

**Winnetka Village Council
REGULAR MEETING
Village Hall
510 Green Bay Road
Tuesday, August 16, 2016
7:00 p.m.**

Emails regarding any agenda item are welcomed. Please email contactcouncil@winnetka.org, and your email will be relayed to the Council members. Emails for the Tuesday Council meeting must be received by Monday at 4 p.m. Any email may be subject to disclosure under the Freedom of Information Act.

AGENDA

- 1) Call to Order
- 2) Pledge of Allegiance
- 3) Quorum
 - a) September 6, 2016 Regular Meeting
 - b) September 13, 2016 Study Session
 - c) September 20, 2016 Regular Meeting
- 4) Approval of Agenda
- 5) Consent Agenda
 - a) Approval of Village Council Minutes
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- 8) Public Comment
- 9) Old Business: None.
- 10) New Business

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13) Closed Session	
14) Adjournment	

NOTICE

All agenda materials are available at villageofwinnetka.org (Government > Council Information > Agenda Packets & Minutes); the Reference Desk at the Winnetka Library; or in the Manager’s Office at Village Hall (2nd floor).

Broadcasts of the Village Council meetings are televised on Channel 10 and AT&T Uverse Channel 99 every night at 7 PM. Webcasts of the meeting may also be viewed on the Internet via a link on the Village’s web site: <http://www.villageofwinnetka.org/government/village-videos/>.

The Village of Winnetka, in compliance with the Americans with Disabilities Act, requests that all persons with disabilities who require certain accommodations to allow them to observe and/or participate in this meeting or have questions about the accessibility of the meeting or facilities, contact the Village ADA Coordinator – Megan Pierce, at 510 Green Bay Road, Winnetka, Illinois 60093, 847-716-3543; T.D.D. 847-501-6041.

MINUTES
WINNETKA VILLAGE COUNCIL SPECIAL MEETING

July 27, 2016

(Approved: xx)

A record of a legally convened special meeting of the Council of the Village of Winnetka, which was held in the Village Hall Council Chambers on Wednesday, July 27, 2016 at 7:00 p.m.

- 1) Call to Order. President Greable called the meeting to order at 7:01 p.m. Present: Trustees Andrew Cripe, William Krucks, Scott Myers, Christopher Rintz and Kristin Ziv. Absent: Trustee Penny Lanphier. Also in attendance: Village Manager Robert Bahan, Community Development Director Mike D’Onofrio, and approximately 75 persons in the audience.

President Greable announced that any members of the audience who wished to comment about flooding during the previous weekend’s storms would be welcome to speak at the conclusion of the One Winnetka Preliminary Planned Development discussion. He added that the Council’s August 2nd meeting would be devoted to stormwater issues, so the Council can give the issue the time and attention it deserves.

- 2) One Winnetka Preliminary Planned Development (continued). President Greable explained that Mr. D’Onofrio would briefly review the revisions to the One Winnetka preliminary application, followed by a presentation of the revised plan from the developer, and comments from CBRE, the Council’s real estate consultant.

Mr. D’Onofrio summarized the revised One Winnetka Project, which includes:

- Reductions in height, density, retail area and size of the parking structure;
- Elimination of the proposed Lincoln Avenue plaza;
- Elimination of Village financial contributions;
- Addition of streetscape improvements to the north side of Elm Street;
- A request for zoning exceptions from building height, upper story setback and rear yard setback zoning requirements.

The developer, David Trandel, presented the plan revisions in greater detail, explaining that the changes were made in response to comments from the community, Plan Commission and Zoning Board of Appeals.

Lucien Lagrange of Lucien Lagrange Associates, the project architect, reviewed improvements for each component of the proposal, which is actually three separate buildings fronting on Elm Street and Lincoln Avenue.

George Kisiel of Okrent Kisiel Associates, the project zoning consultant, reviewed the proposed development site, floor plans, parking facilities and streetscape improvements.

Mr. Trandel thanked the Council, Zoning Board of Appeals, Plan Commission and Design Review Board for consideration of the preliminary application and for a remarkable process, and requested preliminary approval of the project.

Mike Tobin, and Marty Stern from CBRE, the Council’s real estate advisors, confirmed the proposal in its current form will provide substantial benefits to Winnetka, and eliminates the

Village's financial risk. They both deemed the project worth of approval if the community is in favor of going forward.

President Greable called for questions from the Council.

The Trustees asked questions about traffic circulation, the need for a zoning exception for building height and the financial viability of the project. Trustee Ziv expressed her support for the revised application.

Next, President Greable called for questions from the audience.

Eleanor Prince, Kenilworth. Ms. Prince questioned the setback for the west elevation.

Frank Petrek, 711 Oak Street. Mr. Petrek asked: (i) if the refuse collection site and time can be modified? (ii) is it possible to eliminate the necessity of delivery trucks backing up? (iii) what size trucks will be permitted at the loading dock? (iv) can the refuse collection be scheduled for 8:00 AM or later? (v) where will the HVAC and exhaust units will be located and can they be soundproofed? and (vi) what is the correct value of the parking spaces on Lincoln Avenue?

Jeffrey Liss, 1354 Edgewood. Mr. Liss asked if an easement on Lincoln Avenue could be created instead of deeding a portion of the road to the Developer.

Derek Glass, 611 Lincoln. Mr. Glass asked about the process that led to amending the Village's height requirements in commercial districts last spring, how long Stonestreet Partners has owned the One Winnetka property, and if the Village has considered how the density of the development will contribute to traffic and congestion in the area.

Richard Laible, 978 Elm Street. Mr. Laible asked how soon after approval the project could start, and what the backup plan is for not approving the development.

Marc Hecht, Spruce Street. Mr. Hecht asked questions about the public benefits of the proposal, and whether the Developer has a contract with Conney's Pharmacy to include that building in the One Winnetka development.

Rob Neumann, 610 Sheridan Road. Mr. Neumann asked what Stonestreet's monthly carrying costs are and how long ago the preliminary application was filed.

Tom Kehoe, Winnetka. Mr. Kehoe asked what message would be sent to other developers if the project is not approved.

There being no further questions from the audience, President Greable called for public comments.

Steve Miller, Bob Humphrey, Richard Sobol, Peter Gelderman and Derek Glass called for the Council to deny the preliminary application.

Kaveh Mirani, Terry Dason, Phil Hoza, Eric Jonke, Sherry Molitor, Jeffrey Liss, Tom Kehoe, Gil Fitzgerald, Don Faloon, Rob Newman, Bob Horne and Madeline Mirani asked the Council to approve the preliminary application.

Frank Petrek, 711 Oak Street. Mr. Petrek asked the Council to protect the community at 711 Oak Street.

Bradley Smith, Evanston. Mr. Smith reviewed a tally of community comments from the advisory board process of the preliminary application review.

Marc Hecht, Spruce Street. Mr. Hecht said he hoped the Council would make the developer's financial statements available to the public for their comments.

President Greable asked the Council if they have further direction for Stonestreet Partners.

The Trustees were generally in favor of voting on the preliminary application as soon as possible. It was pointed out that the next Regular Council meeting on the day after Labor Day might not a be convenient date for the community to participate in the discussion.

Trustee Krucks requested a graphic of the development's western elevation along Lincoln Avenue, including the ramp of the parking garage and dimensions of sidewalks, roadways, and ingress and egress points.

Trustee Myers said he would like to see an updated traffic study of the revised project, including commuter times for the morning and evening rush hours.

Attorney Friedman explained that the first Council vote would be to either deny the application or to direct Village staff to prepare on Ordinance granting preliminary approval. That Ordinance would be brought to the Council for a vote at a subsequent meeting.

3) Public Comment:

Phil Hoza, Cherry Street. Mr. Hoza announced that David James, the first African American to live in Winnetka, and a Tuskegee Airman, had passed away the previous Friday.

4) Adjournment. Trustee Cripe, seconded by Trustee Ziv, moved to adjourn the meeting. By voice vote, the motion carried. The meeting adjourned at 10:14 p.m.

Deputy Clerk

**MINUTES
WINNETKA VILLAGE COUNCIL
REGULAR MEETING
August 2, 2016**

(Approved: xx)

A record of a legally convened regular meeting of the Council of the Village of Winnetka, which was held in the Village Hall Council Chambers on Tuesday, August 2, 2016, at 7:00 p.m.

- 1) Call to Order. President Greable called the meeting to order at 7:00 p.m. Present: Trustees Andrew Cripe, William Krucks, Penfield Lanphier, Scott Myers, Christopher Rintz and Kristin Ziv. Absent: None. Also present: Village Manager Robert Bahan, Village Attorney Benjamin Schuster, Public Works Director Steve Saunders, and approximately 40 persons in the audience.
- 2) Pledge of Allegiance. President Greable led the group in the Pledge of Allegiance.
- 3) Quorum.
 - a) August 9, 2016 Study Session - Cancelled.
 - b) August 16, 2016 Regular Meeting. All of the Council members present except Trustees Myers and Lanphier indicated that they expect to attend.
 - c) September 6, 2016 Regular Meeting. All of the Council members present indicated that they expect to attend.
- 4) Approval of the Agenda. Trustee Myers, seconded by Trustee Lanphier, moved to approve the Agenda. By voice vote, the motion carried.
- 5) Consent Agenda
 - a) Village Council Minutes.
 - i) July 12, 2016 Study Session
 - ii) July 19, 2016 Regular Meeting
 - b) Warrant List. Approval of the Warrant List dated July 15-28, 2016 in the amount of \$646,257.93.
 - c) Resolution: No. R-41-2016: Public Works Underground Storage Tank Removal and Replacement Project (Adoption). A Resolution approving a contract to Crown Industries, Inc. for the removal and replacement of the existing underground storage tank for an amount not to exceed \$243,790.
 - d) Purchase of Police Vehicle. Approval of the purchase of a 2017 Ford Expedition for \$32,978.00.

Trustee Myers, seconded by Trustee Ziv, moved to approve the foregoing items on the Consent Agenda by omnibus vote. By roll call vote, the motion carried. Ayes: Trustees Cripe, Krucks, Lanphier, Myers, Rintz and Ziv. Nays: None. Absent: None.

- 6) Stormwater Report: July 2016 Flood Event. Mr. Saunders gave a thorough presentation of the facts surrounding the severe rains of July 23, and he described the Village's response during and after the flooding that followed.

After the presentation, the Council thanked Village staff for assisting the community over the storm weekend. They asked questions about why there were so many sanitary sewer backups, potential strategies to limit overland flooding, and the possibility of auxiliary pumps draining to Duke Childs Field in emergencies.

Several Trustees were in favor of surveying the community in order to gather information on the types of flooding experienced (sanitary backup, seepage, or stormwater intrusion) and whether homeowner-installed protection measures had helped.

Mr. Saunders noted there was a high incidence of sanitary sewer backups, and he explained that a regional inflow/infiltration study by the Metropolitan Water Reclamation District is expected to clarify whether their system is causing local problems.

President Greable called for audience comment.

Marilyn Barter, Apple Tree Lane. Ms. Barter asked if there are systems that can be implemented on private property to help reduce the load on the Village's storm sewer system.

Ron White, 434 Berkeley Avenue. Mr. White described the storm seepage at his home and made suggestions for improvement, such as cleaning out the Skokie ditch.

Lu Xu, 548 Provident Avenue. Mr. Xu called for the Council to provide flood relief quickly.

Seth Reatherford, 1172 Ash Street. Mr. Reatherford described his flooding experience and called for fast relief.

Christina Codo, 1149 Ash Street. Ms. Codo asked if there is an interim solution and expressed concern about life safety in the event of more flooding.

Pat Balsamo Cherry Street. Ms. Balsamo asked if Winnetka's building code could be used to encourage more watertight construction.

Bruce McKeever, 1321 Hackberry. Mr. McKeever said installation of backflow preventers are necessary to prevent sewer backups.

Paul Konstant, 653 Sheridan Road. Mr. Konstant described a sewer backup in a home he designed near Lloyd Park and asked if the stormwater improvements at Lloyd Beach could have caused it.

Calvin Chung, 973 Willow Road. Mr. Chung called for a fast solution to the flooding problems and asked about the obstacles to implementing the Strand plan.

Dean Nelson, 1191 Elm Street. Mr. Nelson described his flooding experience, and said the flooding problem is in urgent need of fixing.

Dawn Blume, 1228 Cherry Street. Ms. Blume described her sanitary sewer backup and asked the Council to reinstate the Backflow Prevention program, which provides cost-sharing to homeowners who install backflow devices.

Chuck O'Brien, 1205 Elm Street. Mr. O'Brien described his flooding experience and listed all the flood control measures he has undertaken on his property.

Richard Kates, 1326 Tower Road. Mr. Kates recommended tempering a sense of urgency with a sense of building upon previous platforms, and he called for another survey to add to existing data. He said he was against the Backflow Prevention Program; urged education about Crow Island; and advised testing of private sewer laterals to see if they are contributing to sanitary sewer backups.

John Hirschey, 420 Sunset Road. Mr. Hirschey described his flooding experience and posited that the sanitary sewer backups cannot be caused by infiltration, since it percolates slowly and takes hours to have an effect. He noted that inflow has the more immediate and forceful effects that people with sanitary sewer backups have experienced.

Cass Baker, 132 DeWindt. Mr. Baker described some flooding along the DeWindt Road Association, and asked for a fast solution to the flooding.

Ted Wynnychenko, Oak Street. Mr. Wynnychenko said the Backflow Prevention Program provides a public health benefit, criticized Village inaction on zoning amendments to decrease impervious area, and suggested changing focus to smaller fixes while a larger solution is worked through.

President Greable called for Council discussion.

Several Trustees were interested in adding data to the 2011 flood damage survey. The Council was unanimous in supporting the reinstatement of the Backflow Prevention Program, and there was general agreement to explore creation of an ad hoc Stormwater Committee. The Council expressed sympathy and support for those residents who experienced flooding and sanitary sewer backups and agreed to investigate the option of setting up emergency pumping capability for the “tree streets.”

Trustee Krucks, seconded by Trustee Cripe, moved to reinstate the Village’s Backflow Prevention Program and to allocate an initial \$50,000 in funding for the program. By roll call vote, the motion passed. Ayes: Trustees Cripe, Krucks, Lanphier, Myers, Rintz and Ziv. Nays: None. Absent: None.

Manager Bahan and Mr. Saunders noted that some of the mitigation zones that are not readily helped by a large project could be examined and fast-tracked for engineering in the 2017 Fiscal Year.

7) Ordinances and Resolutions.

a) Resolution No. R-42-2016: A Resolution Waiving Permit Fees for Storm Repairs (Adoption). Mr. Saunders explained that the Village has historically waived building permit fees for flood repairs. Responding to a question about expanding the program to include flood protection projects, he said a supplemental Ordinance could be brought back after he confers with Community Development Director Mike D’Onofrio.

Trustee Myers, seconded by Trustee Cripe, moved to adopt Resolution No. R-42-2016. By roll call vote, the motion carried. Ayes: Trustees Cripe, Krucks, Lanphier, Myers, Rintz and Ziv. Nays: None. Absent: None.

8) Public Comment.

Richard Kates 1326 Tower. Mr. Kates asked why a proposed new business, Graeters Ice Cream, in Hubbard Woods is taking so long to open. Mr. Bahan explained that the company is doing a large expansion and has not made Winnetka a priority location.

Linda Kramer, Willow Road. Ms. Kramer presented the Council a petition about the problem of truck traffic on Willow Road, which she said disrupts life for residents. The petition asks for the Village to ensure less construction traffic and a lowered speed limit on Willow Road.

Karen Kennedy, Willow Road. Ms. Kennedy said the New Trier High School expansion and renovation is the biggest construction project Winnetka will have in decades and the trucks are wreaking havoc. Manager Bahan said the project is not locally permitted, but the Village will be happy to encourage the school district to disperse the truck traffic. Mr. Saunders said the Illinois Department of Transportation could be requested to lower the speed limit to 25 MPH.

9) Old Business. None.

10) New Business. None.

11) Appointments. None.

12) Reports.

a) Village President. None.

b) Trustees. None.

c) Attorney. None.

d) Manager. None.

13) Closed Session. Trustee Cripe moved to adjourn into Closed Session to discuss Personnel Matters, pursuant to Section 2c(1) of the Illinois Open Meetings Act. Trustee Ziv seconded the motion. By roll call vote, the motion carried. Ayes: Trustees Cripe, Krucks, Lanphier, Myers, Rintz and Ziv. Nays: None. Absent: None.

President Greable announced that the Council would not return to the open meeting after Executive Session. The Council adjourned into Executive Session at 10:33 p.m.

14) Adjournment. Trustee Lanphier, seconded by Trustee Myers, moved to adjourn the meeting. By voice vote, the motion carried. The meeting adjourned at 11:10 p.m.

Deputy Clerk



Agenda Item Executive Summary

Title: Approval of Warrant List

Presenter: Robert M. Bahan, Village Manager

Agenda Date: 08/16/2016

Consent: YES NO

- | | |
|-------------------------------------|-------------------------|
| <input type="checkbox"/> | Ordinance |
| <input type="checkbox"/> | Resolution |
| <input type="checkbox"/> | Bid Authorization/Award |
| <input type="checkbox"/> | Policy Direction |
| <input checked="" type="checkbox"/> | Informational Only |

Item History:

None.

Executive Summary:

The Warrant List dated July 29 - August 11, 2016 was emailed to each Village Council member.

Recommendation:

Consider approving the Warrant List dated July 29 - August 11, 2016.

Attachments:

None.



Agenda Item Executive Summary

Title: Resolution No. R-43-2016: First Amendment to IGA with New Trier High School Regarding Installation of Water And Electric Utility Improvements (Adoption)

Presenter: Brian Keys, Director of Water & Electric

Agenda Date: 08/16/16

- Ordinance
- Resolution
- Bid Authorization/Award
- Policy Direction
- Informational Only

Consent: YES NO

Item History:

At the April 21, 2015 Village Council meeting, the Village Council approved an Intergovernmental Agreement (IGA) with the Board of Education of New Trier Township High School District No. 23 for the installation of water and electric utilities associated with the school's renovation project. Due to the size and complexity of the project, an IGA was created to establish the respective rights, responsibilities, and obligations regarding the construction, installation, and ownership of utility improvements required for the project.

Executive Summary:

New Trier has requested that the Village's Water & Electric Department perform additional utility work not currently contained in the IGA for the school renovation project. In late June, it was determined that an existing pad mount transformer located along Woodland Avenue was in conflict with demolition work and earth retention work required in the next phase of the school's renovation project. The school has requested the relocation of an existing transformer.

Both Village staff and NTHS staff agreed that seeking an amendment to the IGA prior to the start of the transformer relocation work would create a delay in the school's construction schedule. In order to avoid delaying the school's construction schedule, a letter agreement was issued to document the understanding of both parties which also specified creating an amendment to the IGA. Upon receipt of the letter, the Water & Electric Department removed the transformer and proceeded to work with New Trier on providing the relocated point of electric service.

As the work being performed by the Water & Electric Department is for the sole benefit of New Trier, all of the costs associated with relocating the transformer will be invoiced to the school. The estimated cost of the relocation project is \$37,243. Similar to the other points of electrical service, New Trier will install, own, and maintain the secondary cable between the Village's transformer and metering point. The Village will be responsible for installation, ownership, and maintenance of the transformer and underground medium voltage cable. The school is granting the Village a temporary easement for the installed facilities. As the completion of the project, a permanent easement will be recorded.

In the original IGA, the water and electric utility improvements were initially estimated at \$1,090,000. The First Amendment to the IGA does not require the approval of additional funds.

Executive Summary (continued):

Utility work completed to date has been completed at a cost lower than the original estimate. The transformer relocation will not exceed the total agreed upon amount.

At the July 25, 2016 Board of Education meeting, New Trier approved the proposed amendment to the IGA. Resolution No. R-43-2016, prepared by the Village Attorney, authorizes the Village President and Village Clerk to execute and attest, a First Amendment to the Intergovernmental Agreement Between the Board of Education of New Trier Township High School District No. 203 and the Village of Winnetka Regarding Installation of Water and Electric Utility Improvements.

Recommendation:

Consider adoption of Resolution No. R-43-2016, approving a First Amendment to the Intergovernmental Agreement Between the Board of Education of New Trier Township High School District No. 203 and the Village of Winnetka Regarding Installation of Water and Electric Utility Improvements, in the form presented in Exhibit A.

Attachments:

Letter from C. Johnson (NTHS) to B. Keys (Winnetka) dated June 14, 2016
Resolution No. R-43-2016; First Amendment to Intergovernmental Agreement Between the Board of Education of New Trier Township High School District No. 203 and the Village of Winnetka Regarding Installation of Water and Electric Utility Improvements
Exhibit A - First Amendment to Intergovernmental Agreement Between the Board of Education of New Trier Township High School District No. 203 and the Village of Winnetka Regarding Installation of Water and Electric Utility Improvements
IGA Amendment Exhibit 1 - Scope of Work
IGA Amendment Exhibit 2 - Electrical Improvement Drawings
IGA Amendment Exhibit 3 - Temporary Easement Premises



To: Brian Keys
From: Chris Johnson
Date: June 14, 2016
Subject: Notice to Proceed with Music Building Transformer Relocation and Amending the IGA

Based on the scope below, please proceed with the transformer relocation for the Music Building, and prepare a draft amendment to the Intergovernmental Agreement Between the Board of Education of New Trier Township 203 and the Village of Winnetka Regarding Installation of Water and Electric Utility Improvements dated 4/22/15.

Scope Details:

NTHS has requested that W&E relocate the existing transformer on Woodland Avenue to a location further south on Woodland Avenue near the existing bike racks.

The Village will provide, own and maintain the following:

- Underground conduit for primary cable
- Underground primary cable
- Transformer pad
- Transformer suitable for the specified load
- Metering equipment

NTHS will provide, own, and maintain the following:

- Secondary conduits
- Secondary cable between the transformer and current transformer metering cabinet (externally mounted)

NTHS is granting a temporary (construction) easement for the electric cable and equipment associated with the relocation. At the close of the project, NTHS will provide a 10 ft. permanent easement around the relocated transformer and underground primary cable. The requested relocation work is for the sole benefit of NTHS, as such, all of the work performed by the Village or their contractors will be at New Trier's sole expense. The cost of this work is estimated at \$50,000. Actual cost will be invoiced to NTHS at the completion of the project.

We appreciate your responsiveness in addressing this unanticipated change to our electrical service in a timely fashion, and look forward to working with you to complete this project. Please contact Steve Linke, Facilities Manager with any further questions.

RESOLUTION R-43-2016

**A RESOLUTION APPROVING A FIRST AMENDMENT TO AN
INTERGOVERNMENTAL AGREEMENT
BETWEEN THE BOARD OF EDUCATION OF NEW TRIER TOWNSHIP
HIGH SCHOOL DISTRICT NO. 203 AND THE VILLAGE OF WINNETKA**

WHEREAS, the Village of Winnetka ("***Village***") is a home rule municipality in accordance with Article VII, Section 6 of the Constitution of the State of Illinois of 1970; and

WHEREAS, Article VII, Section 10 of the 1970 Illinois Constitution and the Illinois Intergovernmental Cooperation Act, 5 ILCS 220/1, *et seq.*, authorize and encourage intergovernmental cooperation; and

WHEREAS, on April 21st, 2015, the Board of Education of New Trier Township High School District No. 203 ("***School District***") and the Village entered into an intergovernmental agreement ("***Agreement***") for the installation of water and electric utilities associated with the school's renovation project; and

WHEREAS, the School District desires to enter into a first amendment to the Agreement ("***First Amendment***") to add to the scope of work set forth in the Agreement the relocation of an existing transformer currently located on Woodland Avenue to a new location ("***Additional Transformer Work***"); and

WHEREAS, the Council of the Village of Winnetka ("***Village Council***") has determined that entering into the First Amendment to the Agreement with the School District for the Additional Transformer Work is in the best interest of the Village;

NOW, THEREFORE, BE IT RESOLVED, by the Council of the Village of Winnetka, Cook County, Illinois, as follows:

SECTION 1: RECITALS. The Village Council hereby adopts the foregoing recitals as its findings, as if fully set forth herein.

SECTION 2: APPROVAL OF FIRST AMENDMENT. The Village Council hereby approves, pursuant to the Village's home rule power, the First Amendment to the Agreement in substantially the form attached to this Resolution as **Exhibit A**, and in a final form to be approved by the Village Attorney.

SECTION 3: AUTHORIZATION TO EXECUTE THE FIRST AMENDMENT. The Village Council hereby authorizes and directs, pursuant to the Village's home rule power, the Village President and the Village Clerk to execute and seal, on behalf of the Village, the First Amendment to the Agreement.

SECTION 4: EFFECTIVE DATE. This Resolution shall be in full force and effect from and after its passage and approval according to law.

ADOPTED this ____ day of ____, 2016, pursuant to the following roll call vote:

AYES: _____

NAYS: _____

ABSENT: _____

ABSTAIN: _____

Signed

Village President

Countersigned:

Village Clerk

EXHIBIT A

FIRST AMENDED AGREEMENT

**FIRST AMENDMENT TO
INTERGOVERNMENTAL AGREEMENT BETWEEN THE BOARD OF EDUCATION
OF NEW TRIER TOWNSHIP HIGH SCHOOL DISTRICT NO. 203 AND THE
VILLAGE OF WINNETKA REGARDING INSTALLATION OF
WATER AND ELECTRIC UTILITY IMPROVEMENTS**

THIS FIRST AMENDMENT TO INTERGOVERNMENTAL AGREEMENT BETWEEN THE BOARD OF EDUCATION OF NEW TRIER TOWNSHIP HIGH SCHOOL DISTRICT NO. 203 AND THE VILLAGE OF WINNETKA REGARDING INSTALLATION OF WATER AND ELECTRIC UTILITY IMPROVEMENTS (“*Amendment*”) is made as of the ____ day of _____, 2016 by and between the BOARD OF EDUCATION OF NEW TRIER TOWNSHIP HIGH SCHOOL DISTRICT NO. 203, Cook County, Illinois (“*School District*”), and the VILLAGE OF WINNETKA, an Illinois home rule municipal corporation (“*Village*”).

RECITALS:

A. The School District and the Village have executed an Intergovernmental Agreement Between the Board of Education of New Trier Township High School District No. 203 and the Village of Winnetka Regarding the Installation of Water and Electric Utility Improvements, dated April 27, 2015 (“*Agreement*”).

B. The Agreement provides, among other things, for: (i) the construction and installation of certain improvements to (i) the Village’s water utility infrastructure serving the that certain property commonly known as 385 Winnetka Avenue, in Winnetka, Illinois, and legally described in Exhibit A of the Agreement (“*Property*”), and (ii) the Village’s electric utility infrastructure serving the Property, to enable the School District to engage in School Improvements.

B. The School District now desires to add to the scope of work set forth in the Agreement the relocation of an existing transformer, and necessary appurtenances thereto, currently located on Woodland Avenue to a new location approximately one hundred fifty feet south from the transformer’s current location (“*Additional Transformer Work*”).

E. The School District and the Village desire to amend the Agreement pursuant to this Amendment to set forth the terms and conditions for the Additional Transformer Work.

NOW THEREFORE, for and in consideration of the Recitals set forth above, the mutual agreements and covenants contained herein and other good and valuable consideration, the receipt, adequacy and sufficiency of which are hereby acknowledged, the School District and Village hereby agree as follows:

SECTION 1. RECITALS. The foregoing recitals are hereby incorporated into, and made a part of, Section 1 of the Agreement as if fully set forth therein.

SECTION 2. DEFINITIONS; RULES OF CONSTRUCTION.

A. **Definitions.** All capitalized words and phrases used throughout this Amendment have the meanings set forth in the various provisions of this Amendment. If a word or phrase is not specifically defined in this Amendment, it has the same meaning as in the Agreement.

B. **Rules of Construction.** Except as specifically provided and amended in this Amendment, all terms, provisions and requirements contained in the Agreement remain unchanged and in full force and effect.

SECTION 3. AMENDMENTS TO THE AGREEMENT.

A. **Section 3.A of the Agreement.** Section 3.A of the Agreement is hereby amended to read as follows:

Section 3. Electric Improvements.

A. **Electric Improvements.** The Electric Improvements will generally consist of: (i) new switchgear, five-inch conduits, manholes, and electrical cable installed within certain segments of the public rights-of-way commonly known as Green Bay Road, Winnetka Avenue, and Woodland Avenue; (ii) three new manholes, five-inch and four-inch conduits, and electrical cable installed on the Property; (iii) two transformer pads, two switchgear pads, two 2500 KVA transformers (collectively, the “Transformers”), and two pad mount switchgear units installed on the Property; (iv) one back-up 2500 KVA transformer stored at the Village’s facility, and (v) duct bank relocation; and (vi) the relocation of the existing transformer on Woodland Avenue to a location approximately one hundred fifty feet south along Woodland Avenue, all as more fully described in the document titled “New Trier Renovation – Electric Utility Work Scope” attached to this Agreement as **Exhibit C** (the “Scope of Work”) and as depicted on the schematic drawings attached to this Agreement as **Exhibit D** (the “Electric Improvements Drawings”) (collectively, the Scope of Work and the Electric Improvements Drawings are the “Electric Improvements Documents”).

B. **Exhibit C to the Agreement.** Exhibit C to the Agreement is hereby amended by adding the pages contained in *Exhibit 1* to this Amendment to the end of Exhibit C.

C. **Exhibit D to the Agreement.** Exhibit D to the Agreement is hereby amended by adding the page contained in *Exhibit 2* to this Amendment to the end of Exhibit D.

D. **Exhibit E to the Agreement.** Exhibit E to the Agreement is hereby amended by adding the page contained in *Exhibit 3* to this Amendment to the end of Exhibit E.

Additions are bold and double-underlined; deletions are struck through.

SECTION 3. CONFLICTS. The Parties acknowledge and agree that this Amendment modifies and amends the Agreement and the terms and provisions hereof shall supersede and control over any contrary or conflicting terms and provisions set forth in the Agreement.

IN WITNESS WHEREOF, the School District and the Village have respectively executed this Amendment to be effective as of the date first above written.

**BOARD OF EDUCATION
NEW TRIER
TOWNSHIP HIGH SCHOOL
DISTRICT NO. 203, Cook County, Illinois**

VILLAGE OF WINNETKA

By: _____
President

By: _____
President

Attest: _____
Secretary

Attest: _____
Clerk

Dated: _____

Dated: _____

EXHIBIT 1

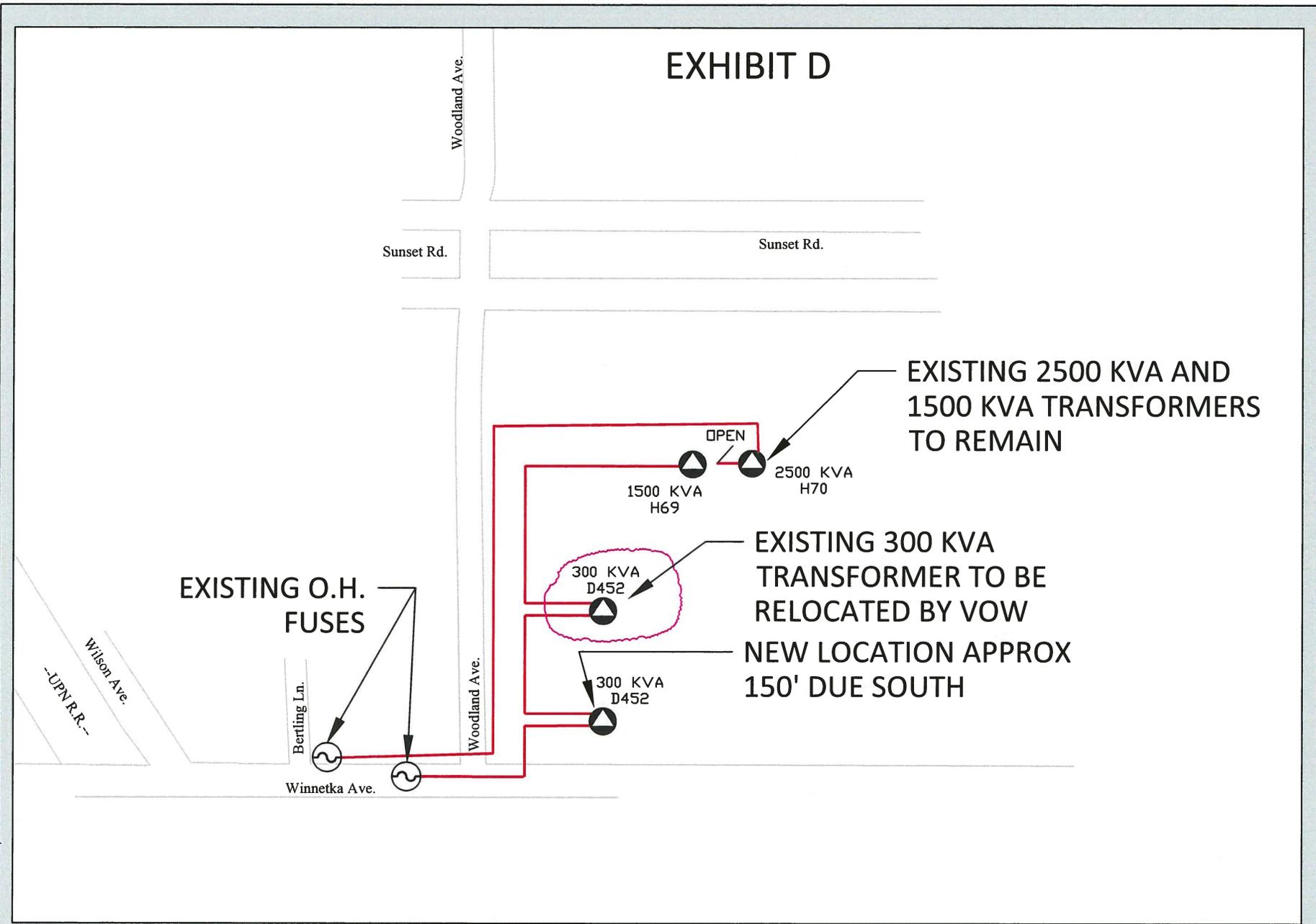
Exhibit C
New Trier Renovation - Electric Utility Work Scope (Rev. 7-1-16)

Item	Est. Quantity	Installation / Material Purchasing Party	Ownership	Village Cost - Explanation
<i>Manhole #691 (existing) to Manhole #693 (existing)</i>				
Remove existing 4/0 cable		Winnetka	Winnetka	
Splices	6	Winnetka	Winnetka	
Cable, 4/0	550	Winnetka	Winnetka	
Duct shields	2	Winnetka	Winnetka	
Nylon tie	6	Winnetka	Winnetka	
Cable pulling lubricant, 5 gallon pail	1	Winnetka	Winnetka	
<i>Manhole #693 (existing) to Manhole #125 (existing)</i>				
Start / End pit	2	Winnetka	Winnetka	
Test holes - parkway	1	Winnetka	Winnetka	
Conduit, 2-4" conduits	60	Winnetka	Winnetka	
Bore/ream	30	Winnetka	Winnetka	
Tie into manhole, first conduit	1	Winnetka	Winnetka	
Tie into manhole, additional conduit	1	Winnetka	Winnetka	
Cable, 4/0	100	Winnetka	Winnetka	
Manhole hanger	3	Winnetka	Winnetka	
Manhole rack	3	Winnetka	Winnetka	
Manhole rack insulator	3	Winnetka	Winnetka	
Spoil removal	1	Winnetka	Winnetka	
Duct shields	2	Winnetka	Winnetka	
Nylon tie	4	Winnetka	Winnetka	
Cable pulling lubricant, 5 gallon pail	1	Winnetka	Winnetka	
<i>Manhole #125 (existing) to D452 Relocation</i>				
Start / End pit	2	Winnetka	Winnetka	
Test holes - parkway	1	Winnetka	Winnetka	
Conduit, 2-4" conduits	100	Winnetka	Winnetka	
Bore/ream	50	Winnetka	Winnetka	
Tie into manhole, first conduit	1	Winnetka	Winnetka	
Tie into manhole, additional conduit	1	Winnetka	Winnetka	
Cable, 4/0	120	Winnetka	Winnetka	
Manhole hanger	3	Winnetka	Winnetka	
Manhole rack	3	Winnetka	Winnetka	
Manhole rack insulator	3	Winnetka	Winnetka	
Spoil removal	1	Winnetka	Winnetka	
Duct shields	2	Winnetka	Winnetka	
Nylon tie	4	Winnetka	Winnetka	
Cable pulling lubricant, 5 gallon pail	1	Winnetka	Winnetka	

<i>Transformer D452 Relocated</i>				
Precast three phase transformer pad	1	NTHS	Winnetka	
300KVA 277/480V Transformer	1	Re-Use Existing	Winnetka	
Compression Connector	6	Winnetka	Winnetka	
Elbow terminations:	6	Winnetka	Winnetka	
Cold shrink sealing tubes for elbows	6	Winnetka	Winnetka	
Cable pulling lubricant, 5 gallon pail	1	Winnetka	Winnetka	
Pel pack splicing kits	6	Winnetka	Winnetka	
Fault indicators	6	Winnetka	Winnetka	
4" - 36" Sweep Bend	2	NTHS	NTHS	
4" - 36" Sweep Bend	2	NTHS	Winnetka	
Conduit for secondary cable	2 sets	NTHS	NTHS	
Secondary cable, 600 mcm copper	2 sets	NTHS	NTHS	
2 Hole Connectros, 600 mcm	8	Winnetka	Winnetka	
Ground rod	1	Winnetka	Winnetka	
Ground wire, 1/0	6	Winnetka	Winnetka	
Ground connector	1	Winnetka	Winnetka	
Ground connector for transformer	2	Winnetka	Winnetka	
Padlock	1	Winnetka	Winnetka	

EXHIBIT 2

EXHIBIT D



EXISTING 2500 KVA AND 1500 KVA TRANSFORMERS TO REMAIN

EXISTING 300 KVA TRANSFORMER TO BE RELOCATED BY VOW

NEW LOCATION APPROX 150' DUE SOUTH

EXISTING O.H. FUSES

VILLAGE OF WINNETKA WATER AND ELECTRIC

N.T.H.S. ELECTRIC IMPROVEMENT DRAWINGS - ONE LINE

DRAWN BY: N. SCHREINER / VOW

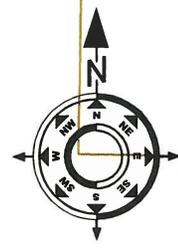
DATE: 6/28/16

PG 1 OF 1

EXHIBIT 3

N.T.H.S.

EXHIBIT E



Woodland

NEW ELECTRIC DUCT BANK
INSTALLED BY NEW TRIER

MIN. 15' EASEMENT, WATER & ELECTRIC

MUSIC BLDG TRANSFORMER RELOCATED BY VOW

MIN. 4' CLEARANCE TO SIDES OF TRANSFORMER

ADDITIONAL 10' EASEMENT FROM MANHOLE
TO TRANSFORMER RELOCATION

NEW MANHOLE INSTALLED
BY NEW TRIER

ROAD R.O.W. = 66'

EXISTING 16" WATER MAIN

ER MAIN
W TRIER

NEW VALVE

M

T

Winnetka Ave.

VILLAGE OF WINNETKA WATER AND ELECTRIC

N.T.H.S UTILITY EASEMENTS

DRAWN BY: N. SCHREINER / V.O.W.

DATE: 6/28/16

PG 1 OF 1



Agenda Item Executive Summary

Title: Resolution No. R-44-2016: Approving an Intergovernmental Agreement with New Trier Regarding the Maintenance of Street Lights (Adoption)

Presenter: Brian Keys, Director of Water & Electric

Agenda Date: 08/16/2016

- Ordinance
- Resolution
- Bid Authorization/Award
- Policy Direction
- Informational Only

Consent: YES NO

Item History:

At the January 6, 2015 Village Council meeting, the Council approved a Special Use Permit and variations for New Trier Township High School to expand and renovate the school, as well as provide traffic circulation and parking improvements. This request included reconfiguration and expansion of Essex Road between Winnetka Avenue and a proposed east-west circulation road. The plans also contained new street lights and pedestrian lighting along Essex Road and in the NTHS parking lot on the east side of Essex Road.

Executive Summary:

An Intergovernmental Agreement (IGA) has been created to establish the respective rights, responsibilities, and obligations regarding the installation, maintenance, and ownership of the street lighting improvements on Essex Road which is public right-of-way. As contained in the approved plans, New Trier has completed lighting improvements along Essex Road. This included the removal of Village owned street lights followed by the installation of new street light and pedestrian lighting fixtures provided, installed, and electrically served by New Trier. The installed street light fixtures are consistent in style to those used along the new east-west circulation road and the NTHS parking lot on the east side of Essex Road. The street lights and parking lot lights are served by underground circuits that originate from the high school and cross Essex Road. As noted in the IGA, New Trier will be responsible for the maintenance, electrical costs, and the utility locating of the street light improvements and underground infrastructure installed in the Essex Road right-of-way. The IGA specifies the timely restoration of the Essex Road right-of-way following any work on the street light improvements and underground infrastructure. The agreement also contains provisions whereby the Village may take action to repair the street light facilities in the event that New Trier does not take action in the agreed upon time frame.

At the July 25, 2016 Board of Education meeting, New Trier approved the proposed IGA. Resolution No. R-44-2016, prepared by the Village Attorney, authorizes the Village President and Village Clerk to execute and attest, an Intergovernmental Agreement between the Board of Education of New Trier Township High School District No. 203 regarding maintenance of street lights.

Recommendation:

Consider adoption of Resolution No. R-44-2016, approving an Intergovernmental Agreement with the Board of Education of New Trier Township High School District No. 203, in the form presented in Exhibit A.

Attachments:

Resolution No. R-44-2016; Approving an Intergovernmental Agreement with the Board of Education of New Trier Township High School District No. 203 Regarding Maintenance of Street Lights

Exhibit A - Intergovernmental Agreement with the Board of Education of New Trier Township High School District No. 203 Regarding Maintenance of Street Lights

IGA - Exhibit A Site Plan

RESOLUTION NO. R-44-2016

**A RESOLUTION APPROVING AN INTERGOVERNMENTAL AGREEMENT
BETWEEN THE BOARD OF EDUCATION OF NEW TRIER TOWNSHIP HIGH
SCHOOL DISTRICT NO. 203 AND THE VILLAGE OF WINNETKA
REGARDING MAINTENANCE OF STREET LIGHTS**

WHEREAS, the Village of Winnetka (“*Village*”) is a home rule municipality in accordance with Article VII, Section 6 of the Constitution of the State of Illinois of 1970; and

WHEREAS, Article VII, Section 10 of the 1970 Illinois Constitution and the Illinois Intergovernmental Cooperation Act, 5 ILCS 220/1, *et seq.*, authorize and encourage intergovernmental cooperation; and

WHEREAS, the Village is the owner of the Essex Road right-of-way located within the Village; and

WHEREAS, the New Trier Township High School District No. 203 (“*School District*”) has been engaged in expanding and renovating New Trier High School, which expansion and renovation includes reconfiguring and expanding Essex Road between Winnetka Avenue and a proposed east-west circulation road (collectively, “*Project*”); and

WHEREAS, the Project includes replacing the street lighting along Essex Road with new street and pedestrian lighting infrastructure, including, without limitation, light fixtures, cable, conduit, and foundations (collectively, “*Street Light Improvements*”); and

WHEREAS, the Village and the School District desire to enter into an intergovernmental agreement setting forth their respective rights, responsibilities, and obligations regarding the maintenance, and repair of the Street Light Improvements (“*Intergovernmental Agreement*”); and

WHEREAS, the Council of the Village of Winnetka (“*Village Council*”) has determined that entering into the Intergovernmental Agreement with the School District regarding the Street Light Improvements is in the best interest of the Village;

NOW, THEREFORE, BE IT RESOLVED, by the Council of the Village of Winnetka, Cook County, Illinois, as follows:

SECTION 1: RECITALS. The Village Council hereby adopts the foregoing recitals as its findings, as if fully set forth herein.

SECTION 2: APPROVAL OF INTERGOVERNMENTAL AGREEMENT. The Village Council hereby approves, pursuant to the Village’s home rule power, the Intergovernmental Agreement in substantially the form attached to this Resolution as **Exhibit A**, and in a final form to be approved by the Village Attorney.

SECTION 3: AUTHORIZATION TO EXECUTE AGREEMENT. The Village Council hereby authorizes and directs, pursuant to the Village's home rule power, the Village President and the Village Clerk to execute and seal, on behalf of the Village, the final Intergovernmental Agreement.

SECTION 4: EFFECTIVE DATE. This Resolution shall be in full force and effect from and after its passage and approval according to law.

ADOPTED this ____ day of____, 2016, pursuant to the following roll call vote:

AYES: _____
NAYS: _____
ABSENT: _____
ABSTAIN: _____

Signed

Village President

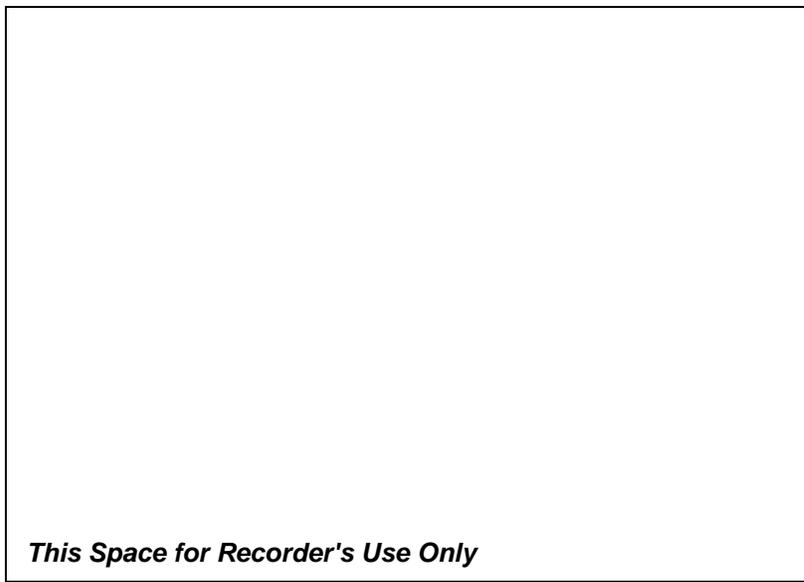
Countersigned:

Village Clerk

EXHIBIT A
INTERGOVERNMENTAL AGREEMENT

THIS DOCUMENT
PREPARED BY AND AFTER
RECORDING RETURN TO:

Holland & Knight LLP
131 South Dearborn Street, 30th Floor
Chicago, IL 60603
Attention: Peter M. Friedman



**INTERGOVERNMENTAL AGREEMENT BETWEEN THE BOARD OF EDUCATION
OF NEW TRIER TOWNSHIP HIGH SCHOOL DISTRICT NO. 203 AND THE
VILLAGE OF WINNETKA REGARDING MAINTENANCE OF STREET LIGHTS**

This agreement (“*Agreement*”), is dated as of the _____ day of _____, 2016 (“*Effective Date*”), and is by and between the Board of Education of New Trier Township High School District No. 203, Cook County, Illinois (“*School District*”), and the Village of Winnetka, an Illinois home rule municipal corporation (“*Village*”) (the School District and the Village are each a “*Party*” and collectively are the “*Parties*”). The School District and the Village agree as follows:

Section 1. Background.

A. Article VII, Section 10 of the Illinois Constitution and the Intergovernmental Cooperation Act, 5 ILCS 220/1 *et seq.*, authorize and encourage intergovernmental cooperation.

B. The School District is the record title owner of the property commonly known as 385 Winnetka Avenue, in Winnetka, Illinois (“*Property*”).

C. The Property is improved with multiple buildings and structures and is used by the District as the Winnetka Campus of New Trier High School.

D. The Village is the record title owner of the Essex Road right-of-way located within the Village. The segment of the Essex Road right-of-of way located between Sunset Road and Winnetka Avenue (“*Licensed Premises*”) is located adjacent to, and to the east of, the Property, as generally depicted on **Exhibit A** attached to this Agreement (“*Site Plan*”).

E. With the consent of the Village, the School District has constructed within the Licensed Premises certain street lights and underground infrastructure, including, without

limitation, cable, conduit, foundations, and poles (collectively, “*Street Light Improvements*”), as generally depicted on Site Plan.

F. The Parties desire to enter into this Agreement to set forth their respective rights and obligations regarding the ownership, maintenance, and repair of the Street Light Improvements and the Licensed Premises.

Section 2. Grant of License; Limitation of Interest.

A. License. Subject to the terms and conditions set forth in this Agreement, the Village hereby grants to the School District, and the School District hereby accepts, a non-exclusive revocable license, for the benefit of the Property, for the maintenance, repair, replacement, and removal of the Street Light Improvements within the Licensed Premises, pursuant to and in strict accordance with the terms and provisions of this Agreement (“*License*”). The School District acknowledges and agrees that nothing in this Agreement shall be interpreted to provide a license to the School District to alter the Licensed Premises in any way other than for the maintenance, repair, and replacement of the Street Light Improvements as depicted on the Site Plan.

B. Limitation of Interest. Except for the License granted pursuant to this Agreement, the School District shall have no legal, beneficial, or equitable interest, whether by adverse possession or prescription or otherwise, in the Licensed Premises.

Section 3. Ownership of Street Light Improvements; Energy Costs.

The School District owns all right, title, and interest in and to the Street Light Improvements. The School District shall be solely responsible for paying the cost of supplying the Street Light Improvements with electricity at the then-current generally-applicable electricity rates.

Section 4. Maintenance of Streetlight Improvements.

A. Acknowledgment of School District Obligations. The School District acknowledges and agrees that the School District, and not the Village, shall be solely responsible for the maintenance, repair, replacement, and removal of the Street Light Improvements.

B. Maintenance in Good Condition. The School District shall maintain the Street Light Improvements at all times: (i) in the proper condition for their intended use, in a condition of good repair, and in a safe, clean, and slightly condition, clean and reasonably free of snow, ice, dirt, and other natural conditions so as to avoid and prevent any and all hazards to the public; and (ii) in accordance and compliance with the Site Plan, all at the sole expense of the School District and subject to inspection and approval by the Village. The School District shall not maintain, repair, replace, or remove the Street Light Improvements, or any portion thereof, in a manner that does not comply with the Site Plan or that changes the design of the Street Light Improvements without first providing the Village with proposed plans and obtaining the prior written consent of the Village. If the School District fails to maintain the Street Light

Improvements in accordance with this Agreement within 7 days after receipt of written notice from the Village on this failure and requesting compliance, then the Village may utilize its own forces or a third party to perform the required maintenance work, and the School District shall pay for all costs incurred by the Village within 30 days after the School District's receipt of a written demand for payment from the Village.

C. Restoration of Licensed Premises. Upon completion of any work necessary for the maintenance, repair, replacement, and removal of the Street Light Improvements, the School District shall restore the Licensed Premises and all Village-owned property as nearly as practicable to its condition as of the Effective Date, including, without limitation, restoration of all fences, paved surfaces, sidewalks, streets, roads, plantings, landscaping, and other public improvements, if disturbed, damaged, or removed by the School District, as nearly as practicable to the condition immediately preceding the construction of the Street Light Improvements. If the School District fails to restore the area around the Street Light Improvements, within 7 days after receipt of written notice from the Village requesting the required restoration pursuant to this Subsection, then the Village may utilize its own forces or a third party to perform the restoration work, and the School District shall pay for all costs incurred by the Village within 30 days after the School District's receipt of a written demand for payment from the Village.

D. Compliance with Laws. The School District shall keep the Street Light Improvements in compliance at all times with all applicable federal, state and Village laws, statutes, codes, ordinances, resolutions, rules, and regulations, as the same have been or may be amended from time to time.

E. Membership with Joint Utility Locating Information for Excavators (JULIE). The School District shall become a member of JULIE and register all underground infrastructure installed in connection with the Street Light Improvements in the public right-of-way. As an owner of underground utilities in the public right-of way, the School District will locate their underground utilities or make third party arrangements to have their underground utilities located when notified by JULIE. The School District shall contact JULIE prior to any excavation associated with the construction, maintenance, repair, replacement, and removal of the Street Light Improvements to avoid damaging any infrastructure located under the Licensed Premises.

F. Abatement of Dangerous Condition. In the event the Street Light Improvements threaten the public health and safety, the School District agrees that, after receiving reasonable notice from the Village and opportunity, if possible, to remedy the situation: (i) the Village shall have the right, but not the obligation, to take all necessary action to abate the dangerous condition; and (ii) the School District shall reimburse the Village for all costs incurred by the Village in the performance of such abatement.

Section 5. Reservation of Rights; No Interference.

The Village hereby reserves the right to use the Licensed Premises in any manner that will not prevent, impede, or interfere in any way with the exercise by the School District of the rights granted pursuant to Section 2 of this Agreement. The Village shall have the right to grant

other non-exclusive licenses or easements, including, without limitation, licenses or easements for utility purposes, over, along, upon, or across the Licensed Premises. The Village further reserves its right of full and normal access to the Licensed Premises for the maintenance of any existing or future utility located thereon or for any other necessary public purpose. The School District understands and agrees that the maintenance and existence of the Street Light Improvements within the Licensed Premises shall not, in any way, interfere with the right of the Village, its contractors, or public utilities to work or excavate within the Licensed Premises or any portion of the public right-of-way for any maintenance activity, construction operation, repair, or installation of any public facilities, public utilities, public improvements, or for any other necessary public purpose.

Section 6. Liens.

The School District hereby represents and warrants that it shall take all necessary action to keep all portions of the Licensed Premises free and clear of all liens, claims, and demands, including without limitation mechanic's liens, in connection with any work performed by the School District or its agents on the Licensed Premises. In the event that any liens, claims, or demands are attached to the Licensed Premises in connection with any work performed by the School District or its agents, the School District shall, at no expense to the Village, take all necessary action to remove such liens, claims, or demands from the Licensed Premises.

Section 7. Liability and Indemnity.

A. Maintenance of Licensed Premises by Village. The School District acknowledges and agrees that the Village shall not be liable for any damage that may occur to the Street Light Improvements as a result of the Village's necessary maintenance responsibilities with regard to the Licensed Premises unless the damages are caused by Village's grossly negligent or willful actions or omissions. Any maintenance, repair, or replacement of the Street Light Improvements necessary as a result of such Village maintenance or other work shall be at the sole cost and expense of the School District.

B. Indemnity. The School District agrees to, and does hereby, hold harmless and indemnify the Village and all Village elected or appointed officials, officers, employees, agents, representatives, engineers, and attorneys, from any and all claims that may be asserted at any time against any of those parties in connection with: (i) the construction, maintenance, repair, replacement, or removal of any portion of the Street Light Improvements; or (ii) the School District's performance of, or failure to perform, its obligations under this Agreement (collectively, "***Claims***"), whether or not any such Claims are due or claimed to be due in whole or in part to the active, passive, or concurrent negligence or willful misconduct or fault of the School District; provided, however, that this indemnity shall not apply to the extent any Claims are caused by willful misconduct or gross negligence on the part of the Village.

C. Defense Expense. The School District, only as to its own acts or omissions, shall, and does hereby agree to, pay all expenses, including legal fees and administrative expenses, incurred by the Village in defending itself with regard to any and all of the Claims.

Section 8. Term, Termination, and Restoration.

A. Term. This License shall be for a term commencing on date first above written and ending on the occurrence of a terminating event as described in Section 8.B.1 of this Agreement.

B. Termination of License; Restoration of Licensed Premises.

1. Termination Event. Notwithstanding anything to the contrary in this Agreement, and without prejudice to any other rights and remedies available pursuant to this Agreement, the License shall automatically terminate upon the occurrence of any of the following:

a. Mutual Agreement. Upon the mutual written agreement of the Village and the School District.

b. Dangerous Condition. The Street Light Improvements, or the maintenance, repair, or removal thereof, threatens the public health, safety, and welfare, and the Village determines, in its reasonable discretion, that the threat cannot be reasonably remedied, or has not been remedied, pursuant to Section 4.F of this Agreement.

2. Restoration of Licensed Premises.

a. School District Obligation. Upon termination of the License, except for a public health, safety, and welfare termination under Section 8.B.1.b that is caused by Village action or omission, the School District, at its sole cost and expense, shall restore the Licensed Premises and all Village-owned property as nearly as practicable to its condition as of the Effective Date, including, without limitation; restoration of all fences, paved surfaces, sidewalks, streets, roads, plantings, landscaping, and other public improvements, if disturbed, damaged, or removed by the School District, as nearly as practicable to the condition immediately preceding the construction of the Street Light Improvements.

b. Failure to Restore. In the event that the School District fails or refuses to repair, replace and/or restore the Licensed Premises or any Village-owned Property that is disturbed, damaged, or removed by the School District, in accordance with Section 8.B.2.a of this Agreement, the Village shall have the right, but not the obligation, to perform and complete the repair, restoration, and/or replacement, and to charge the School District for all costs and expenses, including legal and administrative costs incurred by the Village, for such work. The rights and remedies provided in this Section 8.B.2.b shall be in addition to, and not in limitation of, any other rights and remedies otherwise available to the Village.

C. Survival of Obligations. All obligations of the School District pursuant to this Agreement that have not been fully performed as of the termination of the License shall survive such termination, including, without limitation, the liability and indemnity obligations set forth in Section 7 of this Agreement, and the restoration obligations set forth in Section 8.B.2.a of this Agreement.

Section 9. Village Review.

The School District acknowledges and agrees that the Village is not, and shall not be, in any way liable for any damages or injuries that may be sustained as the result of the Village review and approval of any plans for the Street Light Improvements, or the issuance of any approvals, permits, certificates, or acceptances for the construction or maintenance of the Street Light Improvements, and that the Village's review and approval of any such plans, the Street Light Improvements, and issuance of any such approvals, permits, certificates, or acceptances does not, and shall not, in any way, be deemed to insure the School District or any of its successors, assigns, tenants, and licensees, or any third party, against damage or injury of any kind at any time.

Section 10. Enforcement.

The Village and the School District may, in law or in equity, by suit, action, mandamus or any other proceeding, including, without limitation, specific performance, enforce or compel the performance of this Agreement. In the event of a judicial proceeding brought by one party against the other party, the prevailing party in the judicial proceeding shall be entitled to reimbursement from the unsuccessful party of all costs and expenses, including reasonable attorneys' fees, incurred in connection with the judicial proceeding.

Section 11. Covenants Running with the Land.

The License, and the other rights granted in this Agreement, the restrictions imposed by this Agreement, and the agreements and covenants contained in this Agreement shall be rights, restrictions, agreements, and covenants running with the land, shall be recorded against the Property and shall be binding upon and inure to the benefit of the School District and the Village and their respective heirs, executors, administrators, grantees, successors, assigns, agents, owners, invitees, and representatives, including, without limitation, all subsequent owners of the Property, or any portion thereof, and all persons claiming under them. If any of the rights, restrictions, agreements, or covenants created by this Agreement would otherwise be unlawful or void for violation of (a) the rule against perpetuities or some analogous statutory provision, (b) the rule restricting restraints on alienation, or (c) any other statutory or common law rules imposing time limits, then such rights, restrictions, agreements, or covenants shall continue only until 21 years after the death of the last survivor of the now living lawful descendants of the current President of the United States.

Section 12. General Provisions.

A. Amendments and Modifications. No amendment or modification to this Agreement shall be effective until it is reduced to writing and approved and executed by the Parties to this Agreement.

B. Governing Laws. This Agreement shall be governed by, construed, and enforced in accordance with the laws of the State of Illinois without regard to conflict of law

principles. Jurisdiction and venue for all disputes hereunder shall be the Circuit Court located in Cook County, Illinois, or the federal district court for the Northern District of Illinois.

C. Authority to Execute. The Parties warrant and represent that the persons executing this Agreement on their behalf have been properly authorized to do so.

D. Interpretation. This Agreement shall be construed without regard to the identity of the Party who drafted the various provisions of this Agreement. Moreover, each and every provision of this Agreement shall be construed as though all Parties participated equally in the drafting of this Agreement. As a result of the foregoing, any rule of construction that a document is to be construed against the drafting Party shall not be applicable to this Agreement.

E. Rights Cumulative. Unless expressly provided to the contrary in this Agreement, each and every one of the rights, remedies, and benefits provided by this Agreement shall be cumulative and shall not be exclusive of any other rights, remedies, and benefits allowed by law.

F. No Third Party Beneficiaries. No claim as a third party beneficiary under this Agreement by any person, firm, or corporation shall be made, or be valid, against the Parties.

G. Entire Agreement. It is understood and agreed that all understandings and agreements between the Parties are merged in this Agreement and neither Party is relying upon any statement or representation, not embodied in this Agreement.

H. Assignment. This Agreement cannot be assigned by any Party without the written consent of the other Party and should any assignment be made by one Party without the written consent of the other Party, such assignment will be null and void.

I. Notices. All notices to any party shall be in writing and shall be served by first class postage to the parties at the following address:

If to the Village: Village of Winnetka
510 Green Bay Road
Winnetka, Illinois 60093
Attention: Village Manager

If to Lessee: New Trier Township High School District No. 203
7 Happ Rd.
Northfield, Illinois 60093
Attention: Superintendent

J. Calendar Days and Time. Unless otherwise provided in this Agreement, any reference in this Agreement to “day” or “days” shall mean calendar days and not business days. If the date for giving of any notice required to be given, or the performance of any obligation, under this Agreement falls on a Saturday, Sunday, federal, State, or School District holiday, then the notice or obligation may be given or performed on the next business day after that Saturday,

Sunday, federal, State, or School District holiday.

K. Exhibits. Exhibit A attached to this Agreement is hereby incorporated into and made part of this Agreement.

L. Counterpart Signatures. For the convenience of the Parties, this Agreement may be executed in counterparts, each counterpart shall be deemed an original instrument, and such counterparts taken together shall constitute one and the same Agreement.

M. Non-Waiver. The Village shall be under no obligation to exercise any of the rights granted to it in this Agreement. The failure of the Village to exercise at any time any right granted to the Village shall not be deemed or construed to be a waiver of that right, nor shall the failure void or affect the Village right to enforce that right or any other right

N. Severability. The provisions of this Agreement will be interpreted when possible to sustain their legality and enforceability as a whole. In the event any provision of this Agreement shall be held invalid, illegal, or unenforceable by a court of competent jurisdiction, in whole or in part, neither the validity of the remaining part of such provision, nor the validity of any other provisions of this Agreement shall be in any way affected thereby.

IN WITNESS WHEREOF, the Parties agree to the terms of this Agreement and set forth their signatures below:

BOARD OF EDUCATION
NEW TRIER
TOWNSHIP HIGH SCHOOL
DISTRICT NO. 203, Cook County, Illinois

VILLAGE OF WINNETKA

By: _____
President

By: _____
President

Attest: _____
Secretary

Attest: _____
Clerk

Dated: _____

Dated: _____

EXHIBIT A
Site Plan

New Trier Township High School Winnetka Campus Addition & Renovations, Plan Sheet E1.1
dated April 29, 2015.



**New Trier Township
High School
Winnetka Campus
Addition & Renovations**
385 Winnetka Avenue
Winnetka, IL 60093

Architect/Engineers



Construction Manager



CONSTRUCTION

ELECTRICAL NOTES

1. ALL WORK SHALL BE DONE IN ACCORDANCE WITH THE NATIONAL ELECTRICAL CODE AND SHALL CONFORM TO ALL LOCAL CODES.
2. ALL MATERIAL AND LABOR SHALL BE GUARANTEED FOR ONE YEAR AFTER FINAL ACCEPTANCE BY THE ENGINEER.
3. THIS CONTRACTOR SHALL PROVIDE ALL HIS OWN RIGGING, SCAFFOLDING, RUBBISH REMOVAL AND LEAVE SPACE BROOM CLEAN.
4. MINIMUM SIZE CONDUIT SHALL BE 3/4" E.M.T.
5. MINIMUM SIZE WIRE SHALL BE #12 THIN, WITH #14 USED FOR CONTROL WIRING.
6. WIRE #14 THROUGH #10 SHALL BE SOLID COPPER THIN; #8 THROUGH 500 MCM SHALL BE STRANDED COPPER THIN. ALUMINUM WIRE NOT ACCEPTABLE. ALL WIRE SHALL BE COLOR CODED.
7. THIS CONTRACTOR SHALL PROVIDE ALL NECESSARY CUTTING AND PATCHING INCLUDING SLEEVES AND INSERTS.
8. BEFORE SUBMITTING HIS BID, THE ELECTRICAL CONTRACTOR SHALL VISIT THE SITE TO ASCERTAIN ALL WORK INVOLVED IN THE PROJECT.
9. THIS CONTRACTOR SHALL COORDINATE HIS WORK WITH OTHERS PROJECT MANAGER.
10. THIS CONTRACTOR SHALL MAKE NECESSARY MODIFICATIONS AND ADJUSTMENTS TO ALL ELECTRICAL ITEMS AND EQUIPMENT AS MAY BE REQUIRED BY THIS WORK.
11. J.U.L.I.E. MUST BE CONTACTED PRIOR TO ANY DIGGING OR EXCAVATION. ANY DAMAGE TO ANY EXISTING UNDERGROUND UTILITIES, MARKED BY J.U.L.I.E. OR NOT SHALL BE REPAIRED BY THIS CONTRACTOR AT THEIR EXPENSE.

DEMOLITION LEGEND

- X EXISTING ELECTRICAL EQUIPMENT OR OUTLET TO REMAIN.
- XRR EXISTING ELECTRICAL EQUIPMENT OR OUTLET TO BE REMOVED, RELOCATED AND JUNCTION BOX REMOVED OR CAPPED AS REQUIRED.
- XR EXISTING ELECTRICAL EQUIPMENT OR OUTLET RELOCATED (NEW LOCATION).
- R EXISTING ELECTRICAL EQUIPMENT OR OUTLET TO BE REMOVED.
- XC EXISTING ELECTRICAL EQUIPMENT OR OUTLET TO BE REMOVED AND NEW EQUIPMENT TO BE INSTALLED IN ITS PLACE AS REQUIRED.
- XO NEW ELECTRICAL EQUIPMENT INSTALLED OVER EXISTING LOCATION.
- XA EXISTING ELECTRICAL EQUIPMENT OR OUTLET TO BE ABANDONED.
- XM EXISTING ELECTRICAL EQUIPMENT OR OUTLET TO BE MODIFIED.
- XW EXISTING ELECTRICAL EQUIPMENT TO BE REWIRED.

DRAWING NOTES
(TYPICAL FOR THIS DRAWING ONLY.)

- 1 TERMINATE IN NEW MAINTENANCE SHOP PANEL, PROVIDE AND INSTALL NEW 20A/1P C/B
- 2 CONDUIT UP TO FIRST FLOOR CEILING WITH LB CONNECTOR AND PULL STRING FOR FUTURE POWER

SITE LIGHTING PLAN GENERAL NOTES:

1. UNLESS OTHERWISE NOTED, ALL EXTERIOR LIGHTING WIRING SHALL BE #10 AWG COPPER. ALL EXTERIOR LIGHTING WIRING SHALL BE ROUTED IN PVC SCHEDULE 40 CONDUIT, MINIMUM 36" BELOW GRADE. VERIFY EXACT LOCATION OF ALL OUTDOOR LIGHTING WITH GENERAL CONTRACTOR.
2. ALL PENETRATIONS THROUGH BUILDING SHALL BE SEALED WATER TIGHT PER ARCHITECT'S REQUIREMENTS. SECURELY MOUNT CONDUIT TO WALL AS REQUIRED.
3. PROVIDE ALL TRENCHING, AND BACKFILL AS REQUIRED. BACKFILL PER ARCHITECT'S REQUIREMENTS. SURFACE SUITABLE FOR FINAL PAVEMENT LAYER. FINAL PAVEMENT BY OTHERS, THIS CONTRACTOR TO COORDINATE WORK WITH ALL OTHER TRADES PRIOR TO ANY EXCAVATION.
4. SITE LIGHTING PLAN (PHOTOMETRICS AND DESIGN VERIFICATION) SHALL BE SUBMITTED TO THE AUTHORITY PRIOR TO START OF WORK.
5. MINIMUM REQUIREMENT PER POLE LOCATION SHALL BE (3) SETS OF (2) 10AWG + GROUND CABLE TYPE LABELED EITHER THIN OR THIN. COILED TAPED WIRE NEATLY TRIMMED AND LABELED IN LIGHT FIXTURE HAND HOLE.
6. EACH HEAD OF THE FIXTURE MUST BE WIRED DOWN TO THE HANDHOLE INDEPENDENTLY. ALL LIGHTING CIRCUITS MUST BE PRESENT AT THE BASE OF EACH POLE SO THAT WIRING CAN BE ACCESSED FOR FUTURE CIRCUIT MODIFICATION/ REWIRING AS REQUIRED.
7. PHOTOCELL, CONTACTORS, RELAYS, TIME/CLOCK SHALL BE PROVIDED FOR A COMPLETE LIGHTING CONTROL INSTALLATION. COORDINATE WITH BUILDING AUTOMATION SYSTEMS CONTRACTOR FOR ADDITIONAL INFORMATION. THREE SETS OF SPARE CONTACTOR/RELAYS SHALL BE PROVIDED PER ZONE AS MINIMUM.
8. THIS CONTRACTOR SHALL BE RESPONSIBLE FOR THE COMPLETE DEMOLITION OF THE EXISTING PARKING LOT AND SITE LIGHTING THAT IS TO BE REPLACED WHERE NEW IS SHOWN IN THIS PLAN. VISIT THIS SITE PRIOR TO SUBMITTING BID TO ASCERTAIN ALL REQUIRED WORK. REFER TO CIVIL PLANS FOR ADDITIONAL INFORMATION.

Revisions

ISSUANCES

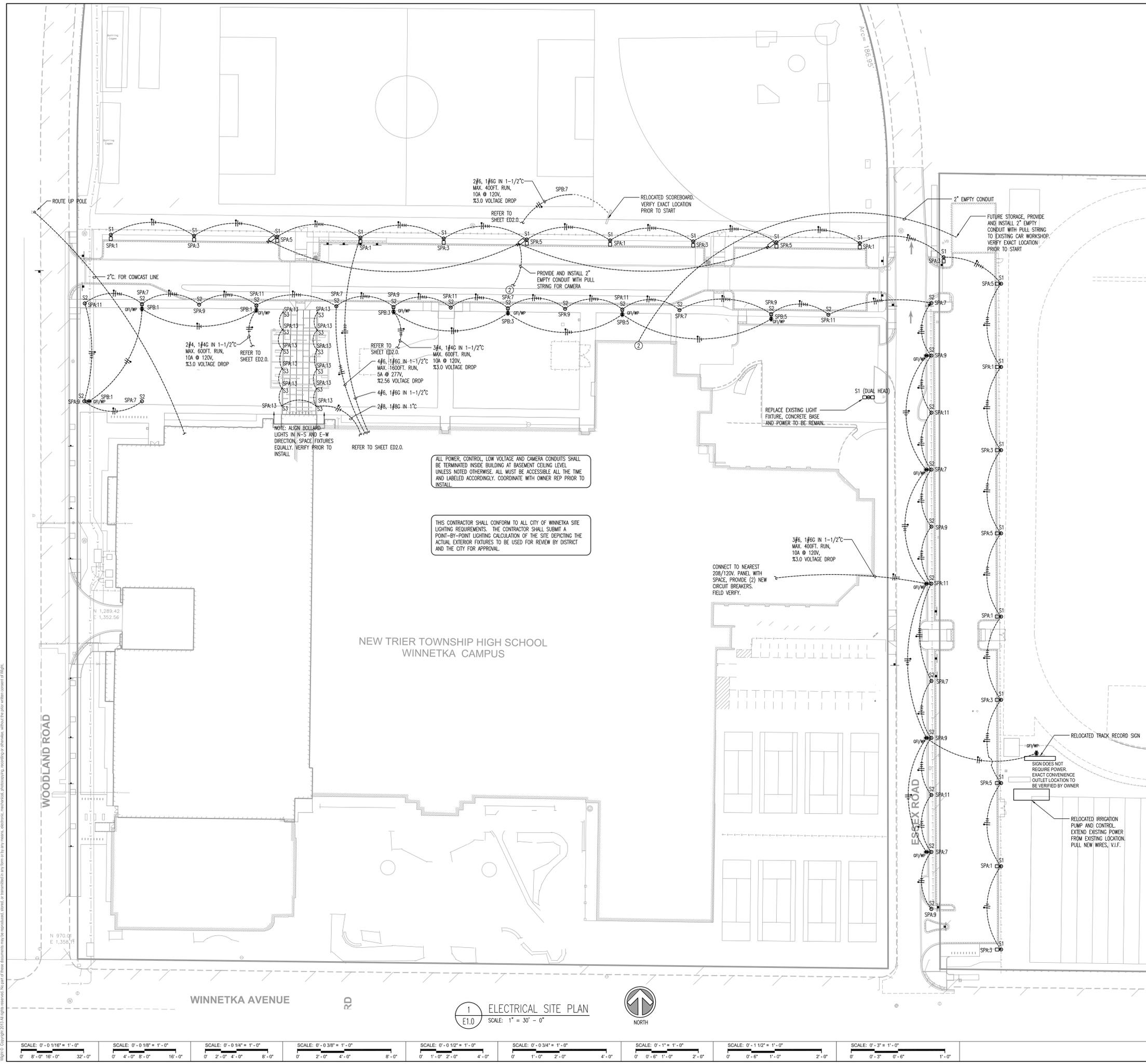
REV	DESCRIPTION	DATE
BP#5 - ISSUED FOR CONSTRUCTION		04-29-2015

ELECTRICAL SITE LIGHTING PLAN

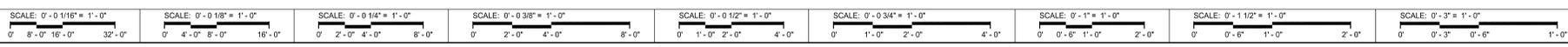
E1.1

Project Number/Project Number

Agenda Packet P. 40



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1 ELECTRICAL SITE PLAN
E1.0 SCALE: 1" = 30' - 0"





Agenda Item Executive Summary

Title: Village Green Flag Request

Presenter: Robert M. Bahan, Village Manager

Agenda Date: 08/16/2016

Consent: YES NO

- | | |
|--------------------------|-------------------------|
| <input type="checkbox"/> | Ordinance |
| <input type="checkbox"/> | Resolution |
| <input type="checkbox"/> | Bid Authorization/Award |
| <input type="checkbox"/> | Policy Direction |
| <input type="checkbox"/> | Informational Only |

Item History:

August 20, 2013: Council Agenda Packet "Village Green Flag Request"
August 19, 2014: Council Agenda Packet "Village Green Flag Request"
August 18, 2015: Council Agenda Packet "Village Green Flag Request"

Executive Summary:

In 2008, a tradition began: planting 2,977 American flags on the Village Green to remember the victims of the September 11, 2011 terrorist attacks.

Attached is a letter from resident Jackson Tucker who is the student lead coordinating the continuation of this tradition. The Village has previously granted this same request since 2008. The flags will be planted on September 10 and removed on September 11, 2015 as described in the letter.

Recommendation:

Consider the request.

Attachments:

1) August 5, 2016 letter, "Winnetka Village Green Flag Planting Request for September 11, 2001 Observance"

From: Jackson Tucker
Date: August 5, 2016
To: Rob Bahan, Village Manager, rbahan@winnetka.org
Subject: Winnetka Village Green flag planting request for September 11, 2001
Observance

Dear Village Council and Village Manager Bahan,

In continuing the flag-planting tradition begun by Genevieve Nielsen in 2008, I am seeking permission to again plant American flags on the Village Green at the base of the Cenotaph to pay tribute to the 2,977 victims of the September 11, 2001 terrorist attacks on American soil. The flags would be planted beginning at 3:30p.m. the afternoon of Saturday, September 10, 2016, and remain standing until sundown on Sunday, September 11, 2016 at which time they will be removed and carefully packed away for future observances. I am honored to coordinate this student-lead event.

I would also like to thank in advance, Winnetka Fire Chief Berkowsky and the Winnetka/Kenilworth Fire Department, and Winnetka Police Chief Kreis and the Winnetka Police Department for their assistance each year.

This Winnetka tradition where all are welcome, is an annual, community-wide gathering of parents, children, seniors, veterans, First Responders and more. We all gather to plant flags to remember loved ones, friends, co-workers, and fellow human beings who lost their lives, to remember the public safety officers who selflessly risked their lives to help others, and to remember the heroism, bravery and generosity of Americans that day that exemplifies our great nation.

Thank you for your consideration.

Sincerely,

Jackson Tucker,
Winnetka resident and New Trier High School student,
and his family and friends

9/11 PATRIOT DAY FLAG MEMORIAL



Help plant American flags Saturday
9/10/16 at 3:30p.m.
Winnetka Village Green

Flags remain standing until sunset on 9/11/16



Agenda Item Executive Summary

Title: Sewer Backup Prevention Program - Additional Funding

Presenter: Steven M. Saunders, Director of Public Works/Village Engineer

Agenda Date: 08/16/16

- Ordinance
- Resolution
- Bid Authorization/Award
- Policy Direction
- Informational Only

Consent: YES NO

Item History:

At the August 2, 2016 Council meeting, the Village Council authorized staff to re-allocate \$50,000 from the Sanitary Sewer Fund budget to fund the previously unfunded Sewer Backup Prevention Program, a cost-sharing program authorized by the Village Code under which the Village can partner with individual homeowners to install anti-backup devices or overhead sewer systems to guard against basement sewer backups. Staff was also directed to update the Council on the number of applications received and the funding status of the program.

Executive Summary:

After the August 2 Council meeting, staff publicized the Council's determination to fund the program via e-Winnetka and the Village's website. As of August 9, staff had received 24 inquiries about participation in the program. If each of these applicants completes a backflow preventer installation project, that would obligate the Village for a reimbursement of up to \$84,000. Past experience has shown that approximately 50% to 60% of homeowners who inquire about the program complete the entire application, inspection, installation and reimbursement process. However, in the immediate aftermath of a flooding event, the completion rate could currently be higher. It is therefore likely that current and anticipated future inquiries will quickly exhaust the current allocation of \$50,000.

After a lengthy discussion during the budget preparation process, the Village Council opted not to fund the Anti-Backup program for the Fiscal Year beginning April 1, 2013. Reasons for discontinuing program funding varied among the Trustees but were generally focused on whether the Village should expend public funds to assist individual property owners, and whether the money could be better spent on other sanitary sewer improvements. The meeting materials and minutes from the March 5, 2013 Council meeting are attached.

Staff has evaluated the current budget and cash reserves in the Sanitary Sewer Fund and believes that an additional \$50,000 could be allocated to the program for the remainder of the Fiscal Year. Any future additional funding for the program should be evaluated during the 2017 Budget process.

Executive Summary (continued):

In addition to program inquiries and applications, staff has fielded several inquiries from homeowners who installed backflow preventers during the period April 1, 2013 through July 22, 2016 - when the program was unfunded - asking for a retroactive reimbursement. These requests have tended to advance the argument that it is not fair that some people had the opportunity to be reimbursed (when the program was funded) and others did not (when the program was unfunded). The Village Code states: "Reimbursements pursuant to this section shall be available only if the Village Council has allocated funds for such purpose in the Village's annual budget. The Village Council shall retain the sole and exclusive discretion to determine, for each fiscal year, whether and to what extent the program shall be funded." Because prior Village Councils had not elected to fund the program prior to their action of August 2, 2016, and given that the Council has sole discretion to determine the extent to which the program is to be funded, staff does not have the authority to apply retroactive funding for such requests. Staff is researching building permit activity to estimate how many property owners may have installed systems during this period and will present this information at Tuesday's meeting.

Recommendation:

1. Consider a motion authorizing an additional expenditure of \$50,000 on the Sewer Backup Prevention Program as authorized in Section 15.24 of the Village Code, for a total FY 2017 expenditure of up to \$100,000.
2. Provide policy direction on whether sewer backup prevention installations that occurred prior to July 23, 2016 should be eligible for Village reimbursement.

Attachments:

- 1) Winnetka Village Code Section 15.24.080
- 2) March 5, 2013 agenda materials and minutes

Section 15.24.080 Sewer Back-up Prevention Program.

A. Cost-sharing program. Subject to the terms and conditions established in this section, a property owner who meets the eligibility standards of this section may apply to the Village for reimbursement of a portion of the cost of the initial installation of an overhead sewer or anti-back-up device.

B. Terms and conditions of the program.

1. Participants must meet the eligibility standards established by this section.
2. The maximum reimbursement made to any person under this program shall be as follows:
 - a. The maximum reimbursement for the initial installation of an overhead sewer shall be 50% of the cost of the initial installation or \$5,000, whichever is less.
 - b. The maximum reimbursement for the initial installation of an anti-back-up device, 50% of the cost of the initial installation, or \$3,500, whichever is less.
3. Only those costs associated with the initial installation of anti-back-up device or overhead sewer shall be considered eligible for reimbursement. No reimbursement shall be allowed either for the replacement, upgrade, repair or maintenance of any anti-back-up device or overhead sewer, or for the replacement of any anti-back-up device with an overhead sewer.
4. Reimbursements pursuant to this section shall be available only if the Village Council has allocated funds for such purpose in the Village's annual budget. The Village Council shall retain the sole and exclusive discretion to determine, for each fiscal year, whether and to what extent the program shall be funded.
5. The cost-sharing program established by this section:
 - a. shall be a voluntary undertaking of the Village, which the Village shall be entitled to terminate or suspend at any time for any reason;
 - b. shall not be construed as an assumption of responsibility for, or legal liability arising from the design, installation, operation, maintenance, repair or replacement of any private sewer line, overhead sewer or anti-back-up device, including without limitation, any damages or injuries arising from the failure or malfunction of such sewer line, overhead sewer or anti-back-up device; and
 - c. shall not be construed as a waiver of any statutory or common law defenses or immunities the Village may be entitled to raise in response to any actions or claims of liability for damage or injuries arising from the design, installation, use, operation or maintenance of any public or private sewer line or of any overhead sewer or anti-back-up device, including without limitation, damages or injuries arising from the failure or malfunction of any such sewer line, overhead sewer or anti-back-up device.

C. Eligibility standards. No person shall be eligible for reimbursement under this section unless all of the following conditions are met:

1. The applicant must be the owner of record of a single family home that was built before 1970 and that is not currently protected with any overhead sewer or anti-back-up device.
2. The reimbursement request must be for the initial installation of an overhead sewer or anti-back-up device. The cost of replacement, upgrade, repair or maintenance of an existing overhead sewer or anti-back-up device is not eligible for reimbursement.
3. The property owner or a qualified contractor acting on the owner's behalf, shall procure all necessary permits from the Village or other agencies to install the overhead sewer or anti-

back-up device. All work shall comply with all applicable provisions of this Code, including all necessary inspections, contractor bonds or licenses. The property owner or the owner's contractor shall be responsible for scheduling all necessary inspections, and no reimbursement will be made for work that does not pass all required inspections.

4. The application for reimbursement shall be submitted with the permit application for the installation of the overhead sewer or anti-back-up device. The application form shall be provided by the Director.

5. The application for reimbursement shall include a waiver, signed by the owner of record, waiving any and all claims against the Village for damages or injuries of any kind arising from the installation, operation, maintenance or repair of the overhead sewer or anti-back-up device, including without limitation, the failure or malfunction of the overhead sewer or anti-back-up device. The statement of the waiver shall be prescribed by the Village.

6. The property owner shall arrange for a pre-construction inspection, to be performed by the Village or its authorized agent, to locate any prohibited sources of stormwater inflow or infiltration to the sanitary sewer system. If this inspection reveals any prohibited sources of stormwater inflow or infiltration to the sanitary sewer system, the property owner shall correct them or cause them to be corrected, and arrange for a re-inspection by the Village or its authorized agent. All such prohibited sources of stormwater inflow or infiltration to the sanitary sewer system shall be corrected to the Village's satisfaction before the applicant is eligible for reimbursement under this section.

7. No reimbursement shall be made until the work has been completed and has passed the final inspection as required by the applicable provisions of the Winnetka Sewer Code and the Winnetka Building Code.

8. No reimbursement shall be made unless the property owner provides the Village with evidence, in the form of a signed and sworn contractor's statement certifying that the contractor has been paid in full for the completed work.

D. Authority of Director. The Director of Public Works shall have the authority and discretion to administer the cost-sharing program established by this section, subject to the control and direction of the Village Manager. The Director of Public Works shall establish such administrative procedures as may be necessary to implement the program, which shall include, but shall not be limited to, establishing administrative priorities for processing and granting reimbursement requests based on such factors as the time of filing, time of completion, location in the floodplain or in flood-prone areas, and availability of funding.

(MC-5-2014, § 4, Amended, 04/17/2014; MC-8-2011, Amended, 09/20/11; MC-3-2006, Added, 05/02/06)



Agenda Item Executive Summary

Title: Sanitary Sewer Anti-Backflow Program – Additional Program Data

Presenter: Steven M. Saunders, Director of Public Works/Village Engineer

Agenda Date: 03/05/2013

Consent: YES NO

<input type="checkbox"/>	Ordinance
<input type="checkbox"/>	Resolution
<input type="checkbox"/>	Bid Authorization/Award
<input checked="" type="checkbox"/>	Policy Direction
<input type="checkbox"/>	Informational Only

Item History: *(reference past Council reviews, approvals, or authorizations)*

This item was discussed at the February 20, 2013 Budget Study Session

Executive Summary:

At the February 20, 2013, Budget Study Session, the Village Council reviewed the proposed budget for the Sanitary Sewer Fund. During this review, the Council discussed the proposed increase in funding for the Sewer Anti-Backflow Device cost sharing program. In particular, the Council discussed the public benefit of the program, primarily related to the opportunity to identify and correct otherwise concealed illegal stormwater connections to the sanitary sewer system. The Council requested additional information on the number and type of illegal connections identified during the sewer inspections that are required for homeowners to participate in the program. Staff has reviewed the reimbursement and inspection files for each program participant, and the data is attached.

The home inspections generated as a condition of participation in the anti-backflow device reimbursement program have identified and corrected 13 significant sources of illegal stormwater inflow into the sanitary sewer system. The FY 2013-14 Budget proposes increasing the funding level for the anti-backflow device reimbursement program from \$30,000 in last year's budget to \$50,000.

Recommendation / Suggested Action: *(briefly explain)*

Provide policy direction on the level of funding to be provided in the FY 2013-14 Sanitary Sewer Fund budget for the anti-backflow device reimbursement program.

Attachments: *(please list individually)*

1. Reimbursement and Inspection Data

Attachment #1

**SANITARY SEWER ANTI-BACKFLOW DEVICE
REIMBURSEMENT AND INSPECTION DATA**

Year	Reimbursements	Failed Inspections	Comments
2006	0	0	
2007	3 \$6,500	0	
2008	0	0	
2009	4 \$8,767	0	
2010	4 \$10,000	2	2 homes with downspouts connected to sanitary sewer
2011	13 \$51,499	9	5 homes with downspouts connected to sanitary sewer; 2 homes with sump pumps connected to sanitary sewer; 2 homes with area drains connected to sanitary sewer
2012	15 \$55,659	2	1 home with downspouts connected to sanitary sewer; 1 home with sump pump and storm sewer line connected to sanitary sewer
TOTAL	39 \$132,425	13	



Agenda Item Executive Summary

Title: Resolution No. R-45-2016: Amendment to Agreement for Engineering Services (Adoption)

Presenter: Steven M. Saunders, Director of Public Works/Village Engineer

Agenda Date: 08/16/16

Consent: YES NO

- Ordinance
- Resolution
- Bid Authorization/Award
- Policy Direction
- Informational Only

Item History:

On October 7, 2015, Strand Associates, Inc. and the Village entered into an agreement for the Stormwater Western Alternatives Study to develop and evaluate strategies to address stormwater flooding in Western and Southwestern Winnetka. Strand has completed their engagement, however certain additional services beyond the agreed-upon scope of services were provided. Village staff and Strand have prepared an amendment to the Agreement to add these additional provided services and to adjust the compensation set forth in the Agreement accordingly.

Executive Summary:

During the course of Strand Associates' Stormwater Alternatives Study, the Village directed Strand Associates to modify some of the agreed upon tasks, to several include additional team meetings beyond what was included in the contract scope of work.

First, Strand Associates anticipated four full-team public meetings during the engagement: one Awareness Phase meeting, one Exploration Phase meeting, one Vision Phase meeting, and one final presentation meeting. In order to increase opportunities for public input, the Village directed Strand to perform one additional Awareness Phase meeting and one additional Exploration Phase meeting, so that residents had the choice of either a Thursday evening or Saturday morning to attend, based on availability. The Village also requested Strand Associates to perform an additional Exploration Phase presentation to be recorded for viewing on the Village's website, for residents who were unable to attend one of the live meetings.

In addition, the Village desired additional update meetings to be provided to the Village President and the Council Stormwater liaison throughout the course of the study. Three such update meetings, which were not originally scoped, were provided. Finally, the original project scope included one set of four initial stakeholder agency meetings, and one set of four follow-up agency meetings during the course of the study. Due to the nature of interactions with other local stakeholder agencies, a total of seven follow-up meetings (three more than scoped) were held.

Executive Summary (continued):

As a result of these additional out of scope activities, Strand Associates has expended an additional 205 staff hours and additional team travel expenses, and has requested additional compensation based upon the contractual hourly rates, in the amount of \$24,807. This would increase the total contractual expense for the completed Stormwater Alternatives Analysis to \$280,857.81.

Staff has reviewed Strand's request and is in agreement with these additional expense requests, which are reflected in the attached "First Amendment to Agreement for Engineering Services". This amendment will complete and close out Strand's study contract, and has been reviewed and found satisfactory by the Village Attorney.

Ongoing and future activities with Strand Associates, including their re-evaluation of the phasing for early implementation opportunities, and engineering and support necessary for engagement with the Cook County Forest Preserve District, are being conducted under a separate agreement, under the Village Manager's \$25,000 purchasing authority.

Recommendation:

Consider adoption of Resolution No. R-45-2016 amending Strand Associates' contract to provide for additional services and to increase the agreed-upon compensation by \$24,807.81, from \$256,050 to \$280,857.81.

Attachments:

1. Resolution No. R-45-2016
2. First Amendment to Agreement for Engineering Services

RESOLUTION NO. R-45-2016

**A RESOLUTION APPROVING A FIRST AMENDMENT TO AGREEMENT FOR
ENGINEERING SERVICES**

WHEREAS, the Village of Winnetka (“*Village*”) is a home rule municipality in accordance with Article VII, Section 6 of the Constitution of the State of Illinois of 1970; and

WHEREAS, Article VII, Section 10 of the 1970 Illinois Constitution and the Illinois Intergovernmental Cooperation Act, 5 ILCS 220/1, *et seq.*, authorize and encourage intergovernmental cooperation; and

WHEREAS, on October 7, 2015, Strand Associates, Inc. and the Village entered into an agreement (“*Agreement*”) for the preparation of a storm water management study and the development and evaluation of strategies to collect, detain, and convey storm water within the Village; and

WHEREAS, the Village desires to enter into a first amendment to the Agreement (“*First Amendment*”) to amend the scope of services set forth in the Agreement to add additional services that have been provided by Strand Associates, Inc., and to adjust the compensation set forth in the Agreement accordingly; and

WHEREAS, the Council of the Village of Winnetka (“*Village Council*”) has determined that entering into the First Amendment with Strand Associates, Inc. is in the best interest of the Village;

NOW, THEREFORE, BE IT RESOLVED, by the Council of the Village of Winnetka, Cook County, Illinois, as follows:

SECTION 1: RECITALS. The Village Council hereby adopts the foregoing recitals as its findings, as if fully set forth herein.

SECTION 2: APPROVAL OF FIRST AMENDMENT. The Village Council hereby approves, pursuant to the Village’s home rule power, the First Amendment in substantially the form attached to this Resolution as **Exhibit A**, and in a final form to be approved by the Village Attorney.

SECTION 3: AUTHORIZATION TO EXECUTE THE FIRST AMENDMENT. The Village Council hereby authorizes and directs, pursuant to the Village’s home rule power, the Village President and the Village Clerk to execute and seal, on behalf of the Village, the First Amendment.

SECTION 4: EFFECTIVE DATE. This Resolution shall be in full force and effect from and after its passage and approval according to law.

[SIGNATURE PAGE FOLLOWS]

ADOPTED this ____ day of ____, 2016, pursuant to the following roll call vote:

AYES: _____

NAYS: _____

ABSENT: _____

ABSTAIN: _____

Signed

Village President

Countersigned:

Village Clerk

EXHIBIT A
FIRST AMENDMENT

FIRST AMENDMENT TO AGREEMENT FOR ENGINEERING SERVICES

THIS FIRST AMENDMENT TO AGREEMENT FOR ENGINEERING SERVICES ("*Amendment*"), is made and entered into this ____ day of _____, 2016, ("*Effective Date*"), by and between the **VILLAGE OF WINNETKA**, an Illinois home rule municipal corporation ("*Owner*"), and **STRAND ASSOCIATES, INC.**, an Illinois limited liability company ("*Engineer*").

NOW THEREFORE, in consideration of the recitals, mutual covenants, and agreements set forth herein and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereby mutually agree as follows:

SECTION 1. RECITALS.

A. Owner and Engineer entered into that certain Agreement for Engineering Services ("*Agreement*") dated as of October 7, 2015, for Engineer to provide Owner engineering services for the preparation of a storm water management study and the development and evaluation of strategies to collect, detain, and convey storm water within the Village ("*Services*"), which Services are more fully described in the Agreement.

B. Engineer did provide the Owner additional services that were not included in the Agreement ("*Additional Services*").

C. Owner and Engineer now desire to amend the Agreement pursuant to this First Amendment to account for the Additional Services.

SECTION 2. DEFINITIONS; RULES OF CONSTRUCTION.

A. Definitions. All capitalized words and phrases used throughout this First Amendment have the meanings set forth in the various provisions of this First Amendment. If a word or phrase is not specifically defined in this First Amendment, it has the same meaning as in the Agreement.

B. Rules of Construction. Except as specifically provided in this First Amendment, all terms, provisions and requirements contained in the Agreement remain unchanged and in full force and effect. In the event of a conflict between the text of the Agreement and the text of this First Amendment, the text of this First Amendment controls.

SECTION 3. AMENDMENT OF AGREEMENT FOR ENGINEERING SERVICES.

A. Scope of Services.

- 1.
2. The section of the Agreement titled “Scope of Services” is hereby amended to include in the Services:
 - (i) three Council Stormwater Liaison Check-in Meetings that occurred January 15, 2016, February 19, 2016, and May 27, 2016;
 - (ii) one video recording of the Exploration Phase Meeting presentation that occurred March 8, 2016;
 - (iii) three Additional Stakeholder Agency Meetings that occurred on February 24, 2016, February 25, 2016, and February 26, 2016;
 - (iv) one additional Awareness Phase Meeting; and,
 - (iv) one additional Exploration Phase Meeting.

B. Compensation. The section of the Agreement titled “Compensation” is hereby amended to include the additional \$24,807.81 as compensation for the Additional Services identified in Section 3.A of this Amendment, so that that the total compensation due to Engineer under the Agreement shall not exceed \$280,857.81. As of the date of this Amendment, the parties acknowledge and agree that the Village does not owe Engineer any compensation for any Additional Services in addition to the Compensation set forth in this Section 3.B.

SECTION 4. REPRESENTATIONS.

A. By Owner. The Owner hereby represents and warrants that: (1) the persons executing this First Amendment on its behalf have been properly authorized to do so by the Village Council; (2) it has full power and authority to execute and deliver this First Amendment and to perform all of its obligations imposed pursuant to this First Amendment; and (3) this First Amendment constitutes a legal, valid and binding obligation of the Owner enforceable in accordance with its terms.

B. By the Engineer. The Engineer hereby represents and warrants that: (1) the persons executing this First Amendment on its behalf have full authority to bind the Engineer to the obligations set forth in this First Amendment and to so act on its respective behalf; (2) it has full power and authority to execute and deliver this First Amendment and to perform all of the obligations imposed pursuant to this First Amendment; and (3) this First Amendment constitutes a legal, valid and binding obligation of the Engineer enforceable in accordance with its terms.

SECTION 5. COUNTERPART EXECUTION.

This First Amendment may be executed in several counterparts, each of which, when executed, will be deemed to be an original, but all of which together will constitute one and the same instrument.

IN WITNESS WHEREOF the parties hereto have caused this First Amendment to be executed, effective as of the date first written above.

ATTEST:

VILLAGE OF WINNETKA, an Illinois home rule municipal corporation

By: _____
Village Clerk

By: _____
Village President

ATTEST:

STRAND ASSOCIATES, Inc., an Illinois limited liability company

By: _____

By: _____

Title: _____

Its: _____

#47566876_v2



Agenda Item Executive Summary

Title: Comprehensive Annual Financial Report (CAFR)

Presenter: Timothy J. Sloth, Finance Director

Agenda Date: 08/16/2016

Consent: YES NO

Ordinance
 Resolution
 Bid Authorization/Award
 Policy Direction
 Informational Only

Item History:

The Village is required by the State of Illinois to have an audit of its financial statements by an independent auditor following the close of each fiscal year. The audit culminates with the production of the Comprehensive Annual Financial Report (CAFR). Ron Amen, Partner of the Village's accounting firm of Lauterbach and Amen, will be present at the meeting to provide a summary of the report and answer any questions.

Executive Summary:

The CAFR is the Village's final accounting of the fiscal year ending December 31, 2015 and is summarized in the four parts described below:

Transmittal Letter: The Transmittal Letter serves as the official transmittal of the report to the Village Council and its citizens. Its purpose is to provide a broader and more subjective overview of factors impacting the community, supporting but not reproducing the information included in the Management's Discussion and Analysis addressed below.

Independent Auditor's Report: This is the report from the independent auditors who have been charged with the responsibility to review the municipality's financial data which identifies the scope of their review and their findings as to whether the municipalities financial data is fairly presented.

Management Discussion and Analysis (MD&A): The purpose of the MD&A is to introduce users to basic financial statements with a narrative, introduction, overview and analysis of those statements. The MD&A is required supplemental information and as such may address only the specific topics identified by GAAP (Generally Accepted Accounting Principles). The Transmittal Letter is used to address topics not identified by GAAP for inclusion within the MD&A.

Basic Financial Statements: This section includes both the Government-Wide and Fund Financial Statements and the accompanying notes.

The CAFR is available at the Winnetka Library and online at <http://www.villageofwinnetka.org/government/council-members/fiscal-transparency/>.

In terms of overall financial position, the Village remains very strong. The ending General Fund Balance of \$18.94 million is 77% of budgeted expenditures, within policy parameters. The General Fund continues to generate adequate cash for operating and capital needs.

All of the utilities, with the exception of the Refuse Fund, had positive operating incomes. The Refuse Fund relies on property taxes and a non-operating revenue transfer from the General Fund as sources of cash, so the operating loss is not a cause for concern as it is a planned situation.

The Storm Sewer Fund had a year-end cash balance of \$15.67 million, offsetting the outstanding debt of \$15.1 million. The other utilities have positive cash balances and are debt free.

Recommendation:

Review CAFR results with the Village Auditor and Staff.

Attachments:

None - CAFR distributed previously.

Please visit the Village website to download the 2015 CAFR:
<http://www.villageofwinnetka.org/government/council-members/fiscal-transparency/>.



Agenda Item Executive Summary

Title: Police Communications Consolidation

Presenter: Patrick Kreis, Chief of Police & Robert Bahan, Village Manager

Agenda Date: 08/16/16

Consent: YES NO

- Ordinance
- Resolution
- Bid Authorization/Award
- Policy Direction
- Informational Only

Item History:

June 21, 2016- Village Council Regular Meeting

Executive Summary:

Illinois Public Act 99-006 (Act) was enacted on June 29, 2015 mandating the consolidation of 911 phone centers, called public safety answering points (PSAPs). In Cook County, the Act specifically requires all PSAPs serve no less than 25,000 people. The Village has been notified in writing by the state that the act applies to Winnetka and consolidation is required by July 01, 2017.

In response, the Villages of Northfield, Winnetka, Kenilworth, and Glencoe have studied a combined PSAP. Matrix Consulting Group was retained to help identify and assess alternatives. Both the Village Manager and the Chief of Police, along with other key staff members, have been involved in the development of the feasibility report. The report is attached and provides for two options of consolidation.

The four towns can establish a new independent PSAP hosted in Winnetka serving all four towns. Alternatively, the towns can collectively contract for PSAP services with the Village of Glenview. Glenview has successfully provided such services for several other area communities in recent years, most notably contracting PSAP services for a 2014 consolidation effort in the communities of Highland Park, Lake Forest, Lake Bluff, and Highwood.

The feasibility report identifies key framing elements on which the assessment is based and recommends the four Villages pursue the option of contracting with the Village of Glenview, providing detailed supporting information. The suggested consolidation model will result in improved emergency communications services at a significant cost savings. The Chief of Police and the Village Manager concur with the report's recommended approach and are requesting authority to pursue the contract for service option. If the Village Council concurs, staff will transition to an implementation phase to meet the consolidation requirement.

Executive Summary (continued):

The feasibility report identifies several topics that will need further study during the implementation phase; however, staff expects to identify and implement effective solutions to any open issue. Examples of such topics include, administrative phone answering, police lobby hours, backfill staffing, prisoner supervision, and Village interdepartmental coordination Fire, Public Works, and Water & Electric.

Following transition, citizens in the Village will experience little difference in their interactions with the Police Department. Non-emergency and 911 phone calls will continue to be answered by professional Communications Officers. Police Officers and staff will see some changes to internal operations as a result of the change; however, the Police Department will continue to provide all existing public safety services.

Following Village Council consideration, the anticipated implementation strategy involves forming a team of staff members from each community, conducting direct planning with the Village of Glenview reporting back progress on an interval basis to the Council.

Recommendation:

Presentation of the Dispatch Consolidation Feasibility Study and Plan.

Concurrence with recommendation to pursue a contract model for police dispatching and related services; and begin implementation planning.

Attachments:

Dispatch Consolidation Feasibility Study and Plan for Glencoe, Kenilworth, Northfield, and Winnetka, Illinois: August 2016, Matrix Consulting Group.

Dispatch Consolidation Feasibility Study and Plan

**GLENCOE, KENILWORTH, NORTHFIELD,
WINNETKA, ILLINOIS**



August, 2016

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1. Introduction and Executive Summary

This chapter provides an introduction to our study, an executive summary, and table of recommendations.

1. INTRODUCTION

The Matrix Consulting Group was retained by the villages of Glencoe, Kenilworth, Northfield and Winnetka (GKNW) to conduct a 911 dispatch consolidation feasibility study for the four villages. This report provides our evaluation, analysis, findings, conclusions, recommendations and plans for consolidation to comply with the state mandate deadline of July 1, 2016 for plan submission and implementation by July 1, 2017. The report focuses on a wide range of issues including consolidation staffing, workload allocation, options for completing ancillary workloads, customer service support, operational and capital cost requirements, and other important topics. To develop this analysis, the Matrix Consulting Group (MCG) conducted a variety of interviews, collected detailed data, toured village dispatch centers, obtained information from the village of Glenview regarding contract-for-service consolidation options, and remained in regular contact with the project's Steering Committee composed of the villages' managers and police/public safety chiefs.

This introduction and executive summary provide a synopsis of the scope of work and overall context for the study, the methodologies used in evaluating dispatch services, and a summary of the recommendations made.

2. EXECUTIVE SUMMARY

To help frame decision-making for alternative approaches to dispatch service delivery, these *Four Framing Elements* are critical to understanding, and were instrumental in developing, the analysis, findings, conclusions and recommendations contained within this report.

- **It is crucial to minimize delays in public safety service response for effective service delivery to the community.** The impact in delivering timely public safety personnel and apparatus to a call for service scene can be critical. It should be considered an imperative service delivery goal, particularly with respect to the highest priority requests for service. The role of dispatch in response time is essential to this effort. Call processing and dispatching capabilities, as well as minimizing call transfers among agencies, are vital to facilitating rapid response times.
- **Highly-trained professional dispatchers employing consistent protocols are ideal for enhancing effective public safety service delivery.** Those that make a full-time profession of providing public safety dispatch services are typically the most well-trained and thus reliable dispatcher staff. There are assignment approaches in effect throughout the country which use part-time dispatcher positions, sworn staff on temporary assignment, job-sharing, and staff performing multiple assignments at a single duty station (i.e., concurrently dispatching fire, medical, EMS, and call-taking). While these models work, and by necessity must be used all of the time or part of the time in some (particularly smaller) locales, the ideal is to deploy a fully-trained dispatcher professional able to focus on a few key 911 service delivery tasks.
- **In an era of government fiscal constraint, taxpayers deserve highly effective dispatch services at the most reasonable cost.** Performing effective dispatch services at the most reasonable cost should be considered a vital priority. This requires careful balancing of operating costs against service level requirements, and also requires some of the most difficult financial decisions in a dispatch organization.
- **Operational changes resulting from alternative dispatch delivery initiatives should have a net operational benefit to overall public safety services.** Changes in dispatch service delivery should have an overall benefit to public safety service delivery. Dispatch operational changes that result in any perceived or actual service deterioration should have a counterbalancing enhancement in service and/or cost such that there is an overall positive impact to public safety

service recipients. Determining “net” benefit is not only a quantitative effort but a qualitative effort. Agencies and customers with unique needs will judge these benefits differently. Nevertheless, it is important to attempt to articulate the “net benefit” to public safety services from any operational or organizational change in 911 communications.

In addition to these *Four Framing Elements*, the leadership of the four villages provided important guiding principles that established a foundation for consolidated service delivery options. These are contained in the body of the report but include such framing requirements as the continuation of a police field services relationship with Wilmette and the continued use of RED Center for Fire/EMS dispatch services for Winnetka/Kenilworth and Northfield.

Based on all these principles, the Matrix Consulting Group has provided consolidation options that reflect implementable and achievable alternatives that will ensure efficient and effective public safety service delivery.

(1) Key Findings and Conclusions

The following table compares the two primary consolidation options that provide the most reasonable and cost-effective opportunities for success based on the *Four Framing Elements* and Project Steering Committee guiding principles. Based on a variety of analysis and feedback, 911 dispatch consolidation options were narrowed to a combined Glencoe, Kenilworth, Northfield, Winnetka dispatch center (GKNW Center) or a contract-for-service consolidation approach with the Glenview Public Safety Answering Point (Glenview Center).

Table #1 – Comparing Two Options’ First-Year Consolidation Costs and Operational Considerations

	GKNW Center All Police and Glencoe Fire	Glenview Center Contract-for-Service All Police and Glencoe Fire
Cost-related Information		
Present Internal Dispatch Services Budget for GKNW	\$2,341,813	
Est. 1 st Year Dispatch Center Operational Cost	\$1,588,931	\$1,221,618
Addition of Four Administrative Support Staff to Villages	<u>\$300,000</u>	<u>\$300,000</u>
Est. First Year Internal Operational Cost to Provide Service	\$1,888,931	\$1,521,618
Est. One-time Start-up Capital Costs for Center	<u>\$766,000</u>	<u>\$750,000</u>
Est. 1 st Year Loaded Cost for Internal Operations	\$2,654,931	\$2,271,618
Operational Considerations (e.g. Four Framing Elements)		
Does the option include Wilmette as a PD Radio Partner?	✓	✓
Which option minimizes delays in public safety response?	✓	✓
Which option employs professional dispatchers?	✓	✓
Which option offers effective dispatch at most reasonable cost?		✓
Which option offers greatest net benefit to public safety?		✓
Which option best serves to strengthen GKNW relationships?	✓	✓
Which option best minimizes implementation complications?		✓

The costs above represent the first-year cost calculations of the consolidation options that would be implemented over the longer-term. Glenview has provided a seven-year cost escalation of 3.7% to 4.5% annually over the life of the contract (see Appendix A). It can be assumed that a GKNW Center would have similar annual increases. Note that first-year start-up capital costs disappear in the second year and thereafter.

- There are operational nuances to the above information in Table 1 that are important for context:
 - Total Fire/EMS Computer-aided Dispatch (CAD) workload for all four villages represents approximately 6.5% of all CAD incident work (1.5% for Glencoe, 5% for Winnetka / Kenilworth and Northfield). Dispatcher staffing is therefore the same irrespective of the GKNW Center dispatching police-only or dispatching the villages’ police and Fire/EMS, as the modest amount

of additional Fire/EMS work does not justify additional positions. There is an approximate \$5,000 operational savings in training if GKNW dispatches police-only. Capital cost changes are difficult to quantify in a police-only dispatch environment, but likely nominal as illustrated below.

- The Glenview Center contract-for-service is “absorbing” Glencoe Fire/EMS work in its staffing model options. As such, the dispatch operational cost of a police-only service is identical. There would be a one-time start-up capital cost savings for Glencoe of \$80,000 for Fire/EMS-related capital costs if Glenview dispatched police only. This would require that Glencoe go to RED Center at a capital cost estimate of \$50,000 and an annual operational cost of \$79,000 (figures provided by RED Center).
- The four villages will need to hire Administrative Support positions to perform many of the functions currently undertaken by the villages’ dispatchers. Workload suggests one (1) position at each village would be satisfactory to complete this work at an estimated annual cost for each position of \$75,000 for salary and benefits. This totals \$300,000 per year to the villages.
- There are modest additional recurring communications and other costs linked to dispatch-related service provision that are somewhat different for each village dependent upon its unique public safety operation. These would be incurred by each village regardless of the consolidation option chosen. Examples of these encumbered costs include:
 - Mobile Data Terminals (MDT) equipment and connectivity
 - Mobile and portable radio equipment
 - Radio connectivity (currently NORCOM phone line charges)
 - NORCOM assessment fees
 - Legacy Computer-aided Dispatch (CAD) connectivity
 - Video security connectivity and maintenance
 - Administrative phone line charges
 - Phone call recorders

A portion of these recurring costs, estimated from \$200,000 to \$300,000 for all villages, may be absorbed by equivalent services/technologies provided by Glenview, but this would have to be addressed in an implementation phase.

- Information summarized in Table 1 above, and discussed in detail throughout this report, indicates that GKNW should pursue the most cost-effective consolidated dispatch service approach which is the Glenview Center’s Contract-for-Service option listed above. As Glenview relies on its multi-agency partners to devise its own cost model, the villages’ leadership reached consensus on a cost allocation model as summarized in Table 2 below. The model incorporates the following elements:
 - 20% of the operational costs are designated as fixed (e.g., equal sharing of a supervisor) and are equally shared among the four villages.
 - 40% of the operational costs are based on each village’s proportional population.
 - 40% of the operational costs are based on each village’s proportional contribution to key call for service and event-based workload drivers that are common to each village.¹

Table #2 – Four Villages’ First-Year Operational Cost Sharing Based Upon Consensus Model (Glenview Model)

Community	% of Operational Costs	Dispatch Cost (Paid to Glenview)	Present Internal Dispatch Services Budget	Difference (Savings)
Village of Glencoe	28%	\$346,144	\$657,832	\$311,688
Village of Kenilworth	13%	\$160,308	\$337,029	\$176,721
Village of Northfield	25%	\$305,650	\$675,040	\$369,390
Village of Winnetka	34%	\$409,516	\$671,912	\$262,396
TOTAL:	100%	\$1,221,618	\$2,341,813	\$1,120,195

The costs in Table 2 do not include those expenses related to the addition of Administrative Support positions and the first-year start-up capital costs.

- For start-up **capital costs**, an equally shared capital cost allocation strategy is probably the least difficult to implement, barring any unique circumstances such as Glencoe’s Fire/EMS capital contribution. Each village would contribute \$167,500 in the recommended capital cost allocation approach, with Glencoe covering the approximate additional \$80,000 for Fire/EMS capital.

¹ Calls for service include traffic accidents and police alarms; events include Part I crimes, Part II crimes, and traffic stops conducted.

Table #3 – First-year Capital and Operational Cost Comparison (Glenview Model)

Cost Type	Cost
Village of Glencoe Capital	\$247,500
Village of Kenilworth Capital	\$167,500
Village of Northfield Capital	\$167,500
Village of Winnetka Capital	\$167,500
Sub-Total Capital	\$750,000
Four Villages Admin Support	\$300,000
Four Villages Glenview Contract	\$1,221,618
Sub-Total Operations	\$1,521,618
TOTAL First-year Capital and Operations	\$2,271,618
Difference from Current Internal Dispatch (Savings)	\$70,195

As demonstrated by the information in Table 3, first-year dispatch-related costs for the Glenview model still offer a modest savings even after an accounting of one-time capital costs, expenses incurred for administrative support, and the on-going recurring expenses for internal communications (e.g., radios, MDTs) and related items. Dispatch savings beginning in year two and thereafter will be several hundred thousand per year for the villages.

- Individually, the four villages are appropriately staffed to conduct core dispatch workload and ancillary administrative and records workload. There are, however, opportunities for economies-of-scale in a consolidated dispatch center as demonstrated above.
- Various modifications, many minor, to how public safety and customer service is now performed will have to occur. This includes providing an audio/visual kiosk for after-hours to customers that wish to contact the police department/dispatch (as 24/7 front desk service is no longer practical). Only a small proportion of lobby visitations will need to use this system, as most customer visits are conducted during business hours when Administrative Support positions will be available.
- Regardless of the state mandate for consolidation, there are substantive benefits to public safety services as a consequence of moving away from the single-dispatcher deployments that the four villages now rely upon.
- In the event the villages choose to implement the GKNW Consolidated Dispatch Center as summarized in Table 1, the modeled dispatcher staffing level requirements for a GKNW Center is 10 full-time and 3 part-time staff. Currently,

the four villages employ 16 full-time and 10 part-time staff to cover the centers. The GKNW Center model should also include two (2) lead dispatcher positions, which are part of the 10 dispatchers, as well as one (1) supervisor position.

- Regardless of the selected dispatch service delivery approach, the villages need to establish a Project Transition Team to implement the plan. This team should report quarterly to the villages’ Boards beginning September, 2016.

(2) Summary of Recommendations

The following table provides a list of the recommendations in this report. The chapters in this report should be reviewed for a detailed discussion and analysis of each issue and the background behind each recommendation.

Based on the Four Framing Elements that include operational and cost-related analysis impacting public safety service delivery, pursue a contract-for-service consolidated option (#1) with the Glenview PSAP. This is a 7-year fixed price contract beginning at \$1.22 million annually that consolidates all GKNW Police and Wilmette on a NORCOM radio channel and dispatches Glencoe Fire/EMS with its East Shore partners. Estimated capital start-up costs do not exceed \$750,000.
Develop Administrative Support job classifications and hire one (1) position at each of the four villages. These positions will complete ancillary workloads currently performed by dispatch staff. Based on various work such as front counter support, telephone calls, etc., schedule the staff from 8am to 5pm (1-hour meal). The estimated annual cost for each position is \$75,000 in salary and benefits or \$300,000 to the four villages.
Design a police entry Kiosk to provide audio/visual customer service for “walk-in traffic” during non-business hours. Glenview Dispatch would facilitate service. Glenview will maintain the system but initial capital investment is approximately \$10,000 per village.
Develop a plan with adjoining public safety partners, with strong consideration for Glenview, to handle prisoner processing and/or housing based on the unique needs of each village. Because of the Glenview service contract for dispatch, and the very minimal annual incarcerations from the four villages, Glenview might be approached to provide this service without further compensation.
Implement the devised charge-back model for the four villages and memorialize in an inter-agency agreement.
Revisit the cost allocation model for potential data update every four years.
Equally share among GKNW the start-up police-related capital costs estimated at \$167,500 per village. Glencoe would incur an additional \$80,000 capital cost for Fire/EMS.
In the event the villages choose a GKNW Center, based on APCO-related staff modeling and other analysis for the Center, the staffing plan would be composed of 8 full-time dispatcher positions, two (2) lead dispatcher positions, three (3) part-time dispatchers and one (1) supervisor.

GLENCOE, KENILWORTH, NORTHFIELD AND WINNETKA, ILLINOIS
Dispatch Consolidation Feasibility Study and Plan

Based on analysis for a GKNW Center, the Winnetka PD dispatch location would serve as the primary site for a four-village consolidated dispatch operation if this option is selected.

Develop a project transition team to devise and execute a Project Implementation Plan for dispatch consolidation. This would be done in concert with Glenview.

Identify a project manager from one of these agencies to serve on the consolidation transition project and task with executing a formal implementation plan consistent with Project Management Body of Knowledge PMBOK principles.

Report project progress to the villages' Boards on a quarterly basis beginning September 2016 and monthly beginning April 2017.

2. Guidelines for Consolidation Options

This chapter of the study provides an overview of relevant information with respect to the various guidelines that will lay a foundation for and frame Glencoe, Kenilworth, Northfield and Winnetka (hereafter GKNW) PSAP consolidation options. The chapter includes:

- A discussion of the “Four Framing Elements” which should guide decision-making surrounding PSAP consolidation options.
- A discussion of the four villages’ guiding principles also framing consolidated options.
- A brief history of other consolidation initiatives impacting some or all of the four villages and their relevance to the current study.
- A discussion of the specific GKNW issues impacting potential consolidation opportunities.

This information provides a foundation for additional analysis in subsequent chapters.

1. **DISPATCH CONSOLIDATION OPPORTUNITIES SHOULD BE SCRUTINIZED UNDER THE ‘FOUR FRAMING ELEMENTS.’**

There can be little argument among service providers that an ultimate goal is to deliver *the most productive level of service to the consumer*. This essentially translates into the most effective (i.e., quality) level of service that can be provided in the most cost-efficient manner. And while cost is quantifiable, effectiveness elements have important quantitative and qualitative characteristics. As a consequence, agreeing upon what is “most productive” is often arguable, as service providers’ interpretation of quality can differ, let alone *what types of services should be offered*. There are some fundamental frameworks upon which nearly all public safety service delivery professionals can agree.

As such, the Matrix Consulting Group has adopted these 'Four Framing Elements' to help guide decision-making with respect to dispatch operations and consolidation opportunities.

(1) It is Crucial to Minimize Delays in Public Safety Service Response for Effective Service Delivery to the Community.

In the provision of emergency public safety service, seconds can make a difference. From Priority 1 call types such as an officer down, a baby-not-breathing or a structure fire, the reduction in response time (from E911 call receipt to unit(s) on-scene) should be a vital goal of all public safety service providers. According to the state of Maine Public Utilities Commission:

The Commission considers the single most important reason for consolidation is to improve emergency communication services resulting in improved public safety. For example, reducing call transfers between PSAPs and dispatch-only facilities improves response times and reduces the potential for human or technology errors in handling emergency calls. Comments the Commission received from regions that already have combined PSAP call taking and dispatch centers noted that unified PSAP and dispatch is crucial to the overall efficiency and accuracy in emergency communications and response and that it can improve the quality of emergency communications not degrade it as some fear.²

With respect to law enforcement, while there is various contradictory evidence with respect to overall response time having a significant impact on crime suppression/apprehension, there is general consensus that reduced response time targets for priority 1 and Code 3 (lights and siren) calls is highly desirable. Moreover, there is a wealth of research supporting the benefits of reduced response times in the fire and EMS service areas. The ultimate endpoint of various public safety research is to

² Public Safety Answering Point Reconfiguration Plan, Maine PUC, 11/1/10, page 2.

minimize response times to enhance service delivery, and to that end, dispatch service providers play a vital role in contributing to response time reductions.

(2) Highly-Trained Professional Dispatchers Employing Consistent Protocols are Ideal to Effective Public Safety Service Delivery.

Professionalizing public safety dispatch is becoming more commonplace throughout the nation given the benefits derived by the communities being served. The state of Pennsylvania Emergency Management Agency mandates through Chapter 120c dispatcher certification and training to be conducted by the Pennsylvania State Police. Texas, Kentucky, Florida, Utah and Georgia all have similar dispatcher certification requirements. Twenty-four states have moderate to strict legislative requirements related to Emergency Medical Dispatch operations. Finally, the National Academies of Emergency Dispatch (NAED)³ and APCO strongly advocate formal training and certification in their respective organizations. Clearly, there is widespread recognition that well-trained dispatcher personnel are central to effective public safety service delivery. And indeed, the benefits of specially trained public safety dispatchers are being recognized as shown by the following abstract from 9-1-1 Magazine:

Most agencies now have Communications Training Officers (CTOs), whereas just 20 years ago most trainees were assigned to a senior dispatcher or an unknowing dispatcher who was just working at the moment a trainee walked in the door. Within a day or two, it was time to solo. CTOs have been a great addition to our profession (and) they should also be somehow compensated for that additional responsibility and pressure, just as patrol Field Training Offices are compensated for this vital responsibility. In the early 1990s, the California fire service developed another specialty position that has since blossomed nationally. Based on the Incident Command System (ICS) "Radio Operator" position, it was modified into a local-agency based, rapid-deployment function called the Incident Dispatch Team (IDT). It was discovered that by using a specially trained dispatcher at a fire scene command post, it enhanced field communications, unified

³ http://www.emergencydispatch.org/cert_home.php?a=cert

command, responder safety, and resource management. By handling a myriad of responsibilities, it freed the Incident Commander to concentrate on the handling of the event while its IDT or specialized dispatcher handled vital tasks and resource tracking. Shortly after the rise of fire department IDTs, a now-retired FBI agent, realized that using professional communicators at hostage stand-offs, SWAT call outs, and other law enforcement events was a great tactical benefit. This training also started in California. This idea has gone nation-wide.⁴

There are assignment approaches in effect throughout the country which use sworn staff on temporary assignment, job-sharing, part-time dispatchers' positions, and staff performing multiple assignments at a single duty station (i.e., concurrently dispatching fire, medical, EMS, and call-taking). While these models work, and by necessity must be used all of the time or part of the time in some (particularly smaller) locales, the ideal is to deploy a fully-trained, experienced dispatcher professional able to focus on a few key and repetitive 911 service delivery tasks.

In summary, strong evidence exists that the deployment of professional dispatcher positions in a public safety environment is an essential service delivery approach for the most effective dispatch operations. This is demonstrated through training, experience, repetition of tasks, consistent application of common policies and procedures, certifications, and as-needed specializations to serve the public.

(3) In an Era of Government Fiscal Constraint, Taxpayers Deserve Highly Effective Dispatch Services at the Most Reasonable Cost.

In large part as a consequence of the "Great Recession," provision of government services at the most reasonable cost is particularly important. Nearly all states and local governments have faced significant budget reductions, many have initiated personnel reductions and other dramatic cost saving measures, and as a result there are very few,

⁴ May 2004 article, 9-1-1 Magazine

if any, public sector service delivery functions that are safe from potential service delivery impacts. These circumstances emphasize the need to provide services at the most efficient levels. According to a review of the Illinois State Legislature's intent with respect to PSAP consolidation:

The Act is premised on the conclusion that there are too many independent and diverse emergency telephone systems in the state to successfully implement a "next generation" NG911 solution. The Advisory Board has also concluded that consolidation of these systems would lead to greater interoperability and significant long-term cost savings at both the state and local levels (emphasis added). As a result, a primary goal of the Act is to reduce the number of ETSBs that the state distributes funds to, as well as the number of Public Safety Answering Points (PSAPs) that the state regulates.⁵

Monies saved from efficient dispatch operations could be expended in other public safety or government service areas. Regional dispatch services should therefore be collectively delivered at the most reasonable overall costs that will ensure cost-effective service delivery. It is not surprising that one of the catalysts for dispatch consolidation throughout the nation is cost containment.

(4) Operational Changes from any Consolidation or Alternative Dispatch Delivery Initiative Should Have a Net Operational Benefit to Overall Public Safety Services.

Perhaps the most difficult and fourth cornerstone of the 'Four Framing Elements' is evaluating the impact of operational alternatives on public safety operations in general, not just those associated with dispatch-based operations. There are particular reasons the most common dispatch model is one of localized dispatch services—the primary fact that such services provide important real or perceived benefit to the local community which they serve. Throughout the nation dispatch personnel provide widely different

⁵ Consolidation of Illinois 911 Authorities Pursuant to Public Act 99-0006; Illinois Government and Municipal Practice; 3/2016; pg1.

service types. These range from advanced and tactically based dispatch services in an incident command situation to staffing a front desk and performing face-to-face customer service in a rural setting as one of several “dispatch-related” job responsibilities. The analysis of this “net change” in overall public safety service is both quantitative and qualitative, but is no less important than other considerations noted previously. As such, it must be weighed equally, recognizing however, that there are three other framing elements that come into play when evaluating alternative dispatch service delivery options.

2. GUIDANCE RECEIVED OVER THE COURSE OF THE STUDY HAS FRAMED THE CONSOLIDATION OPTIONS TO BE EXPLORED.

Our analysis, based on a variety of information collected over the course of the GKNW project, is founded on the premise that there are a few viable consolidation options to fully explore. While various other consolidation options might be feasible, the Matrix Consulting Group and Project Steering Committee⁶ collectively determined over the course of the engagement that the options discussed below offer the greatest overall advantages and potential for success. Options identified in the following sub-sections serve to limit the consolidation opportunities explored in this report.

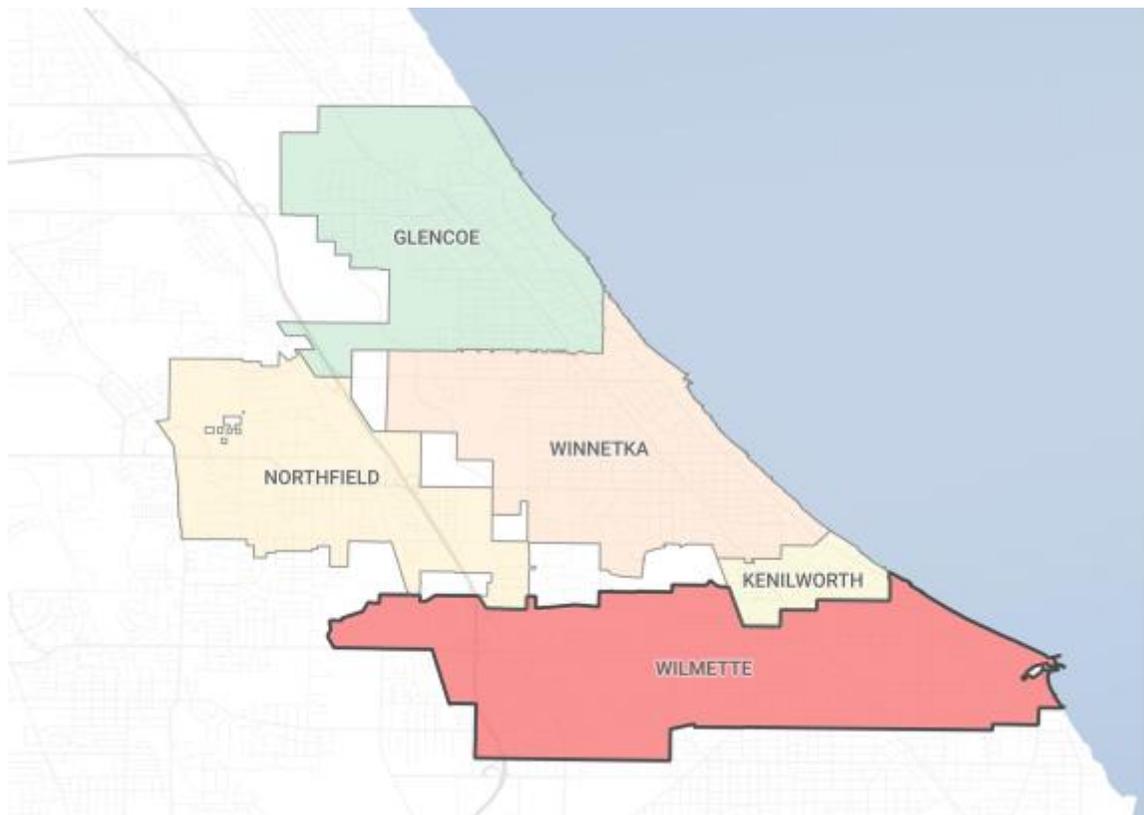
(1) The Four Villages Provided Guiding Principles to Help Frame Consolidation Options They Wished to Explore.

The Project Steering Committee members, composed of the village managers and village police/public safety chiefs, provided guiding principles beyond the Four Framing Elements that they wished strongly considered during the consolidation feasibility study.

These principles included the following:

⁶ The Project Steering Committee was composed of the four Village Managers and four police chiefs or public safety department heads.

- **Include Wilmette as a Public Safety Field Services Partner.** Currently the four villages and the village of Wilmette share a police radio channel and are thus capable of easily sharing information and, as necessary, community policing and other resource allocation strategies as circumstances dictate. Additionally, Wilmette, Kenilworth and Winnetka share a CAD system and associated dispatch information. There is a long-standing public safety relationship with Wilmette to GKNW, not the least of which is that coastal proximity of Wilmette to the four villages, as shown below, facilitates various cooperative efforts. As such, the inclusion of Wilmette, to the degree practical, in a consolidation scenario is strongly desired.



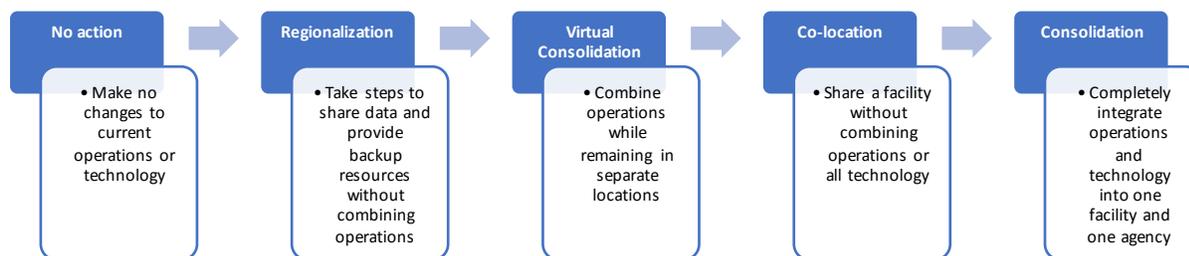
- **Initial Consolidation Solution Should Focus on Addressing Police Service Delivery and Glencoe Public Safety.** Because the villages of Winnetka, Kenilworth and Northfield have pre-existing dispatch agreements with RED Center, initial consolidation solutions should focus on police services and Glencoe's public safety services (police, Fire/EMS) to meet the intent of the Legislative directive for consolidation. Because of the complexities associated with consolidation in a limited time frame (by July 1, 2017), consolidation scenarios that unnecessarily impact the way in which public safety field services are presently served should be avoided.

- **Consolidation Scenarios Should Serve to Strengthen the Relationships of the Four Villages.** A consolidation effort can have dramatic impact on the participants and the way they delivery public safety services. Consequently, the key elements of dispatch consolidation should serve to strengthen current relationships rather than create potential areas of contention.
- **Consolidation Scenarios Should Attempt to Minimize Implementation Complications.** Because of the aforementioned deadline for consolidation, options should be explored that minimize potential complications to completing a successful consolidation initiative in the near term.

Given the Four Framing Elements and the above guiding principles as directed by GKNW, the following additional points are offered.

(2) The Four Villages Will Collectively Explore Full Consolidation Opportunities as Opposed to Other Kinds of Consolidation Possibilities.

Consolidation options can be categorized as falling along a broad spectrum of possible opportunities, each carrying its own set of risks and rewards. This spectrum is generally differentiated into five areas as shown in the graphic below.



All dispatch models noted above have operated successfully and as a consequence there is no single answer with respect to public safety dispatch operations. The unique factors of every service area—whether political, financial, technical, topographical, community expectation, or other myriad variables—largely influence which models will be most successful. Because of the circumstances and language surrounding legislative directive PA 99-0006, there does not appear to be flexibility with respect to consolidation opportunities other than “Full Consolidation” as reflected to the right of the

above chart. As such, GKNW have limited options with respect to the type of consolidation they can explore. Therefore, full consolidation opportunities are the only consolidation initiatives reviewed in this study. This full consolidation is restricted to the four villages of Glencoe, Kenilworth, Northfield and Winnetka which collectively exceed the 25,000 population benchmark established by the legislation. No other potential consolidation partner agencies are explored in this study, although contracting for service is reviewed and discussed in a following section.

(3) The Four Villages Will Examine in Their Full Consolidation Model the Different Possibilities Associated with Dispatching Police, Fire and Emergency Medical Services.

A complicating factor in this assessment is that Glencoe is a “full-service” 911 operation dispatching its own police, fire and emergency medical response, while the villages of Kenilworth, Northfield and Winnetka rely on RED Center⁷, as a secondary PSAP, to dispatch fire and emergency medical services. As part of this study, opportunities will be examined for a consolidated villages’ 911 operation to dispatch all villages police services including Glencoe Fire/EMS, or to dispatch Glencoe Fire/EMS under a different dispatch services model (e.g., using RED Center as the other three villages currently do).

(4) The Four Villages Will Explore a Contract-for-Service Relationship with Glenview.

There are a variety of contract-for-service opportunities that could pursue for 911 dispatch services that would meet the intention of the legislature’s consolidation efforts. Organizations such as Northwest Dispatch, Deerfield and Northbrook were considered

⁷ http://www.mabas3.org/red_center.html

potential contract-for-service partners. Given a variety of factors such as proximity, prior consolidation success rates, and other considerations, the Village of Glenview was determined to be the most practical PSAP for potential contract-for-service consolidation and was selected as the agency for further study regarding consolidation opportunities. While Wilmette was initially discussed as a potential dispatch service partner given the current public safety relationships among the villages, it was determined that Wilmette has not demonstrated the same consolidation success as Glenview. As such, a consolidation with Wilmette would be potentially complicated and increase risk in completing timely dispatch consolidation. This additional risk is contrary to the stated GKNW guiding principles.

3. PRIOR CONSOLIDATION STUDIES INVOLVING THE VILLAGES HAVE INFORMATION THAT CAN PROVIDE IMPORTANT GUIDANCE TO THE CURRENT INITIATIVE.

During the course of the engagement, research was conducted on other consolidation studies involving some or all of the villages that may have relevance to this engagement. Three studies were reviewed and are referenced herein:

- A 2011 Public Safety Dispatch Center Consolidation Feasibility Study performed for the villages of Kenilworth, Northfield and Winnetka by *Eler & Associates (E&A)*.
- A 2006 Assessment of Fire/EMS and Police Dispatch Options performed for the village of Glenview by the *Matrix Consulting Group*.
- A 2013 911/Dispatch Consolidation Feasibility Study performed for the villages of Highland Park, Lake Bluff, and Lake Forest by the *Matrix Consulting Group*. This study also involved the village of Glenview as a potential 911 service provider.

Where appropriate, these reviewed studies will be referenced in this report to further augment findings, conclusions and recommendations.

3. PSAP Operational Analysis

This chapter of the study provides an analysis of the independent operations of Glencoe, Kenilworth, Northfield and Winnetka's Public Safety Answering Points (PSAPs). This data also will influence the consolidated initiatives to be examined in further detail in the next chapter. For descriptive and various workload information regarding the individual dispatch centers for each village, please consult the Profile in Appendix B.

1. EFFECTIVE DISPATCH OPERATIONS ARE PREDICATED ON PROPER STAFFING LEVELS. STAFFING MODELS USE NUMEROUS VARIABLES TO DRIVE OVERALL DISPATCHER STAFFING REQUIREMENTS.

Developing an appropriate staffing model for a dispatch operation is not only critical to ensuring effective service to callers, but for those public safety agencies being serviced. To operate in the most efficient and effective manner possible, it is important to right-size the dispatch operation's staffing levels. Our project team has conducted an analysis of the dispatcher⁸ staffing needs of the four villages through a model-based approach, using data obtained from the project participants. Our team has reviewed and used a variety of dispatcher staffing models over the last several years. Indeed, as new information becomes available, these models are further modified to enhance their ability to assess the necessary staffing in a dispatch environment. With respect to this engagement, a new staff modeling tool was created to help capture administrative workloads performed by dispatcher staff. This is further discussed later in the report.

⁸ While the villages and other organizations use different terminology to define these positions, such as Telecommunicator, Communications Officer, etc., the term dispatcher will be used throughout this report for continuity.

Development of a staffing model begins with understanding and, as data are available, calculating several variables. The sub-section below deals with staff availability—a critical factor in all staffing models.

(1) Net Dispatcher Availability Information.

While one Full-time Equivalent (FTE) staff position is scheduled to work 2,080 hours per year in most professions, this is not always the case, particularly in public safety professions that have “exotic” schedules to meet service level demands. These often include 12-hour shift schedules where staff are scheduled to work 2,190 hours per year. While Glencoe and Kenilworth operate on some modified schedules where 12-hour deployments occur, staff are not scheduled for 2,190 hours per year.

A critical workload element to determine staffing requirements is the amount of annual time available for dispatch personnel to perform their work. This is defined as net availability and it is the number of hours that a dispatcher is available to perform his key dispatcher roles and responsibilities after the impact of leave/unavailable time has been subtracted from his gross annual scheduled hours of work. Leave includes sick, vacation, compensatory time off, etc. Unavailable time is time lost to breaks and meals, training, and other scheduled workday interruptions. The addition of leave and unavailable time is subtracted from base annual work hours and results in net availability per year.

With respect to net availability in general, a desirable target is 70-75% or greater net availability for a typical 2,080 hour work year. While these are desirable targets, they can at times be difficult to achieve in practice given numerous variables. Leave and other unavailability factors are strongly influenced by a variety of things including scheduled

and unscheduled leave benefits that have been negotiated, the actual use of such benefits, the robustness of an annual training program, the seniority of a workforce, etc.

Data was provided by the four villages and analyzed. This review resulted in the following annual net availability for each village.

GKNW Calculated Dispatcher Net Availability

Community	Net Annual Hours Available	Percent of Total Yearly Hours Available
Village of Glencoe	1,580	76%
Village of Kenilworth	1,706	82%
Village of Northfield	1,747	84%
Village of Winnetka	1,814	87%

In sum, data suggest GKNW PSAPs manage operations such that net availability exceeds the 70%-75% benchmark. This is due to a variety of factors but is most substantively related to the inability of several villages’ dispatch staff to be able to take breaks and meals away from their workstations on a regular basis. This is a common problem among small dispatch agencies and can potentially lead to a variety of operational issues. Consequently, in a consolidated dispatcher staffing model such meal/break time will always be accommodated.

(2) Turnover at Reporting PSAPs is Different and Turnover Characteristics can Impact Authorized Staffing Requirements.

For comparative purposes, dispatcher turnover nationally averages 17% to 19%⁹. Recent historical information from the four villages indicates virtually no turnover among dispatcher ranks. As such, calculating “over-hire” needs to ensure adequate dispatcher staff are always fielded is unnecessary in this staffing exercise.

⁹ <http://www.iaedjournal.org/content/turnover-factor>

2. DETAILS OF THE ANALYSIS OF STAFFING NEEDS RESULTING FROM GLENCOE, KENILWORTH, NORTHFIELD AND WINNETKA CORE DISPATCH WORKLOADS.

Our project team has conducted an analysis of the dispatcher staffing needs for the four villages through a model-based approach, using data obtained from the project participants. The methodology and process of these calculations is detailed in the following sections.

(1) Overview of the APCO Approach.

In order to accurately model the workload and staff resources of dispatch operations, a number of important factors must be considered. It is not sufficient to base the staffing needs of a 911 operation center on workload alone, as many key variables, such as average leave time and turnover rate as discussed above, are vastly different among agencies throughout the nation. In the last few years, the Association of Public Communication Officials (APCO) has published a staffing model as part of its Project RETAINS efforts, developed by the University of Denver Research Institute. In effect, the APCO project RETAINS model requires several discreet data elements based on actual workloads to be effective. These include:

- **Net (actual) Annual Staffing Availability** as shown earlier in this chapter.
- **Average Telephone Busy Time** (call duration in seconds), from phone or other records. This should ideally distinguish between law and fire E-9-1-1 calls and administrative calls for service.
- **Average Processing Time:** A combination of average radio time and average task completion time per incident. These numbers, as available, are calculated from agency Computer-aided Dispatch (CAD) data covering a period of one year. If these times are not calculable (due to either issues with the data, unknown variables, or other reasons) a normative value is used based on the experience of the project team in working with other similarly sized dispatch agencies.

- **Agent Occupancy Rate:** Even after accounting for the net availability of dispatchers, the resulting number still does not represent an accurate picture of their ability to complete workload. It would be impossible for a dispatcher to spend 100% of his available time going from call to call without a break – even if it was logistically feasible for this to be true, the resulting effect on burnout would be significant. Given these reasons, the agent occupancy rate, which is in effect a “total utilization rate”, is created as a target for the ideal percentage of time a dispatcher is actually completing work. Today, utilization targets are often set by agencies from around 50% to 65%.

In brief, the APCO project RETAINS staffing model is a generally good methodology with a few notable exceptions, but it is data intensive to the extent that many agencies do not possess the level of detail required to thoroughly complete the model. The Matrix Consulting Group, using the APCO model as a baseline, has made some slight revisions to the model and has developed some operational assumptions regarding particular types of work. These are discussed in the following sub-sections.

(2) Results of the APCO RETAINS Dispatcher Staffing Analysis.

Using the calculation process outlined in the sections above, dispatcher staffing needs based on core dispatch workload can be modeled. The subsequent table shows the various calculations involved in deriving a necessary dispatcher staffing level based exclusively on the magnitude of core dispatch workload. The model does not accommodate a variety of other workload factors such as the numerous ancillary or records/administrative work performed by dispatcher staff, workload fluctuations throughout the day/hour, and other variables. These are discussed and accommodated later in the report. The following bullets discuss the various assumptions and sources of data used to arrive at the table’s information.

In order to further clarify how the calculations have yielded these results, the outline below explains how each of the variables used was determined:

- **Average Processing Time for Computer-aided Dispatch (CAD) Incidents:** Reflects available data calculations, as well as a conservative estimate of the time required for dispatcher workload related to a CAD incident to be processed.

APCO, NENA and others have not provided any benchmarks with respect to this kind of processing time for CAD incident workload, suggesting an estimate be developed for such work. Consequently, developing a reasonable time estimate for Average Task Completion Time for every CAD incident is the only current approach beyond an industrial engineering exercise, which is beyond the scope of nearly all dispatch studies. Given our experience with a broad array of dispatch agencies, we believe that given the current operational environments in GKNW, an average of **2.5 minutes per incident** is a very reasonable estimate to capture incident “wrap-up” and related activities that include such things as keyboard entry, license and warrant runs, etc. Obviously some incidents will take longer and others shorter dependent upon the type of incident.

Secondly, the APCO-based model can use the actual amount of radio transmission transaction time as a primary workload driver to determine average radio time. Dispatchers are responsible for relaying information effectively via the radio and are usually multi-tasking (keyboard entry or console monitoring) while such “air time” is transacting. It is a primary responsibility of dispatcher staff. The total time associated with radio transactions is calculated to determine an average amount of time spent in this key task. With regard to the four villages, radio information was presented such that an average of 5.67 hours per day of radio-traffic “air time” was calculated for all users of the NORCOMM radio system.¹⁰

Based on our examination of the data, we developed an average radio-traffic air time of .96 minutes per CAD transaction for Kenilworth, Northfield and Winnetka and an average air time of 1.58 minutes for Glencoe given its additional Fire/EMS workloads.¹¹

- **Average Processing Time for Telephone Calls:** Some telephone systems easily capture time spent on telephone lines, others do not. Data provided to the project team regarding telephone transaction time was only available in part, as some villages did not have this information. Nevertheless, sufficient information was available to calculate that an average telephone call took 116 seconds. This timeframe is consistent with telephone information from a *National Fire Protection Association* (NFPA) study citing 92 seconds is the most relevant average for

¹⁰ The village of Wilmette is also on the radio system and its radio time is ultimately abstracted from the GKNW model for staffing estimate purposes.

¹¹ It should be noted here that like many models, there are inherent weaknesses. One of the shortcomings of linking radio transaction information to CAD incidents is that given different CAD recording approaches among different dispatch agencies, those PSAPs that record more CAD incidents receive more radio-time credit than counterparts with fewer CAD incidents. Unfortunately on shared radio channels (as is with GKNW), there is no way to effectively determine which agency is “actually doing the talking.” Thus, this modeling serves as a workload distribution approach, linking CAD incidents to radio-time. While this approach has inherent weaknesses in developing a staff model for individual agencies in a cooperative, the weakness is mitigated when looking at all PSAPs collectively (as is done in a consolidation exercise).

emergency response. The total time spent on telephone work by each agency was linked to CAD transactions. Because telephone traffic is different for each agency, the estimated telephone transaction time linked to each CAD incident is different. Despite this, the model accurately reflects time spent on telephone calls, as both time spent and number of telephone transactions for each village are available and can be converted to CAD workloads.

- **Time Investment per CAD Incident:** The time investment per CAD incident is related to the sum of the above two bullets for each agency.
- **Total CAD Incidents:** Reflects data provided from each PSAP for 2015. These CAD incident records were validated in an interim deliverable.
- **Annual Workload Hours:** Workload hours are the result of the Time Investment per CAD Incident and Total CAD incidents data. It is a multiplication of these two variables resulting in an estimated annual workload for dispatchers related to CAD incidents.
- **Net Annual Available Work Hours:** Reflects the average availability of each agency's dispatchers based upon the information provided earlier in this report.
- **Agent Occupancy Rate:** While utilization rates of 65% are occasionally used today, a rate of 50% was chosen, particularly since village dispatchers are regularly interrupted to perform ancillary work. This Agent Occupancy Rate of 50% is generally accepted by APCO.
- **Turnover Rate –** Given that turnover is not an issue at the four villages, this variable is not used.

Based on the information from all these variables, the APCO staffing model results are shown for each of the four village PSAPs below. As a reminder, these staffing estimates are based exclusively on the magnitude of core dispatch workload and do not include ancillary work performed by these staff (e.g., front desk assistance).

APCO Staffing Calculations Based on CAD Incident-related Workload

Category	Glencoe	Kenilworth	Northfield	Winnetka
Average Task Completion Time Per CAD Incident (in minutes)	2.5	2.5	2.5	2.5
Average Radio Time Per CAD Incident (in minutes)	1.58	.96	.96	.96
Average Processing Time (APT) for CAD Incident (in minutes)	4.08	3.46	3.46	3.46
Average Telephone Time Per Telephone Call (in minutes)	1.93	1.93	1.93	1.93
Average Telephone Time Extrapolated for a CAD Incident (min)	4.91	3.15	1.97	1.25
Time Investment Per CAD Incident (APT + Telephone Time)	8.99	6.61	5.43	4.71
Total CAD Incidents (2015 period)	17,571	9,253	21,976	23,046
Workload Hours Related to CAD Incidents (Hours)	2,633	1,019	1,990	1,808
Net Annual Available Work Hours	1,580	1,706	1,747	1,814
Agent Occupancy Rate (AOR)	50.0%	50.0%	50.0%	50.0%
True Annual Availability After AOR (Hours)	790	853	873.5	907
Full Time Equivalent Positions (FTE) Required to Complete Core Dispatch Workload	3.3	1.2	2.3	2.0
Existing Authorized Dispatcher Staffing Levels ¹²	5 F/T 2 P/T	3 F/T 2 P/T	4 F/T 2 P/T	4 F/T 4 P/T

¹² These staffing levels do not include supervisor or clerical/dispatch positions assigned to the villages.

(3) Interpretation of the APCO RETAINS Dispatcher Staffing Analysis.

The core dispatch workload data suggest that CAD-related workload (incidents, telephones and radio processing) is modest at each of the four villages. There is insufficient core dispatcher workload at any village to justify 24/7 coverage based solely on this type of work. In agencies where CAD incident-based data suggest less than 24-hour/7-day coverage is necessary based on workload characteristics, those agencies typically rely on staffing one (1) fixed-post position irrespective of workload. This is a necessity for smaller public safety agencies performing dispatch operations and essentially reflects what is accomplished at the four villages. Briefly, for every fixed-post, 8,736 work hours need to be covered in a year,¹³ which requires from 4.5 to 5.5 Full-time Equivalent (FTE) staff for coverage purposes. As shown by the existing authorized staffing levels in the prior table, each village is deploying sufficient full and part-time staff to typically cover one fixed-post. There are some exceptions where more than one dispatch person is scheduled during a shift (though not necessarily deployed due to leave or other issues). These include:

- Glencoe will deploy staff from 7 am to 3 pm four days of the week.
- Winnetka will normally assign staff specifically to the Records functions if there is any overlap that would result in exceeding one assigned dispatcher position.

In sum, core dispatch workload, based on APCO modeling, cannot fully occupy the villages' dispatcher staff. The villages, however, use these staff in other roles to occupy their time. These ancillary duties are discussed below.

¹³ This is 24 hours x 7 days x 52 weeks per year.

3. STAFFING LEVEL IMPACTS ASSOCIATED WITH ANCILLARY WORK PERFORMED BY DISPATCHER STAFF.

In APCO-based dispatcher modeling exercises, particularly those related to exploring optional service delivery approaches, certain assumptions and clarifications need to be made. For example, in those instances where dispatchers perform duties above and beyond core dispatch workloads as described above, how is this work typically accounted for? In a number of smaller dispatch agencies throughout the country, dispatchers will perform a variety of ancillary duties that need to be accomplished and that will occupy work time. This is the situation for the four villages. An examination of the profile in Appendix B details the variety of additional duties and responsibilities performed by dispatcher staff, ranging from front desk customer support to a range of records-related responsibilities.

This ancillary workload is not captured in the previous staff APCO modeling, and reflects one of the limitations of APCO’s model. Since this additional work is not captured, the Matrix Consulting Group devised a self-reporting tool for all the villages’ dispatcher staff to record various administrative work by category. This exercise occurred in early spring of 2016 for over 5 weeks. The following table shows the summary of that exercise.

Annual Hours Devoted by Dispatchers to Ancillary Work Based on Self-Reporting

Community	Yearly Hrs	Est. FTE
Village of Glencoe	830	0.53
Village of Kenilworth	1,951	1.14
Village of Northfield	1,657	0.95
Village of Winnetka	1,459	0.80

The outcome of this self-reporting exercise shows that each village uses from one-half to one FTE’s worth of time to accomplish ancillary administrative/records work. In a consolidation initiative where work is generally dedicated to core dispatch duties, ancillary work will still have to be accomplished in some manner. This will be discussed later in the report. The impact on existing operations and staffing needs, however, is important to show for context. The hours dedicated to ancillary work is included in the staff modeling table below:

Village Dispatcher Staff Required to Complete All Workloads

Category	Glencoe	Kenilworth	Northfield	Winnetka
Workload Hours For Dispatch and Ancillary Work	3,463	2,970	3,647	3,267
Net Annual Available Work Hours	1,580	1,706	1,747	1,814
Agent Occupancy Rate (AOR)	50.00%	50.00%	50.00%	50.00%
True Annual Availability After AOR (Hours)	790	853	873.5	907
Full Time Equivalent Positions (FTE) Required to Complete Dispatch and Ancillary Work	4.4	3.5	4.2	3.6
Existing Authorized Dispatcher Staffing Levels	5 F/T 2 P/T	3 F/T 2 P/T	4 F/T 2 P/T	4 F/T 4 P/T

As shown above, the villages are generally occupying their dispatcher staff appropriately with core dispatch and a variety of ancillary workloads while still maintaining the appropriate 50% agent occupancy rate suggested. Reiterating, small dispatch agencies must staff at minimum one-fixed post on a 24/7 basis requiring anywhere from 4.5 to 5.5 FTEs. Assigning various workloads to these staff to ensure they are appropriately occupied is a key to operational efficiency and effectiveness. In sum, the four villages have accomplished this. In a consolidation initiative, ensuring core and ancillary work continues to be accomplished requires a different staffing and work

approach. The benefits and challenges associated with addressing workload under consolidation are discussed later in this report.

4. INTERNAL DISPATCH SERVICES PRESENTLY COST GKNW APPROXIMATELY \$2.34M ANNUALLY.

The four village PSAPs capture dispatch operational costs differently. Some costs are allocated to the broader public safety agency while others are specific to dispatch operations. Despite different village budgeting approaches, sufficient budgetary information is available to adequately capture dispatch operational costs for 2016 as summarized below:

2016 Village PSAP Developed Budgets

Community	Annual Budget
Village of Glencoe	\$657,832
Village of Kenilworth	\$337,029
Village of Northfield	\$675,040
Village of Winnetka	\$671,912
4 Village Internal PSAP Total:	\$2,341,813

As is typical of many municipal public safety budgets, the bulk of expenses are related to personnel costs, which for the four village PSAPs is 75% of total operating costs.

It should be noted that the above costs separate the contract-for-service dispatch services for the fire departments of Kenilworth, Northfield and Winnetka, that as previously noted, contract with RED Center dispatch for Fire/EMS services. Internal operational PSAP costs are approximately \$2.34M, whereas the contract costs for RED Center are an additional annual expense to the three villages’ PSAPs of approximately \$223,000 per year, adjusted annually for these 911 services.

Of the \$2.34M costs shown, there are modest additional recurring communications and other costs linked to dispatch-related service provision that are somewhat different for each village dependent upon its unique public safety operation. These would be encumbered by each village, and are independent of the model of consolidation sought. Given the complexities of each village's potential recurring costs linked to the provision of dispatch-related services, quantification of these costs is beyond the scope of a feasibility report as they do not influence a consolidation decision. However, examples of these incurred costs include:

- Mobile Data Terminals (MDT) equipment and connectivity
- Mobile and portable radio equipment
- Radio connectivity (currently NORCOM phone line charges)
- NORCOM assessment fees
- Legacy Computer-aided Dispatch (CAD) connectivity
- Video security connectivity and maintenance
- Administrative phone line charges and phone call recorders

Consolidation of equipment or other assessments may result in economies-of-scale for the four villages but would be developed during an implementation phase.

5. FINDINGS AND CONCLUSIONS RELATED TO GKNW CURRENT DISPATCH OPERATIONS.

The following points summarize key findings and conclusions that will be considered during the forthcoming consolidation assessment.

- The four villages are effectively managing dispatcher staff time, including scheduled and unscheduled leave, such that net annual availability of dispatchers is within best-practice standards.

- The four villages do not have issues of dispatcher staff turnover, which often impacts 911 operations elsewhere in the nation.
- Small dispatch agencies such as GKNW, must staff at a minimum, one-fixed post on a 24/7 basis, regardless of workload. This requires anywhere from 4.5 to 5.5 Full-time Equivalent positions (FTEs).
- APCO workload modeling indicates that the four villages collectively have 8.8 FTEs worth of core dispatch service work. This staffing calculation is based on the unique CAD-related workloads and leave patterns of each PSAP.
- Self-reporting on ancillary work demonstrates that the four villages have 3.2 FTEs worth of workload dedicated to administrative/records-related work.
- Currently the four villages collectively deploy 16 full-time and 10 part-time dispatcher staff to perform these core and ancillary services.
- Individual village PSAPs have done an admirable job of devising dispatcher staffing plans, through the use of full-time, part-time and supporting staff, to perform the necessary and often unique duties and responsibilities associated with each agency. Each village has done a good job of matching dispatcher staff needs to core dispatch and ancillary workloads.
- As shown by the workload requirements compared to actual staffing deployment among all four villages, a consolidation effort will provide opportunities to manage these types of workloads differently, which will result in both benefits and challenges.
- The four villages' internal PSAP operational costs collectively are approximately \$2.34 million annually. Additional external 911 services are provided from RED Center at approximately \$223,000 annually.

The following chapter provides our analysis of the various consolidation options.

4. Consolidation Feasibility Analysis

This chapter of the study provides an analysis of consolidation opportunities premised on the consolidation guidelines and independent village PSAP operations discussed previously. A discussion of a consolidated GKNW dispatch option will be followed by a discussion of the Glenview consolidated option.

1. CORE WORKLOAD FOR A GKNW CONSOLIDATED DISPATCH CENTER RESULTS IN FEWER STAFF THAN EXISTING INDEPENDENT OPERATIONS.

The APCO staffing model presented in the prior chapter can be revisited to calculate staffing needs to accomplish core dispatch workloads in a consolidated dispatch center servicing GKNW. The following table shows the combined workload of the villages' PSAPs and how this would be handled in a modeled consolidated PSAP.

Consolidated Four Villages – APCO Staffing Calculations based on CAD Incidents

Category	GKNW Consolidated Center
Average Task Completion Time Per CAD Incident (in minutes)	2.5
Average Radio Time Per CAD Incident (in minutes)	1.11
Average Processing Time (APT) for CAD Incident (in minutes)	3.61
Average Telephone Time Per Telephone Call (in minutes)	1.93
Average Telephone Time Extrapolated for a CAD Incident (min)	2.61
Time Investment Per CAD Incident (APT + Telephone Time)	6.22
Total CAD Incidents (2015 period)	71,846
Workload Hours Related to CAD Incidents (Hours)	7,448
Net Annual Available Work Hours	1,615.5
Agent Occupancy Rate (AOR)	50.0%
True Annual Availability After AOR (Hours)	808
Full Time Equivalent Positions (FTE) Required to Complete Core Dispatch Workload	9.2
Existing Authorized Dispatcher Staffing Levels for GKNW	16 F/T 10 P/T

The APCO staffing table shown above makes the following modeling assumptions.

- The above dispatch model is based on current 911 practices whereby Glencoe Fire/EMS is dispatched while the remaining three villages use RED Center. This model, however, would require all dispatchers to be Law Enforcement, Fire and Emergency Medical Dispatch certified to accommodate Glencoe.
- Scheduled and unscheduled leave, training, etc. are calculated as the average of all four villages. The time to process CAD, telephone and radio workload remains unchanged.
- Unlike current village practices, the above model assumes meals and breaks will always be taken. This is consistent with best practice.

As shown above, 9.2 dispatcher staff positions would need to be authorized to handle the workloads associated with all GKNW core dispatch work.

(1) A GKNW Center Should Authorize 10 Dispatcher Staff and Supporting Supervisor and Part-time Positions.

This baseline staffing level in the APCO table establishes the foundation for a GKNW consolidated dispatch center with some key staffing characteristics to include the following points:

- In order to facilitate staff deployments (and other options) based on core dispatch workloads, 10 full-time dispatcher staff positions should be authorized.
- This dispatcher staffing contingent would result in an operational model deploying two fixed-post dispatch positions and a minimum of two dispatchers scheduled 24/7 on either 8 or 12-hour shift programs.
- Approximately 2,600 leave hours annually will likely be covered by part-time staff to help ensure two dispatcher staffing levels on a 24/7 basis (irrespective of workload requirement). This could be accomplished by three (3) part-time dispatchers scheduled less than 1,000 hours per year.
- The modeled dispatcher staffing level requirements for a GKNW Center are 10 full-time and 3 part-time staff, compared to present four village PSAP operations of 16 full-time and 10 part-time staff.
- Direct supervision is provided by civilian staff at both the Northfield and Winnetka dispatch operations. In a consolidated dispatch operation of this size, such direct supervision is also warranted. As such, one (1) supervisor is strongly

recommended in the GKNW Center. Notably, the 911 consolidated center would operate with six (6) fewer full-time dispatcher staff, up to seven (7) fewer part-time dispatcher staff, and one less supervisor position than current PSAP operations at the four villages.

- Because of the importance of supervision as well as opportunities for promotion, the GKNW Center should field two (2) lead dispatchers out of the 10 dispatch staff required. While this does not provide 24/7 supervision, as this would be fiscally imprudent, it does provide supervisory support on all three shifts for the majority of the time.

In summary, a GKNW Consolidated Dispatch Center would be staffed as follows:

GKNW Consolidated Dispatch Center Staffing Contingent

GKNW Center Job Title	Number of Positions
Supervisor	1
Lead Dispatcher	2
Dispatcher	8
Part-time Dispatcher	3
Total Staff Contingent (Personnel)	14

The number of full-time and part-time supervisory and line personnel assigned to the GKNW Center is notably less than staff currently assigned to the independent PSAP operations of the four villages. And while the ancillary workloads related to administrative / records functions still need to be addressed for the villages, this comparison demonstrates one of the significant economies-of-scale benefits associated with consolidated dispatch operations. Of additional note, this staffing contingent is comparable to the type of dispatcher staffing profile recommended in the three-village Kenilworth, Northfield and Winnetka 'E&A Dispatch Center Consolidation Feasibility Study' completed in 2011.¹⁴

¹⁴ E&A Report, page 24: "The staffing requirements for a 24/7 two-position dispatch center would be 9.4 dispatchers and one manager contributing 20% of their time to dispatching. The staffing requirement may be filled by both full-

(2) The Recommended GKNW Center Staffing Contingent Offers Flexibility to Address Other Operational Approaches to Completing Core Dispatch and Ancillary Workload.

The developed staffing contingent for the GKNW Center has some level of flexibility to address the four villages' core dispatch and ancillary workloads in alternative fashions. This includes the following options:

- **The Consolidated Center Could Dispatch for Law Enforcement Only with No Adjustments to the Staffing Contingent.** Another option for the GKNW Consolidated Dispatch Center is to transfer Glencoe Fire/EMS calls to RED Center, resulting in the GKNW Center being focused on law enforcement services only. This would result in the following GKNW Center-related changes:
 - As Glencoe Fire/EMS workload represents approximately 1.5% of the villages' CAD incident-based workload, this would have no measureable impact on a consolidated center's staffing requirements.
 - Such an operation would not need Fire and EMD certified dispatchers, thereby saving the associated costs and the initial Fire/EMD training for some dispatchers that would be associated with this alternative. The training costs, however, are modest, with first year costs of approximately \$5,000 and refresher training at \$1,500 per annum.
 - Additional costs would be incurred by Glencoe in order for RED Center to provide Fire/EMS dispatch services. Based on discussions with RED Center, these are estimated at \$79,000 first-year operational costs and an additional \$50,000 one-time capital cost estimate¹⁵.
- **Under Current Operational Approaches the Consolidated Center Could Accomplish the Host Agency's Ancillary Workload.** Given that core dispatch workload requires 9.2 staff and 10 dispatch staff are recommended, there is sufficient capacity among staff to perform the host agency's ancillary administrative / records workload discussed previously. This alternative would be possible under a scenario where Glencoe Fire/EMS is dispatched internally or eliminated as a responsibility; this option would not be possible if the GKNW Center provided all four villages' law enforcement, fire and EMD dispatch. Importantly, this ancillary

time and part-time employees in multiple combinations. E&A recommends a minimum of seven full-time dispatchers and preferably eight, with two or three part-time dispatchers."

¹⁵ According to RED Center this does not include annual fees associated with T1 lines, which are paid directly by Glencoe.

workload performed by staff would require a cost allocation model to indicate that such additional services provided to the host agency are appropriately charged.

In summary, the developed GKNW consolidated dispatch center has a recommended staffing contingent with some flexibility to approach core dispatch and ancillary workloads differently. This is discussed in further detail in a subsequent section.

2. THE LOCATION FOR A GKNW CONSOLIDATED DISPATCH CENTER SHOULD BE AT THE WINNETKA PSAP FACILITY.

The project team's tour of the four villages' facilities, interviews with staff and our review of various PSAP features leads to our conclusion that the Winnetka facility offers the greatest advantages for a four village consolidated PSAP. The Winnetka PD PSAP facility can presently deploy three (3) dispatch stations, has room for expansion, has adequate parking, already shares some technology with Kenilworth, is a centralized site for various primary and back-up infrastructure jointly owned by the four villages (such as the control point for the 24B regional NORCOM radio network repeater) and is the most ergonomically modernized locale as pictured below:



Of additional note, this location was also recommended in the three-village Kenilworth, Northfield and Winnetka 'E&A Dispatch Center Consolidation Feasibility Study' completed in 2011.¹⁶

3. ESTIMATED FIRST-YEAR INTERNAL OPERATIONAL COSTS FOR A GKNW CONSOLIDATED DISPATCH CENTER ARE \$1.59 MILLION, PLUS \$300 THOUSAND FOR ADMINISTRATIVE SUPPORT SERVICES.

Based on the APCO staffing model discussed previously, and situating a GKNW Consolidated Center at the existing Winnetka PD PSAP, the project team calculated the overall estimated operational costs at \$1.59 million for the first year's operation. The assumptions driving this pro-forma budget exercise are noted as follows:

- The personnel costs are based on the top-step salary for Winnetka dispatch personnel and the calculated benefit rate of 57.1%. Given the tenure of the four villages' dispatch staff, calculating at the top-step is not unreasonable.

¹⁶ E&A Report, page 23: "Dispatch Center Location Recommendation – The dispatch center should be located at the Winnetka Police Department. Winnetka has more space available for remodeling and accommodating more dispatchers."

- Lead dispatch staff are calculated with a +10% salary differentiation from first-line dispatch staff. The supervisor position is calculated at +20% salary differentiation from first-line dispatch staff.
- Approximately 2,600 hours per annum of coverage from part-time dispatcher staff are budgeted at the mid-range hourly salary of approximately \$22.50.
- Overtime is calculated at 5% over and above salary costs.
- Other operational costs (materials, supplies, contract services, etc.) are fixed or variable dependent upon consolidation, and dependent on the type of other operational cost incurred. The project team reviewed these costs for the four village PSAPs and developed a consolidated budget which represents 15% of the total budget.
- Four additional Administrative Support positions will be required to replace dispatchers' work efforts at the villages at an estimated total cost of \$300,000 and as detailed subsequently in this report.

The following table reflects a pro-forma first-year operational budget, by major expense category, for the GKNW Center.

GKNW Internal Consolidated Dispatch Center Pro-Forma Operational Budget

Budget Category	Est. Cost
PERSONNEL COSTS	
Salaries	\$862,330
Benefits	\$492,391
Part-time Compensation	\$59,235
Overtime	\$43,116
OTHER OPERATIONAL COSTS	
Service contracts (e.g. CAD maintenance)	\$90,300
First-year Fire/EMD Training	\$5,000
Other 911-related	\$19,360
15% Other Operational Contingency	\$17,199
Sub-Total Dispatch Personnel and Operational Costs:	\$1,588,931
Sub-Total: Administrative Support Positions:	\$300,000
TOTAL Internal Dispatch Costs:	\$1,888,931

In conclusion, the GKNW Center as developed, offers a notable operational savings compared to the annual \$2.34 million budget of the four independent village dispatch operations.

There are modest additional dispatch-related communications costs linked to dispatch service provision, as discussed elsewhere in this report, that are recurring and somewhat different for each village dependent upon its unique public safety operation. These would be incurred independently by each village regardless of the consolidation option chosen and are not included in those pro-forma costs above. The following sections describe details associated with contract-for-service consolidation opportunities with the village of Glenview.

4. ESTIMATED FIRST-YEAR OPERATIONAL COSTS FOR GLENVIEW CONTRACT-FOR-SERVICE CONSOLIDATION IS \$1.22 MILLION, PLUS \$300 THOUSAND FOR ADMINISTRATIVE SUPPORT SERVICES.

The village of Glenview currently services nine (9) different municipalities with a variety of public safety dispatch services; four of these villages receive full Law Enforcement, Fire and Emergency Medical dispatch¹⁷. The Matrix Consulting Group has completed studies previously involving the Glenview PSAP: a 2013 study whereby one consolidation option was that Glenview would provide services to the villages of Highland Park, Lake Forest and Lake Bluff (this was chosen), and a 2006 Glenview consolidation feasibility study that recommended as first choice the consolidation of dispatch services with Winnetka and Wilmette (not implemented). In sum, Glenview has been a potential / actual partner-of-choice in dispatch service delivery for a decade. As such, in consultation with the Project Steering Committee, Glenview was perceived as the most

¹⁷ http://glenview.il.us/Pages/Emergency_Dispatch.aspx

viable contract-for-service consolidation partner in the region. Consequently, Glenview was contacted and subsequently offered a variety of operational service models to provide dispatch for the four villages. Based upon on-going discussions with Glenview and the Project Steering Committee, two dispatch service delivery models were detailed and are described below.

(1) Glenview Has Offered Two Different Service Models to Provide Services to Glencoe, Kenilworth, Northfield and Winnetka. Derivatives of These Models are Also Possible Dependent Upon GKNW Needs.

The following bullet points summarize the dispatch operational models provided by Glenview in order to provide 911 dispatch services to GKNW. These descriptions are followed by a cost-table summarizing key cost and operational characteristics associated with the variety of 911 dispatch operational models discussed in this report.

- **Option #1 – Consolidate All GKNW Police and Glencoe Fire on NORCOM Radio Channels and use RED Center.** This dispatch model nearly duplicates the method by which GKNW now independently dispatch services, with RED Center dispatching Fire/EMS for Kenilworth, Northfield and Winnetka, as well as Wilmette, on a shared police radio channel. First year operational costs are \$1.22 Million.

Key Findings: This operational model is significantly less than the calculated costs of a GKNW Center providing the same service. There are start-up capital costs however, detailed later, that are similar to a GKNW Center. Radio partners for police include GKNW and Wilmette and Fire/EMS partners for Glencoe include a shared channel with Highland Park, Lake Forest, and Lake Bluff FD's. Note that beyond these operational costs there is \$300,000 in Administrative Support to the four villages, plus Kenilworth, Northfield and Winnetka would incur approximately \$223,000 annually in RED Center Fire/EMS dispatch fees.

- **Option #2 – Consolidate All GKNW Police on NORCOM Radio Channels. All GKNW villages would Use RED Center for Fire/EMS.** This dispatch model would dispatch police services as described in Option #1 but Glenview would provide no Fire/EMS services to GKNW. The four villages would use RED Center for their Fire/EMS dispatch services delivery. First year operational costs are \$1.22 Million.

Key Findings: There are no operational cost differences between Option #1 and Option #2, as staffing levels at Glenview are not impacted based upon the inclusion or exclusion of Glencoe Fire/EMS. This operational model is significantly less than the calculated costs of a GKNW Center providing services in the same fashion. There are start-up capital costs however, detailed later. Radio partners for police include GKNW and Wilmette. All villages would use RED Center for Fire/EMS service delivery. Note that beyond these operational costs there is \$300,000 in Administrative Support to the four villages, plus Glencoe, Kenilworth, Northfield and Winnetka would incur approximately \$302,000 annually in RED Center dispatch fees.

The following exhibit summarizes the totality of budgetary information presented thus far with respect to the different operational approaches to providing dispatch services and dispatch-related operations for GKNW.

First-Year Operational Costs for All Dispatch-Related Services – Various Models and Radio Partners

PSAP Operational Type	Est. First Year Dispatch Center Operational Cost	Est. Annual Cost for Admn Support Positions Replacing Dispatchers	Est. First Year Internal Operational Costs for 911 Dispatch	Est. RED Center Contract Dispatch Costs	Full Operational Costs for Providing Dispatch and Admn Support	Wilmette is a Police Radio Partner	RED Center is a Radio Partner for KNW	RED Center is a Radio Partner for GKNW
Current Four Village PSAP Operations (terminates 7/2017)	\$2,341,813	-	\$2,341,813	\$223,000	\$2,564,813	✓	✓	
GKNW Center Police and Glencoe Fire	\$1,588,931	\$300,000	\$1,888,931	\$223,000	\$2,111,931	✓	✓	
GKNW Center Police Only	\$1,583,931	\$300,000	\$1,883,931	\$302,000	\$2,185,931	✓		✓
Glenview Center OPTION #1: Dispatch GKNW Police & Glencoe Fire	\$1,221,618	\$300,000	\$1,521,618	\$223,000	\$1,744,618	✓	✓	
Glenview Center OPTION #2: Dispatch GKNW Police Only; RED Center for Fire/EMS	\$1,221,618	\$300,000	\$1,521,618	\$302,000	\$1,823,618	✓		✓

5. START-UP CAPITAL COSTS FOR THE GKNW CENTER ARE ESTIMATED AT \$766K; ESTIMATED START-UP CAPITAL COSTS FOR THE GLENVIEW MODELS RANGE FROM \$670K TO \$750K DEPENDENT UPON OPTIONS CHOSEN.

While the on-going annual operational costs for various consolidation models are a significant factor in determining the most feasible consolidation alternative, initial capital investments are also an important consideration, particularly if they are significantly different dependent upon the consolidation option chosen. Interestingly, the capital investment for the various GKNW consolidation options explored is similar, and thus should not be considered a major determinant in selecting the most appropriate consolidation model. These capital costs and their impact on first-year dispatch budgets are summarized in the following table.

First-Year Capital and Internal Costs for 911 Dispatch Services

PSAP Operational Type	Est. Start-up Capital Costs	Est. First Year 911 Internal Dispatch Operational Costs¹⁸	Est. First Year Costs to Establish a Dispatch Center
Current Four Village PSAP Operations (terminates 7/2017)	Not Applicable	\$2,341,813	\$2,341,813
GKNW Center Police and Glencoe Fire	\$766,000	\$1,888,931	\$2,654,931
GKNW Center Police Only	\$766,000	\$1,883,931	\$2,649,931
Glenview Center OPTION #1: Dispatch GKNW Police & Glencoe Fire	\$750,000	\$1,521,618	\$2,271,618
Glenview Center OPTION #2: Dispatch GKNW Police Only; RED Center for Fire/EMS	\$670,000	\$1,521,618	\$2,191,618

Capital costs for the various consolidation options are based on the Matrix Consulting Group’s review of various data provided and Glenview’s submission of

¹⁸ These exclude RED Center costs incurred by each of the four villages.

information. The previously mentioned 2011 E&A report provided detailed transaction information on capital / transitional start-up costs for a GKNW Center based on its firm's technological expertise. Our project team reviewed these entries in the context of additional information and adding Glencoe as a fourth consolidation partner. While our audit indicates agreement with most entries, we believe the start-up capital and transition costs are over-emphasized by approximately 35% and believe that start-up for the GKNW Center can be accomplished for approximately \$766,000¹⁹ instead of the \$1.19 million stipulated in that report.

Capital costs for Glenview are estimated at a maximum \$750,000 to include the Glencoe Fire/EMS operation. This entails one fully equipped position (phone, radio console and desk), connectivity (fiber and microwave), New World licensing purchase, implementation and data conversion, basic Fire station alerting for Glencoe, remote connectivity/control of existing Net 24B for police in north and south dispatch centers, upgrade of existing Glencoe fire radio infrastructure to a repeated channel, connectivity and backup to existing Glencoe fire frequency, and capital equipment and redundancy buy-in. This capital cost does not include data conversion of CAD data from Glencoe and Northfield (who do not presently use New World) estimated at \$15,000 per agency based on discussion with Glenview.

6. EVALUATING THE CONSOLIDATED DISPATCH OPTIONS IN THE CONTEXT OF THE FOUR FRAMING ELEMENTS.

As noted earlier in this report, dispatch operational alternatives should be scrutinized in the context of the "Four Framing Elements" briefly summarized below:

¹⁹Page 37-40. E&A estimated \$1.19 Million for such costs. We eliminated various costs that we believed unnecessary such as additional consulting implementation services (\$72,000); interim manager (\$60,000); new recording system (\$67,000), and Winnetka PSAP facility improvements (\$203,000).

- **It is crucial to minimize delays in public safety service response for effective service delivery to the community.** The impact in delivering timely public safety personnel and apparatus to a call for service scene can be critical. It should be considered an imperative service delivery goal, particularly with respect to the highest priority requests for service. The role of dispatch in response time is essential to this effort. Call processing and dispatching capabilities, as well as minimization of call transfers among agencies, are vital to facilitating rapid response times.
- **Highly-trained professional dispatchers employing consistent protocols are ideal for enhancing effective public safety service delivery.** Those that make a full-time profession of providing public safety dispatch services are typically the most well-trained, and thus reliable, dispatcher staff. There are assignment approaches in effect throughout the country which use part-time dispatcher positions, sworn staff on temporary assignment, job-sharing, and staff performing multiple assignments at a single duty station (i.e., concurrently dispatching fire, medical, EMS, and call-taking). While these models work, and by necessity must be used all of the time or part of the time in some (particularly smaller) locales, the ideal is to deploy a fully-trained dispatcher professional able to focus on a few key 911 service delivery tasks.
- **In an era of government fiscal constraint, taxpayers deserve highly effective dispatch services at the most reasonable cost.** Performing effective dispatch services at the most reasonable cost should be considered a vital priority. This requires careful balancing of operating costs against service level requirements, and also requires some of the most difficult financial decisions in a dispatch organization.
- **Operational changes resulting from alternative dispatch delivery initiatives should have a net operational benefit to overall public safety services.** Changes in dispatch service delivery should have an overall benefit to public safety service delivery. Dispatch operational changes that result in any perceived or actual service deterioration should have a counterbalancing enhancement in service and/or cost such that there is an overall positive impact to public safety service recipients. Determining “net” benefit is not only a quantitative effort but a qualitative effort. Agencies and customers with unique needs will judge these benefits differently. Nevertheless, it is important to attempt to articulate the “net benefit” to public safety services from any operational or organizational change in 911 communications.

The following sections discuss the various consolidation options in the context of these Four Framing Elements.

(1) Minimizing Public Safety Service Response.

Any 911 dispatch operation that transfers calls to another dispatch center is, by necessity, extending the time required before any public safety units can be on-scene. In some instances this is unavoidable, particularly with the expanded use of cell-phones, as despite modern technologies, cell phones will be routed to the incorrect PSAP given geographic layouts of cell towers, etc. Nevertheless, minimizing 911 call transfers between agencies and ensuring that calls are answered and dispatched consistent with best-practice helps reduce the overall dispatcher response time to citizens.

Currently Kenilworth, Northfield and Winnetka are using the Fire/EMD 911 dispatch services of RED Center. Calls are rerouted from village PSAPs to RED Center when these calls come in. Despite the professionalism and capabilities of RED Center, and its self-reported statistic of a call transfer occurring in an average of four seconds²⁰, this technology transaction does not include the additional time it takes for the original dispatcher to interrogate the caller to determine call type, nor the validation of information required by the second dispatcher. This example illustrates why secondary PSAP operations are undergoing increased scrutiny nationally—their operation incorporates an unavoidable dispatch response delay that must be overcome by enhanced field service response times that are often difficult to quantify.

The village of Glencoe, during the course of this study, believed a consolidated dispatch operational model must include fully internal Law Enforcement, Fire, and Emergency Medical Services capabilities. This is particularly relevant for Glencoe, which

²⁰ http://www.mabas3.org/red_center.html “Those calls requiring fire department or EMS responses are immediately transferred to the secondary (RED Center) PSAP. This transfer process happens in approximately four seconds.

operates as a public safety agency whereby most fire and police personnel are fully cross-trained in both public safety capacities. Glencoe does, however, suggest that it is flexible with respect to dispatch models as long as a) its police radio network includes Wilmette as a public safety partner and b) it has relevant Fire/EMS public safety partners on its fire radio network.

In sum, consolidation options for consideration should focus on providing full 911 dispatch capabilities that minimize call transfers and the associated response delays. **(2)**

Deployment of Professional Dispatcher staff.

Any consolidation option will require the deployment of fully cross-trained Law Enforcement, Fire and Emergency Medical Dispatch staff unless the four villages pursue a law enforcement-only dispatch solution (with all villages contracting with RED Center for Fire/EMS). This will require the GKNW Center at Winnetka or the Glenview PSAP to field these fully cross-trained dispatch staff capable of professionally handling law, fire and medical calls for service.

Kenilworth, Northfield and Winnetka dispatchers, some of which may be part of the consolidated center, have not been trained in Fire/EMD dispatch services as there has been no need. Currently among the four villages, only Glencoe dispatchers are fully cross-trained to provide these services. As such, any GKNW Center will require the incorporation of Glencoe dispatch staff into the consolidation model, and/or certified Fire/EMD training must occur, for all GKNW dispatchers prior to the go-live date of July 1, 2017.

Currently all Glenview dispatchers are fully cross-trained in all public safety protocols and are certified to dispatch Police, Fire and Emergency Medical services. As

such, they are immediately capable of professionally dispatching all public safety service types, while some/all of the GKNW Center staff would require Fire/EMS training and would not yet have much practical experience at start-up. While it is clear that all four villages have professional dispatchers capable of providing a variety of dispatch services, there is insufficient experience presently among all four villages to staff a consolidated GKNW center without additional Fire/EMS training. It is undoubtable that the GKNW Consolidated Dispatch staff could field fully cross-trained personnel given the existing professionalism among village dispatchers. Nevertheless, this would take time, and in the overall context of providing professional Law Enforcement, Fire and Emergency Medical Services, the Glenview PSAP is immediately prepared to offer such services.

RED Center is prepared to offer Fire/EMS dispatch services to Glencoe, and has professional dispatchers to readily accomplish this. Yet, in the context of all *Four Framing Elements* and the guiding principles, other consolidation options exist that are overall more beneficial than transitioning Glencoe, as discussed subsequently.

(3) Service Costs to the Taxpayers.

Exhibit II and the capital costs table provided previously show that the various consolidation option annual operating costs range from \$1.52 to \$1.89 million annually (excluding RED Center), while capital start-up costs range from \$670,000 to \$766,000 in one-time expenditures. Importantly, these costs can be juxtaposed against the villages' current independent and internal PSAP operational costs of \$2.34 million annually. Potential costs savings compared to existing operations can be significant.

The least expensive GKNW Center operating model is calculated at \$1.59 million annually, plus \$300,000 in Administrative Support costs. Both Glenview dispatch

operational models offered are several hundred thousand less per year than a consolidated GKNW model. Regardless of capital start-up and transition cost amounts, when compared to existing independent four-village PSAP operational costs these expenditures will be recouped almost immediately irrespective of the consolidation operational model chosen. Whereas pay-back calculations for capital and transition costs are important in feasibility studies where the outcome is voluntary, these initial expenses are less important for overall decision-making in a mandated environment as long as such costs are essentially equivalent over the short to mid-term. Since GKNW must consolidate, and must incur these start-up costs in the nearer term, the long-term viewpoint suggests emphasizing operational cost comparisons to determine desirable service approaches.

Glenview Consolidated Option #1 whereby the villages consolidate all GKNW police with Wilmette on a NORCOM radio channel; dispatch Glencoe Fire/EMS on a shared radio channel with Highland Park, Lake Forest, and Lake Bluff FD's; and where Winnetka/Kenilworth and Northfield are dispatched by RED Center, is approximately \$367,000 less per annum in operational costs than an equivalent GKNW Center. This potential savings is substantive to the four villages' taxpayers and should be strongly considered barring public safety operational issues that may arise as a consequence of pursuing a contract-for-service model. This is discussed further in the concluding and fourth Framing Element below.

(4) Net Operational Benefit to Public Safety Services Overall.

The consolidation options discussed result in opportunities for the villages' public safety partners to operate differently. This can result in perceived advantages and disadvantages to the public safety service providers.

Where the perception of local control associated with an in-house GKNW Center can be perceived as advantageous, and does offer some potential benefits related to the direct oversight of a dispatch agency, these advantages can typically be mitigated by a well-crafted performance contract and a responsive public safety dispatch contractor. Glenview has demonstrated well its customer-service philosophy with other clientele, and consequently "local control," particularly at additional financial costs, does not benefit public safety services overall. Furthermore and importantly, there are several potential implementation complications that need to be addressed in a consolidation effort. As such, turning over implementation to a partner that has performed such consolidation services before (as opposed to performing this initiative in-house) is of significant qualitative benefit and has the opportunity to further minimize any short-term impact on public safety due to the transition. This is particularly important with respect to a pending legislative deadline for consolidation implementation.

While legislative directive has precipitated consolidation for GKNW, this does not override the public safety benefits associated with larger dispatch centers resulting from consolidation. One of the important issues that has driven dispatch consolidation initiatives throughout the nation is the recognition that smaller dispatch agencies composed of only a few personnel have the potential for several operational risks that can ultimately impact public safety services. Dispatch operations that field only one staff

member at certain times of the day can face many challenges that their larger PSAP counterparts do not experience. These include:

- A reduced ability to handle multiple concurrent public safety incidents. This is particularly problematic when these incidents are calls for service of the highest priority.
- Increased physical fatigue levels as a consequence of multiple factors, to include limited if any meal and break relief, excessive overtime in the case of long term colleague absenteeism or vacancies, and similar factors.
- Increased emotional and mental fatigue as a result of frequently working alone. There is a variety of research related to the additional risks of working solo. One international research study by the *National Research and Development Institute for Labor Protection* indicated:

The effects of the risk factors in isolation work conditions are mainly psychological to include “psycho-affective” reactions from absence of human presence resulting in decreasing vigilance levels, lack of usefulness feelings, etc. as well as “cognitive” reactions whereby operators in critical conditions could miss some information necessary to optimal intervention.²¹

In sum, the operation of a single-dispatcher PSAP fundamentally carries additional risks compared to its multi-personnel counterparts. According to an article in an *IMSA* periodical, “Having only one dispatcher on duty is risky. It may be a fiscal requirement, but it is nonetheless risky and every reasonable step should be taken to avoid it.”²² Indeed, according to the *National Fire Protection Association* (NFPA) Standard 1221, “Communication centers that provide emergency medical dispatching (EMD) protocols shall have TWO telecommunicators on at ALL times.” This further illustrates the importance of having more than one dispatch staff deployed. In closing, regardless of the consolidation option chosen by GKNW, a consolidated operation should be considered a

²¹ Working in Isolation – Risk Factors and Effects on Mental Health State. Ergonomic Department National Research and Development Institute for Labor Protection, page 3.

²² Dispatch Column, *IMSA Journal* Feature Article, September/October 2003, page 3.

net benefit to public safety services overall when compared to the independent PSAP operations and associated costs now experienced.

6. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS RELATED TO THE CONSOLIDATION OPTIONS.

The following points summarize key findings and conclusions in this chapter.

- The APCO modeled dispatcher staffing level requirements for a GKNW Center are 10 full-time and 3 part-time staff compared to present four village PSAP operations of 16 full-time and 10 part-time staff. The GKNW Center should field two (2) lead dispatchers of the 10 dispatch staff required as well as one (1) supervisor position.
- The developed GKNW Consolidated Dispatch Center has a recommended staffing contingent with some flexibility to approach core dispatch and ancillary workloads differently, dependent upon the needs of the villages.
- Our facilities review for a GKNW Center suggest the Winnetka PD dispatch location would serve as the primary site for a four-village consolidated dispatch operation if this option (as opposed to a Glenview option) is selected.
- Based on the APCO staffing model discussed previously and situating a GKNW Center at the existing Winnetka PD PSAP, the project team calculated the overall estimated operational costs at \$1.59 million for the first year's operation. This **excludes** costs associated with RED Center dispatching Winnetka/Kenilworth and Northfield while Glencoe Fire/EMS would be dispatched internally.
- The various options provided by the Glenview PSAP to provide consolidated contract-for-service 911 dispatch is \$1.22 million for first year operating costs irrespective of whether it dispatches Glencoe Fire/EMS in addition to the four villages' police dispatch services. This cost **excludes** the additional \$223,000 for RED Center dispatch services to Winnetka/Kenilworth and Northfield.
- Start-up capital costs for any consolidation alternative are in the range from \$670 to \$766 thousand. As such, the initial capital costs should not be considered a major determinant in choosing the appropriate dispatch consolidation option.
- Dispatch costs noted previously for the various options do not include \$300,000 in annual costs associated with the Administrative Support services discussed in the following chapter.
- The "Four Framing Elements" noted previously, underpinned by the guiding principles provided by the Project Steering Committee, suggest that overall public safety would benefit by pursuing a contract-for-service arrangement with Glenview whereby all police and Glencoe Fire/EMD are dispatched by this agency.

- Regardless of the mandate for consolidation, there are substantive benefits to public safety services as a consequence of moving away from the single-dispatcher deployments upon which the four villages now rely.

Based on the totality of analysis provided in this chapter, the following is recommended.

Recommendations:

Based on APCO-related staff modeling and other analysis for a GKNW Center, the staffing plan would be composed of 8 full-time dispatcher positions, two (2) lead dispatcher positions, three (3) part-time dispatchers and one (1) supervisor.

Based on analysis for a GKNW Center, the Winnetka PD dispatch location would serve as the primary site for a four-village consolidated dispatch operation if this option is selected.

Based on the Four Framing Elements that include operational and cost-related analysis impacting public safety service delivery, pursue a contract-for-service consolidated option (#1) with the Glenview PSAP. This is a 7-year fixed price contract beginning at \$1.22 Million annually that consolidates all GKNW Police and Wilmette on a NORCOM radio channel and dispatches Glencoe Fire/EMS with its East Shore partners. Estimated capital start-up costs do not exceed \$750,000.

5. Ancillary Support Service Requirements

The following is a discussion of our analysis associated with the provision of ancillary administrative and records support services that can no longer be provided in a consolidated dispatch environment.

1. A VARIETY OF WORKLOAD APPROACHES WILL NEED TO BE CHANGED AS A RESULT OF CONSOLIDATION.

Ancillary duties performed by village dispatchers represent an important component of public safety work that needs to be accomplished in some manner. This list is rather extensive, and is included as part of the Profile in Appendix B. As a consequence of consolidation, a variety of duties will need to be shifted to other personnel or handled differently. This can impact service levels that are provided by the villages in some instances but this is unavoidable in any consolidation environment. At issue is how to address key duties, responsibilities and services that are presently performed.

(1) Self-Reporting of Dispatcher Ancillary Workload Indicates it is Substantive but Not Severe.

According to the previously referenced 2011 K&A report, 3.5 FTEs would need to be available to handle the ancillary workload of the three villages (Kenilworth, Northfield and Winnetka). The firm's interviews conducted at that time revealed 10% to 90% of a dispatcher's time was the estimated effort to perform such duties.²³ Because of the importance of resolving this ancillary workload, as consolidation will occur, a self-reporting exercise for this administrative work was developed by our project team and was populated by the villages' dispatch staff for approximately five weeks in April 2016. While

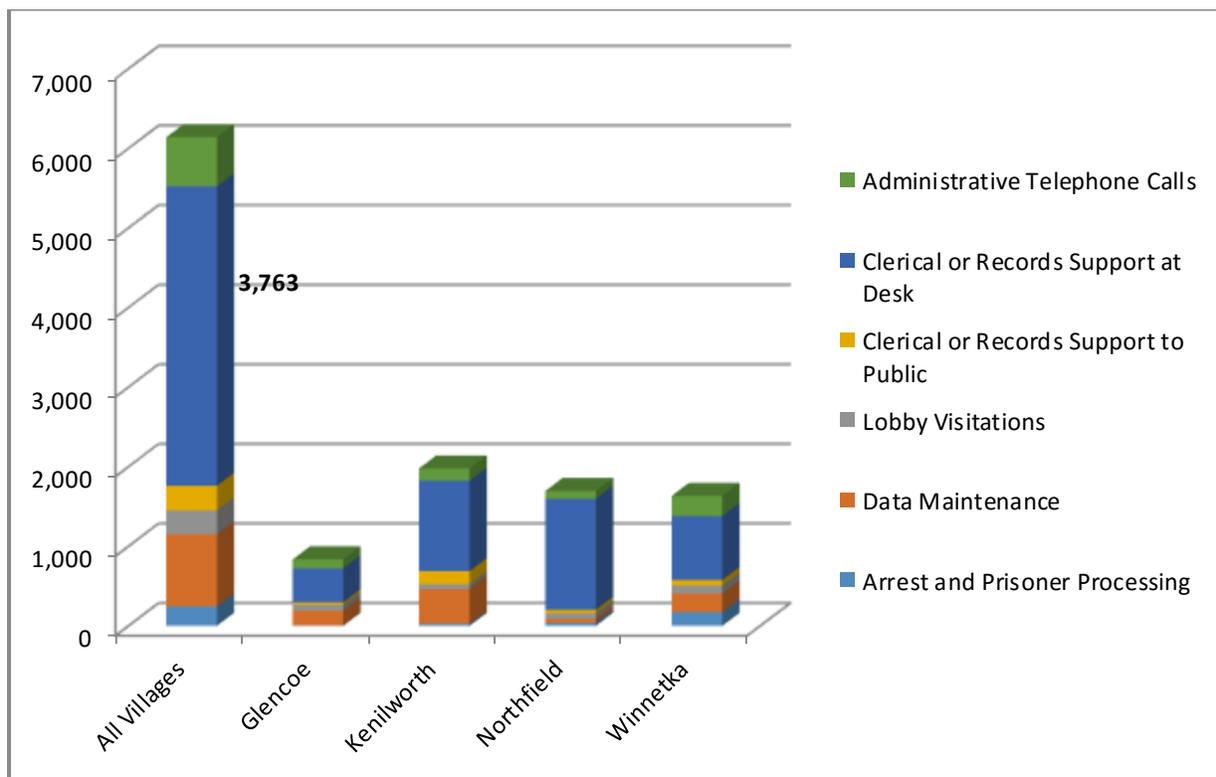
²³ 2011 K&A Consolidation Feasibility Study, page 24.

the ancillary workload functions noted in Appendix B are lengthy, for purposes of self-reporting they were merged into six categories, summarized as follows.

- Arrest and Prisoner Processing
- Data Maintenance
- Lobby Visitations
- Clerical or Records Support to Public
- Clerical or Records Support at Desk
- Administrative Telephone Calls

The following chart summarizes workload data collectively and by village by these categories.

Annualized Ancillary Workload for the Four Villages – By Work Category



Based on the data displayed above, the following points are noted.

- Clerical or records support performed at the desk represents the bulk of duties performed. In total, nearly 3,800 hours are dedicated by the four villages to these tasks, representing 61% of the workload. It is the highest workload category for each of the four villages, particularly for Northfield and Kenilworth.
- Data maintenance tasks represent the second area of notable activity, with the villages spending 15% of total ancillary time dedicated to these tasks. While some of these entry tasks would be re-located to the consolidated operation, other would not, and would have to be performed internally.
- Interestingly, the handling of administrative telephone calls only represented 10% of ancillary workload among the four villages. While numerous (based on other telephone data discussed earlier in the report) these transactions are often done quickly.
- Lobby visitations and records support to the public combined for only 10% of administrative workload. Oddly, Kenilworth had significantly more of this activity compared to its counterpart villages.
- Arrest and prisoner-related workload was minimal for the four villages; however, Winnetka's workload in this area was nearly triple that of the other three villages combined. Nevertheless, the total workload for all villages in this area is estimated at approximately 250 hours per year.

Based on the data above, approximately 6,100 hours per annum are dedicated to ancillary administrative and records work. There are various possible approaches to performing this workload or addressing the work in a different fashion. The following section describes these alternatives.

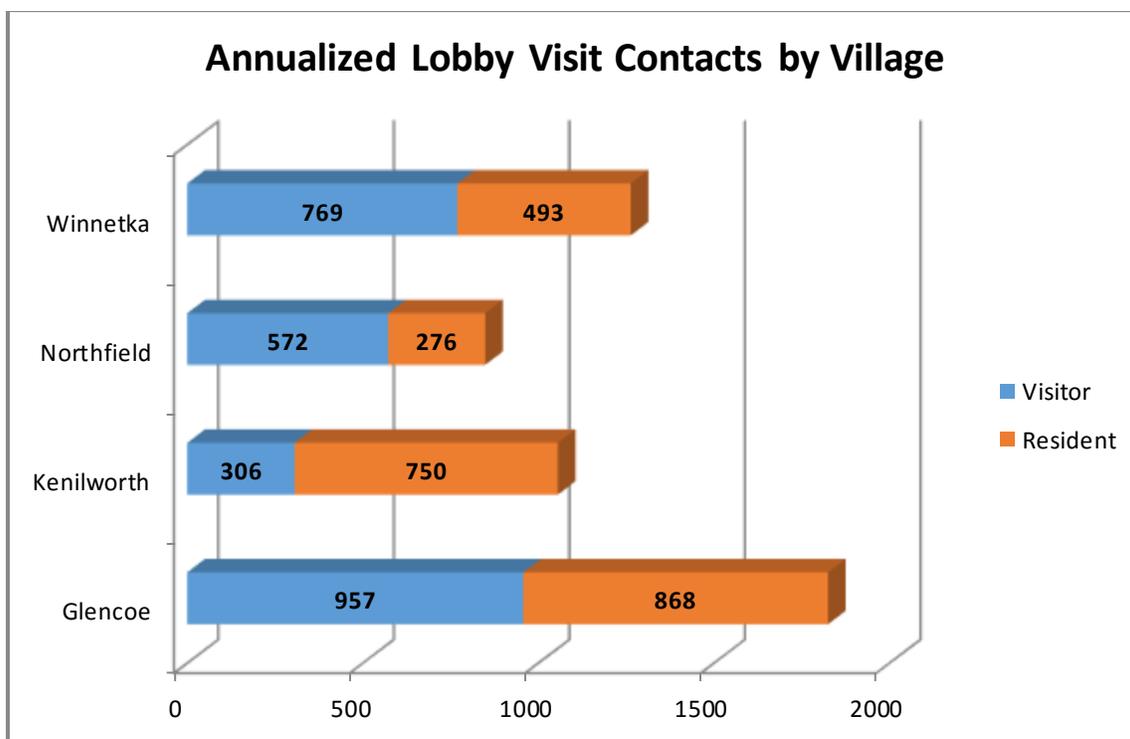
(2) Clerical, Records Support and Important Data Maintenance Functions Must be Performed by Newly Hired Staff.

Given the magnitude of work related to clerical and records functions performed at the dispatchers' desk or in support of the public, as well as the duties and responsibilities associated with data maintenance, new staff will need to be hired to complete these duties and responsibilities. This work represents approximately 80% of the dispatchers' total ancillary work and must be performed. As such, a records clerk job classification at each village is appropriate to handle this workload. In comparison to

other duty requirements, these two major responsibilities would occupy the bulk of records clerk time.

(3) Lobby Visitations Can be Handled by Newly Hired Clerical Staff During Normal Business Hours with Kiosks Deployed for Customer Service Purposes During Off-hours.

Lobby visits to the four villages do not take significant overall time, but do occur with regularity. The following graph shows the annualized number of lobby visits by village.



The data shows that for Winnetka, Northfield and Glencoe, visitor lobby visits exceed those of village residents. Conversely, residents of Kenilworth visit the police department in person proportionally more often than visitors. With respect to personal contact, fortunately these occurrences normally take place during business hours, with 83% of lobby visits occurring from 8 am to 5pm daily. These visits could be accommodated by the newly hired clerical staff during these time periods.

For the approximately one-in-five lobby visitors that currently are served by village dispatch personnel during non-business hours, as village lobbies are presently open 24/7, service could be accomplished by a kiosk system whereby the consolidated dispatch center (i.e., Glenview) would respond to a two-way audio-visual communication initiated by the customer at the entrance to the police department. Dispatch personnel would directly assist the customer or deploy a police officer to the police department's entrance to address the need. This system is currently in place in a variety of locales throughout the nation including current Glenview customers of Lake Forest and Lake Bluff. As part of its service offerings Glenview has offered to maintain these systems, but the initial capital investment of approximately \$10,000 is not included.

(4) Seven-digit Administrative Calls can be Handled in a Variety of Ways.

While Glenview will respond to these seven-digit calls after normal business hours, it can also field these calls for an additional cost beyond its currently proposed models. Further, these calls do not take a significant amount of ancillary workload time as noted previously, and as such could typically be answered by the newly hired records clerk staff in each village during normal business hours. In the event of heavy telephone traffic, the villages could collectively or individually hire a telephone answering service to respond to initial inquiries. This could also be expanded to include the possibility of separate but companion 311 telephone lines for all villages.²⁴ Telephone answering services' average cost for service is \$0.90 per minute. Based on after-hours telephone lines being handled by Glenview and business hour lines often being handled by newly hired staff, overflow costs for a telephone answering service would be minimal.

²⁴ http://icma.org/en/results/sustainable_communities/projects/311

(5) Jail Monitoring and Prisoner Housing Will Require a Different Approach to Service.

While arrest, prisoner processing and housing activities represent the smallest portion of ancillary workload—less than 250 hours annually—there are important issues to resolve. Prisoners in custody require checking, at a minimum, every 30 minutes, and while they can be monitored remotely via camera the majority of time, this prisoner-check activity must occur in-person as prisoners cannot be left alone unsupervised. In the absence of 24/7 dispatch staff, the only other available staff would be police officers; performing this prisoner-check activity twice per hour would not be a cost-effective use of an officer's time. Consequently, monitoring and housing of prisoners needs to be revised at the four villages. Fortunately, this is not a significant amount of time, as most arrestees are processed and released as opposed to being temporarily housed. This arrestee (booking) processing will not change at the villages irrespective of the dispatch approach implemented.

An arrangement could be made with Glenview PD, or another local village, to temporarily house GKNW prisoners. Each village has unique circumstances with respect to prisoner housing requirements and these should be addressed by each village accordingly. For example, Glencoe, given its public safety department status and cross-trained police/firefighters, may be able to operate without any change given that its on-station firefighters could perform jail monitoring/checks. Despite this, other villages will require transport of the prisoner from Kenilworth, Northfield and Winnetka to Glenview (or an alternate) for prisoner housing. This process would take officers out of service an additional amount of time for transport, and for small department's this becomes problematic. Consequently, additional protocols should be established to ensure police

coverage is available to the “vacated village” (if this actually occurs) in those rare occasions when officers are occupied managing prisoners. This would require reliance on other public safety partners in adjoining agencies.

It is assumed that given the minimal number of prisoners housed per year by the four villages, this service would be available without further compensation from Glenview, particularly given the contract-for-service arrangement in place for dispatch. The Glenview PSAP has already confirmed camera monitoring of these prisoners is part of the existing offers for service.

(6) Hire One (1) Administrative Support at Each Village to Undertake the Noted Ancillary Administrative and Records Tasks.

Based on the aforementioned methods for processing various ancillary work, the follow table estimates the required Administrative Support FTEs to complete this work.

Newly Hired Administrative Support Staff Needed at Each Village to Complete Prior Dispatcher Ancillary Work

Community	Yearly Hrs	Est. FTE
Village of Glencoe	830	0.53
Village of Kenilworth	1,951	1.14
Village of Northfield	1,657	0.95
Village of Winnetka	1,459	0.80

The data suggest that one (1) Administrative Support position at each village would be needed to process the aforementioned ancillary workloads previously performed by dispatch staff. While the Village of Glencoe might be able to proceed with a half-time position, this is not recommended given the potential vagaries associated with a self-reporting exercise.

Estimated cost for salary and benefits for each Administrative Support is \$75,000 per year.

2. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS RELATED TO THE ANCILLARY WORK.

The following points summarize key findings and conclusions in this chapter.

- There are approximately 6,100 hours per annum dedicated to ancillary administrative and records work among dispatchers deployed to the four villages. As a result of consolidation, different approaches to performing this workload need to be devised.
- The four villages will need to hire Administrative Support positions, and use or create appropriate job classifications, to perform many of the functions currently undertaken by dispatchers. Workload suggests that one (1) position at each village would be satisfactory to complete this work.
- A few modifications to how public safety and customer service is now performed will have to occur. This includes providing an audio/visual kiosk for after-hours use by customers that wish to contact the police department/dispatch (as 24/7 front desk service is no longer practical). Only a small proportion of lobby visitations will need to use this system as most customer visits are conducted during business hours when Administrative Support positions will be available.
- Prisoner processing and housing will need to be handled differently by most of the villages. While this will require additional transport time, it is very infrequent. Only 250 hours per year is dedicated by dispatchers to processing/overseeing prisoners in the four villages.

Based on the totality of analysis provided in this chapter, the following is recommended.

Recommendations:

Develop Administrative Support job classifications and hire one (1) position at each of the four villages. These positions will complete ancillary workloads currently performed by dispatch staff. Based on various work such as front counter support, telephone calls, etc., schedule the staff from 8am to 5pm (1-hour meal). The estimated annual cost for each position is \$75,000 in salary and benefits or \$300,000 to the four villages.

Design a police-entry Kiosk to provide audio/visual customer service for “walk-in traffic” during non-business hours. Glenview Dispatch will facilitate service.

Glenview will maintain the system but initial capital investment is approximately \$10,000 per village.

Develop a plan with adjoining public safety partners, with strong consideration for Glenview, to handle prisoner processing and/or housing based on the unique needs of each village. Because of the Glenview service contract for dispatch, and the very minimal annual incarcerations from the four villages, Glenview might be approached to provide this service without further compensation.

6. Key Transitional Requirements for Consolidation

The following is a discussion of key transitional issues and associated requirements for consideration when moving to the consolidation model. Emphasis will be placed on the recommended Glenview contract-for-service dispatch model, although issues of importance will be discussed that are applicable to any consolidation model selected. These issues should be “checked off” during any formal implementation plan to ensure potential consolidation impediments are addressed proactively.

1. DEVELOPING AN EQUITABLE COST DISTRIBUTION MODEL FOR THE FOUR VILLAGES.

The Glenview contract-for-service model is a fixed price contract for all four villages. Glenview has a willingness to develop a consolidated contract with all four villages or alternately individual contracts with each village with re-opener language if one village leaves Glenview service. Regardless of the contract type, Glenview relies on the four villages to reach internal agreement on how those costs will be allocated among the villages. The project team has noted several cost apportionment models throughout the country that include a wide variety of variables that ultimately result in defensible cost allocations to the participating agencies. The four villages examined many of these variables to arrive at consensus on a fair-share cost allocation model discussed below.

(1) The Villages Reached Consensus on a Cost Allocation Model Incorporating Various Metrics.

Based on village leadership discussions over the course of this engagement, the members examined a variety of models and devised a method that all villages believe fairly shares operational costs. The model evaluated five years of representative workload

variables as well as current population to develop a fair-share cost allocation model to be used on a move-forward basis. The model incorporates the following elements:

- 20% of the operational costs are designated as fixed (e.g., the equal sharing of a supervisor) and are equally shared among the four villages.
- 40% of the operational costs are based on each village’s proportional population.
- 40% of the operational costs are based on each village’s proportional contribution to key call for service and event-based workload drivers that are common to each village.²⁵

The distribution of these variables using the methodology above results in the following cost allocation model for the four villages:

Four Villages’ First-Year Operational Cost Sharing Based Upon Consensus Model

Community	% of Operational Costs	Dispatch Cost (Paid to Glenview)	Present Internal Dispatch Services Budget	Difference (Savings)
Village of Glencoe	28%	\$346,144	\$657,832	\$311,688
Village of Kenilworth	13%	\$160,308	\$337,029	\$176,721
Village of Northfield	25%	\$305,650	\$675,040	\$369,390
Village of Winnetka	34%	\$409,516	\$671,912	\$262,396
TOTAL:	100%	\$1,221,618	\$2,341,813	\$1,120,195

The above table demonstrates an operational savings for every village with respect to dispatch operations, some more significant than others. Importantly, the model has been developed such that the percentage of operational costs allocated to each village will remain fixed for the foreseeable future, thereby resulting in an ability to accurately forecast dispatch operational budgets annually.

²⁵ Calls for service include traffic accidents and police alarms; events include Part I crimes, Part II crimes, and traffic stops conducted.

(2) Start-up Capital Costs Benefit All Villages and Should be Equally Shared.

With respect to the distribution of shared start-up capital costs, this will need to be fully addressed during the implementation phase of the engagement among the four villages. There are a variety of “fair share” models discussed previously that could accommodate the villages. However, no model will address some key issues that could become problematic such as Kenilworth and Winnetka already having New World CAD and thus potentially being eligible for a CAD capital-cost credit whereas Northfield and Glencoe would not be eligible for such credit. Additionally, approximately \$80,000 is related exclusively to Glencoe Fire/EMS dispatch and as such should be handled accordingly. Irrespective of these kinds of issues, it can be argued that the capital investment to make consolidation work equally benefits every village, as the infrastructure and technologies will be used by GKNW. To that end, an equally shared capital cost allocation strategy is probably the least difficult to implement, barring any unique circumstances such as Glencoe’s Fire/EMS capital contribution. Since the initial capital investment for police is \$670,000 and not exorbitant, each village contributing \$167,500 is the recommended capital cost allocation approach, with Glencoe covering the approximate additional \$80,000 for Fire/EMS capital.

Recommendations:

Implement the devised charge-back model for the four villages and memorialize it in an inter-agency agreement.

Revisit the cost allocation model for potential data update every four years.

Equally share among GKNW the start-up police-related capital costs estimated at \$167,500 per village. Glencoe would incur an additional \$80,000 capital cost for Fire/EMS.

3. ADDRESS OTHER CUSTOMER SERVICE AND INTERNAL OPERATIONS GAPS THAT MAY OCCUR UPON CONSOLIDATION.

While this report has outlined in separate sections various key service areas that will require resolution upon consolidation (e.g., prisoner management), there will be dozens of small service delivery and operational issues that will need to be resolved in cooperation with Glenview, the newly hired Administrative Support positions, Wilmette, the villages' public safety departments, and the community. Some of these gaps include the following:

- **Determine Responsibility for Infrequent Customer Service Efforts.** As noted previously, Appendix B contains a detailed listing of current ancillary duties performed by the various villages' PSAPs. While the large majority of these will be accomplished by the consolidated dispatch center or the newly hired Administrative Support positions, there are some instances in which a particular customer service effort will need a different approach or staff with additional training. This includes such things as an assigned custodian of private property keys; child safety seat technician; or fingerprinting of school employees.
- **Privatize Alarm Monitoring with a Central Monitoring Station (CMS) Company.** Glenview does not offer direct alarm monitoring service, instead relying on the more common use of a CMS service that processes security alarms and makes the decision to contact responsible parties and/or forward the alarm to the emergency authorities (PSAP). These arrangements will need to be made with the community and various CMS vendors²⁶ prior to "go-live."
- **Consider Key Personnel Issues Regardless of the Consolidation Option Selected.** A variety of issues surrounding existing dispatch personnel at the villages will need to be resolved irrespective of the consolidation solution adopted. This includes such factors as development of dispatcher severance packages, determination of hiring protocols for the new dispatch agency among existing villages' dispatch staff²⁷, and other issues that remain undefined until execution of the consolidation alternative.
- **Re-allocate Minor Costs for Various Services/Technologies from PSAP Budgets to Broader Public Safety Budgets.** Various smaller and detailed line item budgets that reflect service and/or technology currently within PSAP budgets

²⁶ http://www.cepro.com/article/diy_vs_professional_monitored_home_security_how_law_enforcement_911# is an informative website describing the roles and responsibilities associated with alarm service approaches.

²⁷ For Example, Glenview guarantees all four villages' dispatchers will receive an interview for a possible job position, but provides no other guarantees with respect to employment.

will need to be addressed, and if retained, transitioned to the villages' broader public safety budgets. Examples include weather warning alert siren maintenance, electronic door lock maintenance, Mobile Data Terminal maintenance, non-emergency line recorders maintenance, etc.

- **Develop an Oversight Committee.** In the project team's experience, one of the primary reasons for the failure of many consolidation efforts, both pre and post-consolidation, is the inability for parties participating in consolidation to reach consensus. Governance or oversight models need to be perceived as equitable among all participating agencies in a consolidation scenario. While the recommended Glenview consolidation is a contract-for-service model that does not have governing oversight, the four villages are nevertheless bound collectively by an Intergovernmental Agreement with Glenview. As such, an oversight body to collectively address contract issues, service issues, etc., must be formed. It is recommended that the four Village Managers, or their designees, serve on an oversight committee and meet quarterly, or more often if required. The oversight committee may wish to include a fifth party advisor that would participate in decision-making in the event of split 2-2 decisions. Executives from the Cook County Emergency Telephone System Board, or others, could be solicited to participate.

In sum, a variety of smaller customer service and internal operations will need to be addressed and finalized prior to consolidation. Ultimately these should be included in a transition plan as described below; however, the four villages will need to be adaptable with respect to problem resolution as unforeseen circumstances constantly arise in any major project initiative.

4. DEVELOP A TRANSITION TEAM TO WORK ON GLENVIEW'S AND AN INTERNAL VILLAGES' IMPLEMENTATION PLAN.

In order to address multiple issues associated with a successful conversion to a consolidated model, the development of a formal project transition team and implementation plan must be devised in an endeavor of this scope, to ensure potential pitfalls are addressed proactively. An illustrative transition plan has been provided by Glenview and is included in Appendix A. However, transition planning should go beyond this effort for the four villages.

(1) Develop a Project Implementation Plan to Facilitate Successful Transition.

A project plan is the outcome of project management techniques consistent with best management practices. Project management is defined by the Project Management Institute as, “the application of knowledge, skills, tools, and techniques to a broad range of activities in order to meet the requirements of a particular project.” Key project management elements are abstracted from the Project Management Body of Knowledge (PMBOK) standards sponsored by the *Project Management Institute (PMI)*—the preeminent organization for project management best practices. Based upon the overarching philosophy of these techniques, the project team believes several project management principles should be applied to the consolidation initiative and development of a formal project implementation plan. The implementation plan should include the following eight areas that comprise the core principles of the project management process:

- Preparation of a project (transition) budget;
- Definition of the project, including its scope, staff resources required, project costs, and project priority;
- Establishment of plans and schedules for each key phase to determine what tasks are to be performed internally and by private contractors (as applicable), as well as the start, end and milestone dates;
- Monitoring and regularly reporting the progress against each element of the schedule for each phase;
- Maintenance of the financial control systems necessary to ensure timely reports on current expenditures of funds for each phase of the plan;
- Development of a system to alert top management to cost, schedule, legal and other difficulties, and unusual circumstances encountered during the course of the project;

- Management of the staff and consulting resources involved in the project in order to adjust to changes in priorities and project mixes as well as to enable completion of the project on schedule and within budget; and
- Management and coordination of the interfaces needed to complete the project.

The U.S. Department of Transportation discusses the need for transition planning, in-depth, in its own Transition Plan document for NG911 (next generation services), stating articulately the need for transition planning, “To facilitate the migration to the NG911 system, it is critical to understand and assess transition issues and identify potential options to resolve or address these issues. Without a clear understanding of the potential challenges and options to overcome the obstacles, the deployment of NG911 may extend over an inordinate length of time.”²⁸ This philosophy is true for all major initiatives, whether federal, state, local government or private enterprise.

In conclusion, the development of a formal project implementation plan coinciding with effective project management will minimize the risk of any service delivery impacts resulting from the transition. As such, it should be considered a vital first step in a consolidation process.

(2) Develop a Project Transition Team to Facilitate the Implementation Plan.

A project transition team should be assembled and tasked with developing a project implementation plan in concert with Glenview. The team should be composed of existing PSAP, police, fire and technical staff from the four villages, with at least one representative from each community. The project transition team should be composed of no more than nine (9) members and preferably seven (7) members. Beginning July 1, 2016 the team would meet monthly until March 1, 2017; would meet bi-weekly from March

²⁸ http://www.its.dot.gov/ng911/pdf/NG911_Transition_PlanFinal.pdf, page 1.

1, 2017 to April 30, 2017; and then meet weekly from May 1, 2017 until “go-live” implementation on July 1, 2017 (or sooner dependent upon the plan). The intention of the meeting would be to ensure the core principles of project management are appropriately executed, as well as to address, in cooperation with Glenview, the variety of issues that will arise during consolidation implementation. Members of the project transition team should report quarterly to the villages’ Boards beginning September 1, 2016 and monthly beginning April 1, 2017.

5. FUTURE ISSUES REGARDING DISPATCH OPERATIONS WILL IMPACT THE VILLAGES IN THE MID-TERM.

The following issues are provided for consideration in the future.

(1) Existing Radio Systems Will Need to be Phased-out by 2021.

The portable and mobile radio assets in the four villages’ public safety operations reflect a diversified set of equipment with different useful life remaining, model types, ownership and re-programming capabilities. Overall, there are approximately 350 mobile and portable radios deployed in a primary or back-up capacity in the villages. These are currently on the NORCOM 24B Regional Repeater. By order of the Federal Communications Commission (FCC), all public safety agencies on UHF analog (including Glenview Police and all the NORCOM agencies) must vacate their frequencies by calendar 2021. This will require a transition to radio frequencies such as Glenview’s STARCOM system or an equivalent system at Cook County. As such, these radio assets will need to be replaced within the next four years based on federal directive and useful life parameters.

The costs of these radio assets are expensive, estimated at \$1.65 million in initial capital costs. Some of these existing radio assets can be re-programmed to the

STARCOM network in the near term, and all of these assets can be purchased on a four-year 0% financing option now, based on present Motorola terms and conditions. These fees do not include estimated site-development costs of \$150,000 and monthly fees per radio ranging from \$18-\$36.

At issue is when such assets will be purchased and these additional costs incurred. Glenview can accommodate transition to the STARCOM network now; however as noted, Glenview has indicated a willingness to temporarily accommodate existing NORCOM police frequencies. While these capital cost investments can be delayed in the near-term, as the dispatch operation can remain on the NORCOM radio network, this delay is relatively brief, as the radios must be resolved by 2021 irrespective of how 911 dispatch is operated.

(2) National Consolidation Initiatives are Heading Toward Reduction of Secondary Public Safety Answering Point (PSAP) Operations.

RED Center has a strong reputation for professionalism, and many Fire Chiefs and other fire professionals strongly support fully dedicated (as opposed to “shared”) dispatchers deployed exclusively to fire and emergency medical dispatch services. Despite this, the service delays possible when incorporating a secondary PSAP, such as RED Center, are real. Various initiatives are underway throughout the United States to limit or eliminate secondary PSAP operations, given the delays that are experienced transferring 911 calls. For example, the Utah State Legislature recently defined a “PSAP” in such a way that secondary PSAPs are no longer eligible for a variety of State funds. This is indicative of the types of initiatives the Matrix Consulting Group foresees in the future, and as such, GKNW should periodically evaluate its options with respect to the continued use of RED Center as a Fire/EMS service provider. This will require

conversations among village fire and law enforcement professionals, as well as further analysis of the overall value of the annual expense (currently \$223,000) compared to cost-neutral alternatives.

The following recommendations are made with respect to transition planning.

Recommendation: Develop a project transition team of professional public safety staff from Glencoe, Kenilworth, Northfield and Winnetka to devise and execute a Project Implementation Plan for dispatch consolidation. This would be done in concert with Glenview.

Recommendation: Identify a project manager from one of these agencies that serves on the consolidation transition project and task with executing a formal implementation plan consistent with Project Management Body of Knowledge (PMBOK) principles.

Recommendation: Report project progress to the villages' Boards on a quarterly basis beginning September 2016 and monthly beginning April 2017.

APPENDIX A – 7-YEAR GLENVIEW CONSOLIDATION PROPOSALS AND ILLUSTRATIVE TRANSITION PLAN

DRAFTED PROPOSAL

GLENVIEW PUBLIC SAFETY DISPATCH CENTER
 For Glencoe, Kenilworth, Northfield and Winnetka
 June 2, 2016

OPTION #1

Glenview STARCOM Fire channel or shared channel with Highland Park, Lake Forest, and Lake Bluff FD's. Hire 5 Telecommunicators and 1 Supervisor.

TOTAL OPERATING COSTS						
Year 1 2017	Year 2 2018	Year 3 2019	Year 4 2020	Year 5 2021	Year 6 2022	Year 7 2023
\$1,221,618	\$1,266,708	\$1,320,232	\$1,375,689	\$1,434,793	\$1,499,460	\$1,566,152

*Note: Municipalities keep all 9-1-1 surcharge monies

CAPITAL COST ESTIMATE: \$725,000 - \$750,000 For one fully equipped position (phone, radio and desk), connectivity (fiber and microwave), New World purchase, implementation and data conversion, basic Fire station alerting for Glencoe, remote connectivity/control of existing Net 24B for police in north and south dispatch centers, upgrade existing Glencoe fire radio infrastructure to a repeated channel, connectivity and backup to existing Glencoe fire frequency, and capital equipment and redundancy buy-in.

- 1. All Police and Glencoe Fire:** Consolidate Police (Glencoe, Kenilworth, Northfield and Winnetka) onto its own separate channel (shared with Wilmette PD) AND consolidate Glencoe Fire onto

OPTION #2

- 2. All Police:** Consolidate Police (Glencoe, Kenilworth, Northfield and Winnetka) onto its own separate channel (shared with Wilmette PD). Hire 5 Telecommunicators and 1 Supervisor.

TOTAL OPERATING COSTS						
Year 1 2017	Year 2 2018	Year 3 2019	Year 4 2020	Year 5 2021	Year 6 2022	Year 7 2023
\$1,221,618	\$1,266,708	\$1,320,232	\$1,375,689	\$1,434,793	\$1,499,460	\$1,566,152

*Note: Municipalities keep all 9-1-1 surcharge monies

CAPITAL COST ESTIMATE: \$640,000 - \$670,000

For one fully equipped position (phone, radio and desk), connectivity (fiber and microwave), New World purchase, implementation and data conversion, remote connectivity/control of existing Net 24b for police, and capital equipment and redundancy buy-in.

Radio Infrastructure Information:

- Proposed capital cost estimates include these modifications to the existing Glencoe fire frequency
 - Modify simplex radio to repeated, allowing it to be combined with the existing Highland Park, Lake Forest, and Lake Bluff frequencies and radio network
 - FCC Licensing and coordination
 - Backup transmitter and connectivity for fire should main Glencoe fire transmitter fail
 - All equipment will come with warranty, but future maintenance costs related to the fire frequency after modification is the responsibility of the fire department
 - Radio frequency modifications are budgetary estimates based upon no interference issues and successful coordination of the frequency modifications through the FCC
 - Should Glencoe fire select the STARCOM solution they could be patched into the north agencies frequency or share the Glenview STARCOM talk group reducing the proposed capital cost estimate
- All microwave costs are budgetary estimates bases upon the ability to leverage existing radio towers, should any towers need to be added or modified these costs could increase
- To eliminate the reoccurring and quickly rising costs of phone lines needed to connect the two dispatch centers into the radio infrastructure we are proposing the use of microwave and fiber connectivity
- Proposed capital cost estimates include connecting to the existing Net 24b police frequency main and backup
- ***The capital cost estimates do not include the costs for agencies to transition mobile and portable radios to STARCOM or the monthly subscriber fees once transitioned***

Key Highlights of Proposal:

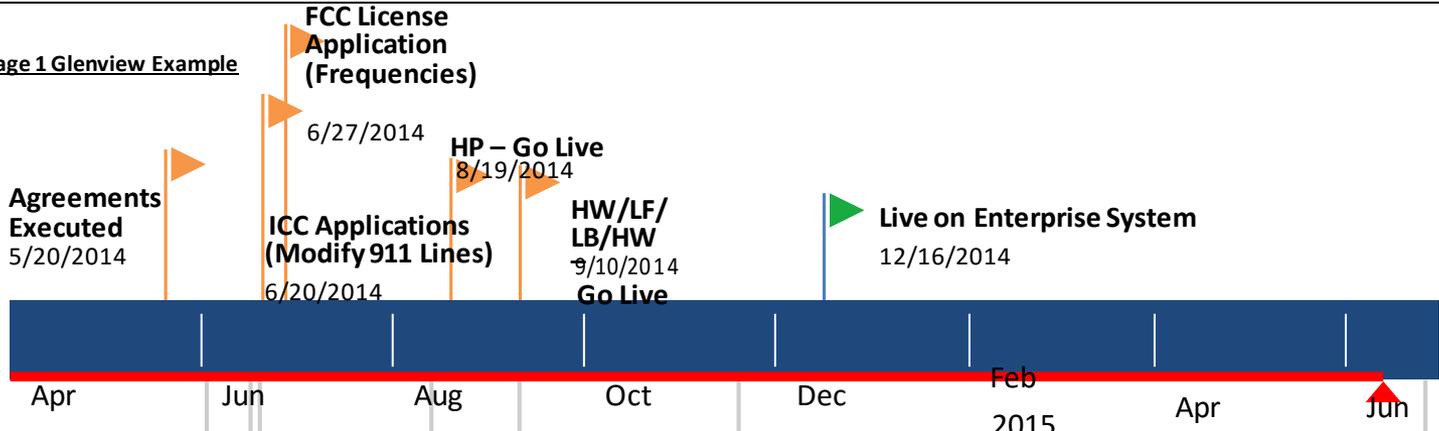
- **Operations consolidated on same radio channel** as neighboring agencies for improved communication and interoperability
- **Operation of two dispatch centers offering “live” fully redundant backup to each center**
 - Consolidated dispatch center providing police and fire dispatch services to 12 agencies
 - Allows for staff to address peak call volumes across multiple agencies and between both centers
- **Latest technology and systems**
 - Next-Gen ready Airbus 9-1-1 Phone System
 - Motorola MCC 7500 Radio system (STARCOM ready)
 - New World Systems E-CAD, MSP, Mobile, and Field Reporting solution that has full geodiverse disaster recovery
 - **Dedicated New World application support specialist on staff**
 - Existing regional data sharing that can be expanded
 - GIS Data coordination through MGP
 - Active partner/customer with New World since 2007
- **Trained staff of telecommunicators (current staffing)**
 - 30 full-time Telecommunicators (Police and Fire trained, EMD certified)
 - 5 full-time 9-1-1 Shift Supervisors
 - 10 part-time Telecommunicators
- **Dedicated management team**

GLENCOE, KENILWORTH, NORTHFIELD AND WINNETKA, ILLINOIS
Dispatch Consolidation Feasibility Study and Plan

- Director – 24 years of 9-1-1 and dispatch service experience
- Deputy Director – 16 years of 9-1-1 and dispatch service experience
- Village Manager's Office support
- **Operating costs are all-inclusive**
 - Personnel Costs (salaries and all roll-ups), Part-time, Overtime, Holiday Pay, Longevity, Health Insurance, Workman's Comp, etc.
 - Uniforms, Training, Memberships, Certifications/Licenses, etc.
 - New World Support Service and Maintenance Agreement (SSMA) Costs
 - Maintenance Agreements for Dispatch equipment, LEADS hot files maintenance, 9-1-1 MSAG Maintenance
 - Capital Equipment Replacement Fund for Dispatch equipment
 - Information Technology Services for dispatch infrastructure and New World application support
 - New World map maintenance performed by Glenview
 - Management of center

**GLENCOE, KENILWORTH, NORTHFIELD AND WINNETKA, ILLINOIS
Dispatch Consolidation Feasibility Study and Plan**

Transition Plan- Page 1 Glenview Example



1. Radio Improvements

1a. Police Radio

Improvement
1a1. Police Final Programming

1b1. Fire Radio (2 Site - Temporary Solution)

1b2. Fire Radio (3 Site - Final Solution)

1c. Radio Console

Purchase & Installation

2. Connectivity (Microwave & Fiber)

Fiber)

Today

6/6/2014 - 11/19/2014

2/20/2015

6/6/2014 - 1/26/2015

6/6/2014 - 4/2/2015

6/16/2014 -

11/19/2014

3. Phone

6/6/2014 - 6/2/2015

3/23/2015 - 6/2/2015

**GLENCOE, KENILWORTH, NORTHFIELD AND WINNETKA, ILLINOIS
Dispatch Consolidation Feasibility Study and Plan**

System	6/2/2014 - 9/10/2014
4a. ETSB Meetings/ICC Filing (911 Modifications)	6/19/2014 - 8/13/2014
4b. 911 Trunk Lines	6/2/2014 - 8/29/2014

APPENDIX B – PROFILE OF EMERGENCY DISPATCH OPERATIONS

1. INTRODUCTION

This document provides the profile of current dispatching operations for Glencoe, Kenilworth, Northfield and Winnetka, Illinois (hereafter abbreviated GKNW Study). These data are based on interviews with public safety and other key personnel in the villages, collection of key workload data and statistics, and review of available documents. The profile is organized as follows:

- Background, Incident and telephone-based Data
- Summary of Current Dispatching Agencies

The purpose of the descriptive profile is to document the project team's understanding of the organizational structure of the agencies, including staffing levels, programs and other pertinent information in which confirmation is necessary. Data contained in the profile were developed based on the work conducted by the project team to date. This descriptive profile does not attempt to recapitulate all organizational and operational facets of the GKNW study's dispatch agencies. For Example, duties and responsibilities are not at the job description level. Rather, the profile reflects a summary of our understanding of the organizations, which prefaces forthcoming steps in the consolidation feasibility analysis. These profiles are descriptive only – there are no findings, conclusions nor recommendations to be found in this interim deliverable. Workload data are still being analyzed by the project team, which will be included in forthcoming documents. This profile should be reviewed for accuracy and completeness by the Steering Committee and/or key participants.

The information in this document will be one piece of information utilized as the basis for the development of consolidation alternatives. By understanding the general operations, staffing, and resources for the public safety agencies potentially impacted by dispatch consolidated options, alternatives can be devised. For contextual purposes, the first section below provides overall demographic information for the four villages.

2. THE FOUR VILLAGES HAVE A POPULATION OF APPROXIMATELY 29,500 THAT HAS NOT CHANGED SIGNIFICANTLY IN THE LAST SEVERAL YEARS.

The following table illustrates the population growth of the GKNW study's area over the past several years:

Community / Year	2000	2010	2014 (est.)	15-Year % Change
Village of Kenilworth	2,494	2,513	2,562	1.03%
Village of Northfield	5,389	5,420	5,483	1.02%
Village of Winnetka	12,419	12,187	12,490	1.01%

As shown above, the population of the various villages ranges from approximately 2,600 to 12,500. Limited growth has been experienced in these areas over the last 15 years.

3. INCIDENT AND TELEPHONE CALL DATA.

Based on dispatch-related workload such as incident and attendant telephone calls data obtained from the respective dispatching agencies, the sections below summarize some key information used in developing dispatch consolidation models.

Agency	Incidents	Telephone Calls				Total
	Tot. CAD Incidents	Incoming	Outgoing	Abandoned	Incoming that are 911	
Village of Glencoe	17,571	35,423	9,199	221	2,407	44,843
Village of Kenilworth ⁱ	9,253	13,231	1,849	Unk.	797	15,060
Village of Northfield	21,976	15,755	6,689	268	2,762	22,712
Village of Winnetka ⁱⁱ	23,046	9,897	4,978	158	1,882	15,033

4. SUMMARY OF DISPATCH AGENCIES.

To provide emergency communications and dispatching service to the local public safety agencies in Glencoe, Kenilworth, Northfield and Winnetka there are four (4) separate public safety dispatch agencies. The summary of their respective organization, operation, and services are included in the table below. The matrix does not include Red Center providing Fire/EMD to Kenilworth, Northfield and Winnetka.

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Department	Summary of Organization / Operation	Summary of Dispatch Services
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GLENCOE DISPATCH



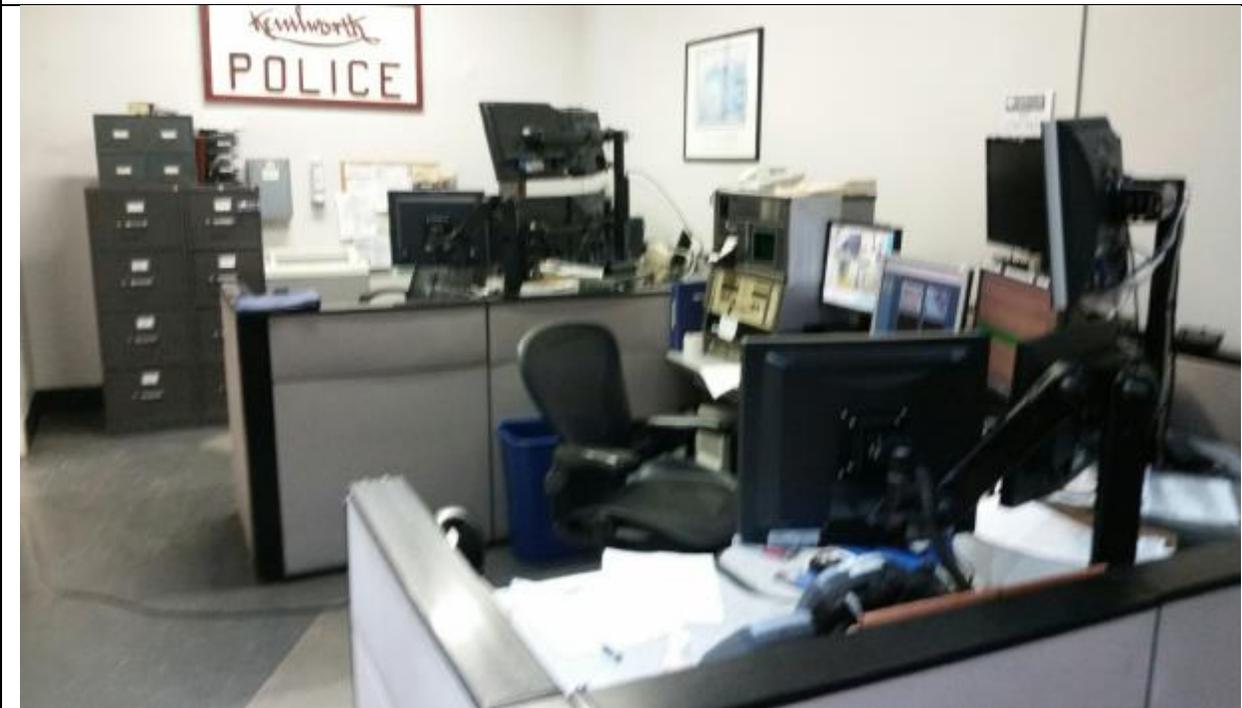
**GLENCOE, KENILWORTH, NORTHFIELD AND WINNETKA, ILLINOIS
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<p>Glencoe Dispatch</p>	<p>Total dispatch staffing consists of following authorized positions:</p> <p><u>Oversight Supervisor/Manager:</u> (1) Public Safety Lieutenant</p> <p><u>Authorized Dispatch Staffing</u> (5) full-time dispatchers (2) part-time dispatchers (new in 2016)</p> <p>(1) CSO and a few officers are also certified to support dispatch.</p> <p><u>Actual Dispatch Staffing</u> (4) full-time dispatchers (1 retired 3/31/16) (2) part-time dispatchers</p> <p>Hours of operation: Works 8-hour weekday and 12-hour weekend shifts with weekend personnel filling two shifts on weekdays, Tue-Fri.</p> <ul style="list-style-type: none"> • M-F 0700 – 1500 hours • M-F 1500 – 2300 hours • M-F 2300 – 0700 hours • S-S 0700 – 1900 hours • S-S 1900 – 0700 hours <p>The center consists of 2 dispatching stations available. The following key hardware/software solutions are in use by the PSAP:</p> <table border="1" data-bbox="475 1205 933 1367"> <tr> <td>CAD</td> <td>Cushing PSIMS</td> </tr> <tr> <td>911</td> <td>Airbus Vesta 4</td> </tr> <tr> <td>Other Phone</td> <td>Cisco IP</td> </tr> <tr> <td>Radio(VHF/UHF)</td> <td>C. Comm Telex</td> </tr> <tr> <td>Surveillance</td> <td>Milestone Sys.</td> </tr> </table>	CAD	Cushing PSIMS	911	Airbus Vesta 4	Other Phone	Cisco IP	Radio(VHF/UHF)	C. Comm Telex	Surveillance	Milestone Sys.	<p>Serves as the primary Public Safety Answering Point for the village of Glencoe. Dispatches and supports law enforcement and Fire/EMD personnel in this public safety agency. Winnetka is back-up dispatch center.</p> <p>Provide 24/7 dispatching services and Records-related services. CPSE, CFAI and CALEA certified. Key responsibilities include:</p> <p>RE Dispatch: Assigns and dispatches appropriate police, fire, EMS units verbally and/or via MDT to calls for service and provides Emergency Medical Dispatch (EMD). Processes incoming/outgoing E911 and other calls. Maintains CAD information through incident-based transactions. Performs entries and queries into local, state and federal databases Monitors the alarm board, building security and village facility camera systems. Performs other dispatch-related duties as assigned.</p> <p>RE Records: Records-related functions are currently being recorded in detail. A portion of time is dedicated to Records-related support functions to include but not be limited to: 24/7 front counter service; vehicle impounds; LEADS/ICLEAR administration; Cisco IP phone system telephone roll-over; records-based clerical support and other administrative support. Performs other clerical-related duties as assigned. (See Appendix).</p>
CAD	Cushing PSIMS											
911	Airbus Vesta 4											
Other Phone	Cisco IP											
Radio(VHF/UHF)	C. Comm Telex											
Surveillance	Milestone Sys.											

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KENILWORTH DISPATCH



<p>Kenilworth Dispatch</p>	<p>Total dispatch staffing consists of following authorized positions:</p> <p><u>Oversight Supervisor/Manager:</u> (1) Admn. Sergeant</p> <p><u>Authorized Dispatch Staffing</u> (3) full-time Records and Communication Officers (2) part-time Records and Communication Officers (4 FTE Total)</p> <p><u>Actual Dispatch Staffing</u> (3) full-time R&C officers (2) part-time R&C officers</p> <p>Hours of operation: Works 8-hour and 12-hour shifts with part-time primarily working Day shifts.</p> <ul style="list-style-type: none"> • M-T & F-Sa 0700 – 1900 hours • M-T & F-Sa 1900 – 0700 hours • W-Th 0700 – 1500 hours • W-Th 1500 – 2300 hours • W-Th 2300 – 0700 hours • Sun 0700 – 1500 hours • Sun 2300 – 0700 hours <p>The center consists of 2 dispatching stations available. The following key hardware/software solutions are in use by the PSAP:</p> <table border="1" data-bbox="475 1171 933 1398"> <tr> <td>CAD</td> <td>Tyler Tech. (New World)</td> </tr> <tr> <td>911</td> <td>TCI Cassidian</td> </tr> <tr> <td>Other Phone</td> <td>Avaya</td> </tr> <tr> <td>Radio</td> <td>Motorola Gold Elite</td> </tr> <tr> <td>Surveillance</td> <td>Geovision</td> </tr> </table>	CAD	Tyler Tech. (New World)	911	TCI Cassidian	Other Phone	Avaya	Radio	Motorola Gold Elite	Surveillance	Geovision	<p>Serves as the primary Public Safety Answering Point for the village of Kenilworth. Dispatches and supports law enforcement and transfers Fire/EMD to Red Center secondary PSAP. Wilmette is back-up dispatch center.</p> <p>Provide 24/7 dispatching services and Records-related services. Key responsibilities include:</p> <p>RE Dispatch: Assigns and dispatches appropriate police personnel verbally and through MDT to calls for service. Processes incoming/out-going E911 and other calls. Maintains CAD information through incident-based transactions. Performs entries and queries into local, state and federal databases. Monitors various police and village systems. Performs other dispatch-related duties as assigned.</p> <p>RE Records: Records-related functions are currently being recorded in detail. A portion of time is dedicated to Records-related support functions to include but not be limited to: 24/7 front counter service; monitoring jail cameras and prisoner checks; processing subpoenas; performing case management administration; records-based clerical support and other administrative support. Performs other clerical-related duties as assigned. (See Appendix)</p>
CAD	Tyler Tech. (New World)											
911	TCI Cassidian											
Other Phone	Avaya											
Radio	Motorola Gold Elite											
Surveillance	Geovision											

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NORTHFIELD DISPATCH



<p>Northfield Dispatch</p>	<p>Total dispatch staffing consists of following authorized positions:</p> <p><u>Oversight Supervisor/Manager:</u> (1) Communications / Records Supervisor</p> <p><u>Authorized Dispatch Staffing</u> (4) full-time dispatchers (2) Part-time records/dispatch 8-16 hrs per week.</p> <p>(1) Part-time records clerk (no dispatch but supported by other P/T).</p> <p><u>Actual Dispatch Staffing</u> (4) full-time dispatchers (2) part-time dispatchers</p> <p>Hours of operation: Works 8-hour shifts on 28-day rotating schedule with Thr/Fri, Sat/Sun, Mon/Tue days off.</p> <ul style="list-style-type: none"> • 0600 – 1400 hours • 1400 – 2200 hours • 2200 – 0600 hours <p>The center consists of 3 dispatching stations available with a fourth upgradeable. The following key hardware/software solutions are in use by the PSAP:</p> <table border="1" data-bbox="475 1205 933 1398"> <tr> <td>CAD</td> <td>Computer Info. Systems</td> </tr> <tr> <td>911</td> <td>Positron</td> </tr> <tr> <td>Other Phone</td> <td>Mitel</td> </tr> <tr> <td>Radio</td> <td>Moducom</td> </tr> <tr> <td>Surveillance</td> <td>Pelco DVR</td> </tr> </table>	CAD	Computer Info. Systems	911	Positron	Other Phone	Mitel	Radio	Moducom	Surveillance	Pelco DVR	<p>Serves as the primary Public Safety Answering Point for the village of Northfield. Dispatches and supports law enforcement and transfers Fire/EMD to Red Center secondary PSAP.</p> <p>Provide 24/7 dispatching services and Records-related services. Key responsibilities include:</p> <p>RE Dispatch: Assigns and dispatches appropriate police personnel to calls for service. Processes incoming/out-going E911 and other calls. Maintains CAD information through incident-based transactions. Performs entries and queries into local, state and federal databases. Monitors various police and village systems. Performs other dispatch-related duties as assigned.</p> <p>RE Records: Records-related functions are currently being recorded in detail. A portion of time is dedicated to Records-related and administrative support functions to include but not be limited to: monitoring jail cameras and prisoner checks; performing Livescan fingerprinting; notaries; records-based clerical support and other administrative support. Performs other clerical-related duties as assigned. (See Appendix).</p>
CAD	Computer Info. Systems											
911	Positron											
Other Phone	Mitel											
Radio	Moducom											
Surveillance	Pelco DVR											

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WINNETKA DISPATCH



<p>Winnetka Dispatch</p>	<p>Total dispatch staffing consists of following authorized positions:</p> <p><u>Oversight Supervisor/Manager:</u> (1) Lead Records & Communications Officer</p> <p><u>Authorized Dispatch Staffing</u> (4) Full-time Records & Communications Ofcr. (4) part-time Records & Communications Ofcr</p> <p>Sergeants and officers will periodically provide break relief.</p> <p><u>Actual Dispatch Staffing</u> (4) Full-time Records & Communications Ofcr. (4) part-time Records & Communications Ofcr</p> <p>Hours of operation: Works 8-hour shifts with periodic 10-hour shifts when directly assigned to Records functions.</p> <ul style="list-style-type: none"> • 0600 – 1400 hours • 1400 – 2200 hours • 2200 – 0600 hours <p>The center consists of 3 dispatching stations available. The following key hardware/software solutions are in use by the PSAP:</p> <table border="1" data-bbox="475 1144 933 1339"> <tr> <td>CAD</td> <td>Tyler Tech. (New World)</td> </tr> <tr> <td>911</td> <td>Moducom</td> </tr> <tr> <td>Other Phone</td> <td>Mitel</td> </tr> <tr> <td>Radio</td> <td>Motorola</td> </tr> <tr> <td>Surveillance</td> <td>Avigilon</td> </tr> </table>	CAD	Tyler Tech. (New World)	911	Moducom	Other Phone	Mitel	Radio	Motorola	Surveillance	Avigilon	<p>Serves as the primary Public Safety Answering Point for the village of Winnetka. Dispatches and supports law enforcement and transfers Fire/EMD to Red Center secondary PSAP. Northfield is back-up dispatch center.</p> <p>Provide 24/7 dispatching services and Records-related services. Key responsibilities include:</p> <p>RE Dispatch: Assigns and dispatches verbally and/or via MDT appropriate police personnel to calls for service. Processes incoming/out-going E911 and other calls. Maintains CAD information through incident-based transactions. Performs entries and queries into local, state and federal databases. Monitors various police and village systems. Performs other dispatch-related duties as assigned.</p> <p>RE Records: Records-related functions are currently being recorded in detail. A portion of time is dedicated to Records-related support functions to include but not be limited to: 24/7 front counter service; records-based clerical support and other administrative support. Performs other clerical-related duties as assigned. (See Appendix).</p>
CAD	Tyler Tech. (New World)											
911	Moducom											
Other Phone	Mitel											
Radio	Motorola											
Surveillance	Avigilon											

Profile Appendix – Primary and Ancillary ‘Dispatcher’ Duties

The following table reflects key primary and ancillary duties performed by Glencoe, Kenilworth, Northfield and Winnetka staff. The table has been duplicated from information collected by the four public safety agencies.

Task
<i>Communications Duties</i>
911 Answering
Fire Dispatch
EMD
Answer PW or VH Phones after Hours
Radio Contact with PW or Other Utilities
Monitor text to 911 system
Next Gen 911 System
Operate Voice Logger
<i>Interoperability Systems</i>
Activate Weather Sirens
Answer EMnet Alerts
Emergency Cell Phone / Tower Locates
Monitor StarCom21 Radio
<i>Wide Area Database</i>
UCR Reports
Crash Report Coding and Processing
<i>Local Databases</i>
CAD Entries
CAD File Maintenance
Process Vacation / House Watch Requests
Maintain Forms Inventories for Communications Center Only
Maintain Forms Inventories (Local Forms)
Maintain Lost Pets Log
Maintain Streetlight Log
Maintain Property Inventory
Maintain Communications Center Property Inventory
Maintain Business Contact Files
Maintain Repossession Logs
Maintain Personnel Records (Payroll)
Maintain Personnel Records (Payroll) for Communications Center
Senior Citizen Program
Handicapped File
Monthly Reports

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Monthly Reports – Dispatch Related
Premise Alert Program / Census Contact
LEADS
LEADS Inquiries
LEADS Entries
LEADS Validations
LEADS Audits
I-CLEAR Admin
Administrative Phones
Administrative Telephone Line Answering
Approximate # of Daily Administrative TX Calls
Screen TX Calls for Officers
Screen TX Calls for Supervisors
Screen TX Calls for Staff
Alarms
Monitor Alarm Panel
Maintain Alarm Panel Info
Process/Issue Alarm Permits
Monitor Alarm Board (Police)
Monitor Alarm Board (Fire)
Maintain Alarm Board DB of Key Holders
Invoice False Alarms
Records Duties
Handle Records Duties
Process Expungements
Prepare Transfer Sheets
Enter Police Reports Data
Enter Traffic Citations & Warnings Data
Maintain Traffic Stop Data
Enter Parking Tickets
Create/Maintain CAD Global Jackets
Service FOIA Requests
Answer Subpoenas - Dispatch Related
Answer Subpoenas
Maintain Warrant Files
Order Office Supplies
Press Releases
Payables Database
Court Courier
Permits, Etc.
Sell Parking Permits
Process Solicitor Permits
Sell or Process Permits (Other)

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Register Bicycles License/Database
Register Solicitors
Issue Village Permits (Non-Parking)
Maintain Village License File
Handicapped Permits
Parking
Receive Parking Permissions - Daytime Requests
Receive Parking Permissions Night Time and Overflow of Daytime Calls
Provide Court Dates or Appeals for Parking Tickets
Prepare Tickets for Collection
Parking Ticket Complaints
Process Compliance Tickets
Camera Monitoring
Monitor Police Station Cameras
Monitor Prisoner Video Cameras
Monitor Prisoner Audio Surveillance
Access to Security Cameras for Banks
Access to Security Cameras for Schools
Access to Security Cameras for VH / Public Facility
Access to Security Cameras for Other Public Area
Prisoners & Arrests
Search or Process Prisoners: Some Matron Duties – Ordering and serving food, etc. A search only if opposite sex is required and not available within the sworn officer staff.
LiveScan Processing
Make Physical Prisoner Checks
Take & Prepare Traffic Bonds
Fingerprint Prisoners
Prepare Arrest Reports for SA
Public Duties
Public Walk-in Counter Contact (Face to Face)
Fingerprint Services
Maintain/Store Village Keys
Maintain/Store Private Property Keys
Fingerprint School Employees
Lost/Found Dog Release
Lost/Found Dog Database
Lost/Found Item Release
Lost/Found Item Database
Child Safety Seat Technician
Glencoe – Additional Items
Facility Entry Authorization Log
After Hours Access to Family Services of Glencoe
Village / Golf Bank Deposit Vaults

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Kenilworth – Additional Items
NORTAF Homicide and MCAT page out
Maintenance of NORTAF team member info for page out

ⁱ Incoming and outgoing 7-digit calls for Kenilworth based on annualized self-reporting exercise.

ⁱⁱ Telephone data based on 2014 Winnetka information given 2015 a new system was installed mid-year.