PUBLIC – None

III. ITEMS FOR INFORMATION

A. CY17 Budget

- Laura Beavers reviewed the budget items included in packet. The 377 Board budget for CY17 is $718,843.00. The amount available for CY17 funding is $687,162. This leaves $31,681.00 used for administrative expenses which Laura highlighted line by line to the board. As we begin funding discussions, please keep in mind that if you as a board choose to fund new items this year you will have to take away from another agency and will there be a negative impact in the community.

IV. ITEMS FOR DISCUSSION

A. CY17 Funding Applications

- Laura Beavers reviewed with the board that we are only at .018 of the levy which means we are projected to have $687,162 to fund for CY17. Overall, Laura is pleased with the caliber of applications this year compared to last. When looking at our guidelines, we have prioritized supportive living and supportive employment while also funding some early intervention. Our purpose for this meeting today is to have general discussion for each program in hopes of then being able to make final funding recommendations at the October 13th 377 Board meeting.

B. **Easter Seals**

- Board consensus to support funding at approximately $14,000 on a fee for service basis, which serves 13 children.
- Families are stuck in a horrible quagmire when they don't have a diagnosis. They can't move forward. Saying that, when you continue to fund you continue to reinforce the way people do business.
- Concern that Easter Seals is limiting the number of Medicaid patients they are taking.
- Easter Seals has the most national recognition of all agencies we fund. Should we cut them, it seems they would have easier time raising funds than some of the other agencies we fund.
- Board would like to send following comments to agency: 1) Would like to see an authority board in McLean County rather than an advisory board with no authority. 2) Would like to ensure agency is not cherry picking private insurance clients above others. 3) Would like to see more attention paid to efficiency of handoffs to the 11 different professionals during the diagnosis process.

C. **Homes of Hope**

- No clear support amount decided, but range is from $0 - $144,316
- Concerns with agency asking for different amounts in application. Some items on budget worksheet and in application were incorrectly added/entered.
- Board comments: 1) Pool is only source of exercise for some. 2) We want new projects to happen and need to give special emphasis to new programs. 3) How does existing staff do this without additional FTE for this program? 4) Pool at Advocate BroMenn

seems to be built for this program. 5) This agency has the ability to already do what this program is requesting; I have a problem funding salaries when they are already getting paid; people on the Foundation Board should be creative and guide this agency showing them how to do it. 6) Would only want to fund one year.

- Laura will contact agency to ask what is the bare minimum needed to fund this program. Laura will also look into Advocate BroMenn to research their facility as an alternative to Four Seasons.

D. **LifeCIL**
- Board consensus to support funding at $15,000.
- We are their only funding source. They have a board that is primarily McLean County members.

E. **Marcfirst - SPICE**
- Board consensus to support funding at $60,276
- Only early intervention program that accepts Medicaid; agencies that have stopped accepting Medicaid are now referring to SPICE which is cause for increased request over last year.

F. **Marcfirst – Supported Living**
- No clear support amount decided, but range Is from $97,926 - $140,000
- Staff turnover rate is 27%, compared to 8% in comparative agency.
- They are not able to open more homes despite people out there waiting for homes because they can't attract staff. I have concerns about the condition of one of their homes. We visited a home on Shelbourne, built in 1952, and by their own admission has not been updated.
- Supportive living may be more important to fund than supported employment.
- Board would like to send following comments to agency: 1) Something needs to change to reduce staff turnover rate. 2) Would like to set up a tour (before September 30) of the Shelbourne home to understand why their living conditions are so terrible.

G. **Marcfirst – Supported Employment**
- No clear support amount decided, but range is from $175,167 - $290,000
- If we have to cut either supportive housing or supportive employment, we should cut supportive employment first.
- They don't achieve as well as they try. Some people have been in the supportive employment pipeline to get a job for 7 years.
- They continue to support clients when there is no more DORS funding. They continue to provide coaching services because many clients never outgrow the need for that service.

H. **YWCA**
- No clear support amount decided, but range is from $10,000 - $23,260
- Extraordinarily cost effective, $4.97 an hour
- Much better presentation this year
- Support for only one year and they would have to sustain after that

I. **United Cerebral Palsy**
- No clear support amount decided, but range is from $128,031 - $182,904
- We are 82% of their funding source
- 40% turnover rate, but higher placement ratio.
- No board members from McLean County
- Have we been getting the results we want? Their statistics are not acceptable.

V. BOARD ISSUES - None

VI. ADJOURNMENT – Vern McGinnis motioned to adjourn the meeting. Diane Crutcher seconded motion. Motion unanimously carried. Meeting adjourned at 10:30 AM.

2017 377 Board Meeting Schedule

January 12, 2017

April 13, 2017

July 13, 2017

October 12, 2017

CY 17 377 Funding Recommendations

Projected Allocation
$687,488

Agency	CY 16 Funding	% Increase	Funding Request	# Served	Funding Recommendation	# Served	% Increase	Remaining Allocation
Easter Seals	$10,957	77%	$19,346	18	$13,972	13	28%	$673,516
Homes of Hope	0	100%	$184,406	57	$0	0	Defer	$673,516
LifeCIL	$6,558	230%	$21,648	35	$13,346	30	103%	$660,170
Marcfirst - SPICE	$30,276	99%	$60,276	500	$30,806	350	1.75%	$629,364
Marcfirst - Supported Living	$149,844	0.03%	$149,894	59	$149,894	59	0.03%	$479,470
Marcfirst - Supported Employment	$290,000	0	$290,000	135	$290,000	135	Flat	$189,470
United Cerebral Palsy	$182,904	0	$182,904	80	$182,904	80	Flat	$6,566
YWCA	0	100%	$23,260	13	$0	0	Discussion	**$6,566**
	$670,539		**$931,734**	**897**	**$680,922**	**667**		**($680,922)**

Opportunities

$326 added to overall contract number due to decrease in health insurance

Defer Home of Hope

One time funding to the YWCA

CY 2016
Quarterly Service Statistics Summary
January 1, 2016- December 31, 2016

Quarter	Total New Served	Total Served	Total Funds Expended
Q1	195	545	$139,921.48
Q2	120	587	$146,312.83
Q3			
Q4			
CY 16 TOTAL	315	1132	

****

Agency Specific Quarterly Data
April 1, 2016- June 30, 2016

LifeCIL

Independent Living Assistance for Persons with Developmental Disabilities
Service Provided: Independent Living - $6,558

Quarter	Total New Served	Total Served	Funds Expended
Q1 – Jan - Mar	1	8	$1639.50
Q2 – April - Jun	1	8	$1639.50
Q3 – July - Sept			
Q4 – Oct - Dec			

Easter Seals

Autism Spectrum Disorder Diagnostic Clinic
Service Provided: Counseling and Prevention - $10,957

Quarter	Total New Served	Total Served	Funds Expended
Q1 – Jan - Mar	7	7	$0
Q2 – April - Jun	3	10	$6391.35
Q3 – July - Sept			
Q4 – Oct - Dec			

United Cerebral Palsy

UCP Employment Services
Service Provided: Vocational Support Services - $182,904

Quarter	Total New Served	Total Served	Funds Expended
Q1 – Jan - Mar	7	38	$45,726.00
Q2 – April - Jun	6	35	$45,726.00
Q3 – July - Sept			
Q4 – Oct - Dec			

Marcfirst

SPICE

Service Provided: Early Intervention - $30,276

Quarter	Total New Served	Total Served	Funds Expended
Q1 – Jan - Mar	119	322	$7569.00
Q2 – April - Jun	97	352	$7569.00
Q3 – July - Sept			
Q4 – Oct - Dec			

Supported Employment

Service Provided: Obtaining and Maintaining Community Employment - $290,000

Quarter	Total New Served	Total Served	Funds Expended
Q1 – Jan - Mar	3	112	$ 72,499.98
Q2 – April - Jun	12	123	$72,499.98
Q3 – July – Sept			
Q4 – Oct – Dec			

Supported Living

Service Provided: CILA Residential Support - $149,844

Quarter	Total New Served	Total Served	Funds Expended
Q1 – Jan – Mar	58	58	$ 12,487.00
Q2 – April – Jun	1	59	$12,487.00
Q3 – July - Sept			
Q4 – Oct - Dec			

Memo

To: The McLean County 377 Board
From: Laura Beavers
Date: August 24, 2016
Subject: Request for County Levy Information

Per the Board's request on July 14, 2016, the aforementioned information provides specifics regarding the 377 tax levy amounts in other Illinois Counties/Townships.

The Association of Community Mental Health Authorities of Illinois has reported there are approximately fourteen 377 Boards in the State of Illinois. It is to the best of their knowledge 377 Boards exist in the following Counties:

- Adams
- Champaign
- Hamilton
- Iroquois
- McLean
- Pulaski
- Tazewell
- Bureau
- Clay
- Hancock
- Livingston
- Peoria
- Saline
- Woodford

Four of the fourteen counties are members of the Association of Community Mental Health Authorities of Illinois. Every two years, the Association requires membership to report information on their levy. The most recently published survey was 2014.

County	Population	Levy	Rate	Other Board	Levy	2014 Total
Adams	67,197	$550,000	X	No	N/A	$ 550,000
Champaign	201,865	$3,580,082	.10	708	16% $625,022	$4,205,104
Livingston	40,000	$390,818	.0596	708	29% $251,954	$642,772
McLean	162,000	681,391	.0191	553	N/A	$681,291

Should you have any questions or need additional information, please let me know.

Funding Through the Years

Agency Funded	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	2015 EXT	CY2016	CY2017
Easter Seals	$0	$0	$0	$0	$0	$0	$0	$10,957	
Lutheran Child and Family Services	$4,500	$4,596	$6,720	$6,864	$6,864	$6,864	$3,432	$0	
LifeCil	$12,345	$12,600	$12,852	$13,116	$13,116	$13,116	$6,558	$6,558	
Marcfirst (SPICE)	$20,705	$21,120	$21,120	$30,276	$30,276	$30,276	$15,138	$30,276	
Marcfirst (Supported Living)	$146,897	$149,844	$149,844	$149,844	$149,844	$149,844	$74,922	$149,844	
Marcfirst (Supported Employment)	$325,121	$286,566	$286,560	$286,560	$286,560	$286,560	$143,280	$290,000	
United Cerebral Palsy	$116,305	$118,632	$179,310	$182,904	$182,904	$182,904	$91,452	$182,904	
Total	**$625,873**	**$593,358**	**$656,406**	**$669,564**	**$669,564**	**$669,564**	**$334,782**	**$670,539**	

U Iministration/MTL/CY16/377 Funding/2010-2016 Funding Amounts

Morris, Phaedra

From: Diane Crutcher [mailto:diane.crutcher@c4pd.com]
Sent: Monday, October 10, 2016 5:42 PM
To: Mary Caisley; Ron Morehead; Vern McGinnis; Phylis VerSteegh
Cc: Diane Crutcher; Beavers, Laura
Subject: resignation

Hello all, just wanted to let you know that I am unable to continue serving on the 377 Board due to a conflict of interest. Mindie receives services from some of the agencies who are applying for grants as you all know and so I would have to recuse myself from interacting on those applications as well as any that are in competition with the agencies serving Mindie. That would pretty much eliminate my interactions and so feel the seat would be better filled by someone who can have full involvement throughout the process with every grant request. I have enjoyed working with all of you and wish you all the best as you serve people with developmental disabilities in this area.

Best regards, Diane

Diane M. Crutcher
Vice President, Programs
Center for Performance Development, Inc.
diane.crutcher@c4pd.com
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Mobile: (309) 287-0042
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C4PD
Center for Performance Development, Inc.

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