

STUDY SESSION
WINNETKA VILLAGE COUNCIL
Winnetka Police Department
410 Green Bay Road
Winnetka, Illinois 60093
Tuesday, December 13, 2011
7:30 p.m.

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AGENDA

- 1) Call to Order.
- 2) Consolidated Police Dispatch Report2
- 3) Sanitary Sewer Evaluation: RFP and Survey84
- 4) Metra Station Coffee Concession: Proposal Evaluation104
- 5) Public Comment
- 6) Executive Session
- 7) Adjournment

NOTICE

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Agenda Report

To: Village Council

From: Robert Bahan, Village Manager
Patrick Kreis, Chief of Police
Ed McKee, Finance Director

Date: November 17, 2011

Re: Consolidated Dispatch
March 22, 2011 – Council Meeting

Attached is the Public Safety Communications Consolidation Feasibility Study prepared by Elert and Associates for the Villages of Kenilworth, Northfield and Winnetka as authorized in March, 2011. The report will be supported by a presentation scheduled for discussion at the Study Session on December 13, 2011. Similar presentations will be made to the Village Councils of Northfield and Kenilworth on December 5th and 12th, respectively.

The Police Departments in Kenilworth, Northfield and Winnetka each operate an independent Public Safety Communications Center. The Departments share common radio frequencies with Wilmette Police and Glencoe Public Safety as part of a larger, multi-agency communications infrastructure consortium.

Although there have been previous discussions and studies evaluating the feasibility of consolidating area Public Safety Communications Centers, that consolidation has not yet taken place. In 2009 senior staff from Kenilworth, Northfield and Winnetka Police Departments revisited the idea of consolidating Police Communications. These efforts resulted in the January 5, 2011 Staff Report that was presented to you at the March 22, 2011 Council meeting. (See Agenda Report dated March 4, 2011 inside binder.) Both Wilmette and Glencoe participated in the most recent consolidation assessment to different degrees; however each has opted not to move forward at this time.

Elert's feasibility report recommends that the three communities consolidate their Public Safety Communications operations to improve emergency dispatch services and provide long-term capital expense savings. Because all three of the departments operate efficiently now, utilizing current staff for multiple functions, there are no immediate, significant cost savings generated from such consolidation, although there would be operational advantages, such as improved emergency call management for our residents. In the future, a combined dispatch center would be more cost effective when it comes to implementing service enhancements and capital improvements, including next generation 911 services. It should be noted that neither an implementation plan nor timeline has

been developed at this stage of the evaluation. Elert does recommend that the communities retain a project manager to resolve the remaining questions and guide implementation.

Staff Recommendation:

Staff supports the findings of the feasibility report. With the Council's affirmative direction, staff will continue to work with Kenilworth and Northfield to advance the exploratory phases of this project. Important next steps include drafting an Intergovernmental Agreement between the communities, identifying the appropriate project management resources, and preparing implementation plans and a project timetable. If directed to proceed, staff will work on the aforementioned issues and report back to the Council with a proposed intergovernmental agreement and implementation details.

Agenda Report

To: Village Council

From: Robert Bahan, Village Manager
Patrick Kries, Interim Chief of Police
Ed McKee, Finance Director

Date: March 4, 2011

Re: Consolidated Dispatch

Over the past several years, communities on the north shore have explored the idea of combining police dispatch services. This process has been driven by the desire to maintain high service levels, seek regionalization of efficiencies, and meet the ever increasing federal and state demands for more complex and expensive systems to handle emergency calls. It was believed that if the communities worked together we could meet these standards in a more cost effective manner than approaching these improvements individually. There was also a desire to find economies of scale that would produce cost savings over the long-term.

Over the past two years, the Villages of Kenilworth, Northfield, and Winnetka have worked co-operatively to see if a combined dispatch operation was feasible for the three towns. While we have talked to other communities during this time, the three communities share a strong operational platform using the same radio network and have a very similar focus on a high level of customer service. There was also a consensus to follow a shared governance model to maintain a high level of control, which would be absent if we chose to contract with another entity.

Near the end of calendar 2010, it became apparent that additional expertise was needed if the three communities wanted to move forward with a combined dispatch project. There was a desire to have an independent expert who combines dispatch centers on a regular basis assist us to make sure a combined police dispatch can be implemented in such a way that maintains or enhances services, clearly identifies any efficiencies, and does not increase costs.

In December 2010, the Villages issued a Request for Qualifications for combined dispatch consulting services. Following the RFQ, a mandatory pre-bid meeting was held to explain the project in more detail and give the vendors an opportunity to interact with staff as a group so everyone had the same information.

RFQs were received by the Villages and opened on January 27, 2011. The five responses were narrowed down based on the experience outlined in their proposals to three firms who were then interviewed on February 24th. There was a consensus among the group that Elert and Associates had the best understanding of our project and would be the best firm to assist the group in determining if a combined dispatch center could meet our enhanced service targets without increasing costs.

Elert and Associates will be collecting information from the three existing dispatch centers and then determine if there is a business case for consolidation. Specifically, they will look at current and planned capital costs, forecast service requirements and workload, estimate staffing requirements and organizational structure, analyze cost structures for operations and capital components, analyze governance, and generate an assessment and recommendation report. A copy of their proposal is attached.

Elert and Associates proposed a not to exceed price of \$51,975 for the above work based on 315 hours of work.

In terms of implementation, the Village of Winnetka has agreed to be the lead agency for this contract. The Villages of Kenilworth and Northfield will reimburse Winnetka for their pro-rata share of the costs. It was agreed that the costs would be split for this phase of the work according to some preliminary discussions among the three communities about how a combined dispatch center might allocate costs (population, sworn police officers, and equally split).

Village	%	Share
Kenilworth	22%	\$ 11,434.50
Northfield	33%	\$ 17,151.75
Winnetka	45%	\$ 23,388.75
Total	100%	\$ 51,975.00

A final point worth noting is that while the three communities are recommending moving forward with this study, the combined dispatch model being evaluated has the flexibility to accommodate other entities in the future. It is beneficial to move forward with the three communities at this time due to the shared vision and operational closeness of the departments. If the combined dispatch is ultimately created, it is likely that new members would be considered in the future. This would have a favorable impact on the costs for the membership.

In terms of the three communities, Northfield will be considering this item on March 15th, Kenilworth on March 21st, and Winnetka on March 22nd.

Staff Recommendation:

Authorize staff to enter into a contract with Elert & Associates for a combined dispatch study in an amount not to exceed \$51,975 using the cost allocation formula in this memo.

PUBLIC SAFETY DISPATCH CENTER CONSOLIDATION

Feasibility Study for the Villages of Kenilworth, Northfield, and
Winnetka

November 7, 2011

FINAL

Presented by
Elert & Associates



TABLE OF CONTENTS

1 EXECUTIVE SUMMARY 3

1.1 BACKGROUND AND PROCESS 3

1.2 KEY FACTORS TO CONSOLIDATION 3

1.3 FINANCIAL SUMMARY (DETAIL AVAILABLE IN SECTION 8.3)..... 6

1.4 RECOMMENDATION 6

2 SUMMARY OF RECOMMENDATIONS..... 9

2.1 CONSOLIDATION 9

2.2 MISSION STATEMENT AND GOALS 9

2.3 SUMMARY OF INFORMATION AND RECOMMENDATIONS..... 10

3 CONSOLIDATION 12

3.1 TO CONSOLIDATE OR NOT TO CONSOLIDATE 12

3.2 POSITIVE IMPACT ON SERVICE DELIVERY 13

3.3 CLEAR FISCAL BENEFIT..... 14

3.4 EFFECTIVE GOVERNANCE PLAN 15

3.5 TRACK RECORD OF COOPERATION BETWEEN AGENCIES 15

3.6 TRUST AND LEADERSHIP 15

3.7 SHARED PERCEPTION OF NEED..... 15

3.8 COMMUNITY SUPPORT..... 16

4 CONSOLIDATION OPTIONS AND GOVERNANCE 17

4.1 TYPES OF CONSOLIDATION..... 17

4.2 CONSOLIDATION DISCUSSION 18

4.3 E911..... 18

4.4 COST ALLOCATION APPROACHES 19

4.5 “EMPLOYER AUTHORITY,” MANAGEMENT RIGHTS, AND STAFFING 20

4.6 GOVERNANCE STRUCTURE OF CONSOLIDATED DISPATCH CENTERS 20

5 FACILITIES 23

5.1 CONSIDERATIONS FOR A CONSOLIDATED DISPATCH CENTER 23

5.2 REMODELING 23

5.3 NEW FACILITY 23

6 STAFFING AND EFFECT ON SERVICE 24

6.1 STAFFING 24

6.2 ADMINISTRATIVE FUNCTION IMPLEMENTATION FACTORS – BACKFILL..... 24

6.3 BENEFITS 25

6.4 CALL VOLUME – CONSIDERATIONS 25

7 TECHNOLOGY RECOMMENDATIONS..... 27

7.1 911 SYSTEM 27

7.2 CAD/RMS (COMPUTER AIDED DISPATCH/RECORDS MANAGEMENT SYSTEMS) 27

7.3 WIDE AREA NETWORK (WAN) 29

7.4 ADMINISTRATIVE TELEPHONE LINES 33

8 FINANCIAL 34

8.1 EMPLOYEE COSTS 34

8.2 EMPLOYEE COST DIFFERENCE BETWEEN THREE DISPATCH CENTERS AND A CONSOLIDATED DISPATCH CENTER FOR 2010..... 34

8.3 ESTIMATED FIVE YEARS COMPARISON CASH FLOW..... 35

8.4 PLANNED FIVE-YEAR CAPITAL COSTS 35

8.5 ESTIMATED STARTUP COSTS 36

8.6 GRANTS 36

8.7 ESTIMATED CAPITAL COSTS..... 37

8.8 ESTIMATED ANNUAL COST 42

9 CONSOLIDATION PLAN 44

10 APPENDICES 46

10.1 APPENDIX A: MICROWAVE RING NETWORK COSTS 47

10.2 APPENDIX B: OPTIONS FOR COST ALLOCATION OF CONSOLIDATED CENTERS 48

10.3 APPENDIX C: TABLE OF DUTIES AND TASKS..... 50

10.4 APPENDIX D: JOB DESCRIPTIONS 54

10.5 APPENDIX E: COMPUTER AIDED DISPATCH (CAD) BACKGROUND INFORMATION 61

10.6 APPENDIX F 63

10.7 APPENDIX F: CURRENT OPERATING COSTS 76

1 EXECUTIVE SUMMARY

Elert & Associates (E&A) was retained to study the possible consolidation of the three existing dispatch centers for the Villages of Kenilworth, Northfield, and Winnetka (the Villages). The objective was to assess the feasibility of consolidation and its impact on operations to determine the best and most cost effective means of providing these essential services.

Based on our research, Elert & Associates is recommending approval of this consolidated dispatch center. Although the day to day operational costs of the combined center will be very similar to the Villages' current operational costs, we believe the combined center will result in long term capital expense savings while providing the communities with superior emergency and catastrophic 911 emergency services.

1.1 Background and Process

Many government entities across the country are consolidating their Public Safety Answering Points (PSAPs). These centers are required to be staffed with highly trained individuals and equipped with sophisticated systems that require frequent and costly maintenance and upgrades. Through consolidation, communities are often able to reduce costs and increase the level of service they provide.

This report is the result of the information E&A gathered, analyzed, discussed, and documented. Our recommendations are based on project specific data, our extensive experience in the area of dispatch and government consolidation, and the key factors for consolidation success.

The project included the following work:

- Project meetings to gather information on each municipalities' ideas, methods of operations, functions, areas of responsibility, and political climate.
- On-site interviews with various personnel, including dispatch supervisors, dispatchers, staff officers, police chiefs, patrol officers, investigators, and village managers.
- Documentation of existing procedures and technology; the physical configurations of the centers, including security, safety, and environmental conditions; and telephone recording statistic.
- Data evaluation and the development of a project recommendation.

1.2 Key Factors to Consolidation

When considering consolidation, the following three areas must be carefully considered and addressed:

- 1) What effect will consolidation have on the ability of the PSAP to provide essential services?
- 2) How will the day to day operating costs compare to existing operating costs?
- 3) How will the long term capital costs compare to existing capital costs?

1.2.1 Effect on Services

To assess impact on services, it is important to understand the various tasks being performed by the dispatchers. Particularly in smaller operations, such as these, a dispatcher is required to do more than just act as a phone and radio operator. They must also obtain information to assist officers in the field, operate complex computer systems, handle non-emergency calls from the public, handle walk in customers to the station, process records and tickets, provide emergency instructions to callers, and prioritize requests for service based on emergency response vs. non-emergency needs.

Generally, this PSAP work is grouped into one of three categories. The following is a brief description of each of these and how each will likely be impacted by consolidation:

- **Routine** – Routine work for each of the communities generally includes handling non-emergency phone calls and requests for service, walk in customers, processing of tickets and records, administrative support, and licenses checks. Many of these functions will be able to be handled by the combined center, but others, such as handing walk in customers and records, will need to be covered by the individual community. Each community will need to determine how they want to address these tasks and how many hours they want their station to be open for walk in requests. In the off hours, when stations are closed, it is being recommended the combined center handle the non-emergency requests for support (overnight parking requests, lock outs, and premise checks). Personnel in the combined center will also remotely handle emergency walk in situations for individuals who seek service at each existing police facility. To do this, each department would have to have a phone installed in their lobby that automatically calls the 911 combined dispatch center. The call taker would then immediately dispatch the closest officer to the scene.

The only other area of adjustment anticipated with routine work is relative to call taker relationships. Because the towns are small, many residents have developed personal relationships with the dispatchers. Additionally, each community currently provides an extremely high level of service to its residents and E&A anticipates that continuing under the combined model. To help ensure this, our firm recommends that the staffing of the new center include at least some staff from each existing community. This will help ensure that the standard operating procedures and policies get transferred over efficiently and effectively.

- **Emergency** – Emergency events are the major area of emphasis in a PSAP center and include all of the calls for services that involve a crime in process or the life and safety of the public or a police officer. Currently, each of the three centers is only staffed by one dispatcher. In a combined center, a minimum of two dispatchers would be working at all times. This would be a tremendous benefit during emergency situations as one dispatcher could serve as a call-taker (receiving information and updates from callers) and a second dispatcher would be able to handle the radio (communicating and coordinating field activity). This enhanced emergency response and the associated life safety implications are two of the most compelling reasons for recommending consolidation.

- Catastrophic – Catastrophic events can include things like terrorist attacks and chemical spills, but in this area are most likely to occur as a result of severe weather. Communities do not regularly staff for these “worst case” scenarios, but instead develop emergency operation plans to mobilize when they occur. Although these events could cross village boundaries, we still believe a consolidated center would likely be better equipped to handle them than three separate PSAPs. The improved catastrophic response capabilities result from having a minimum of two dispatchers on duty, a larger number of extra dispatch stations that could be manned, and a larger pool of employees to draw from during extended operations. If the communities decide to move forward with a combined center, we recommend that specific guidelines and staffing plans be developed to address these rare but complex situations.

Overall, E&A believes the Villages would be able to maintain their existing levels of routine services in a consolidated center while experiencing improved services during emergency and catastrophic operations. We recognize all three entities currently provide a much higher than average level of routine service and that the bar has been set high. Maintaining that high level of service is important to both the citizens and employees.

To ensure residents understand and feel comfortable with the new program, we would recommend the Villages undertake a public information initiative and include information on:

- Emergency and catastrophic operations enhancements
- 24/7 staffing model and 2 dispatcher minimums benefits
- Details on the central location benefits
- Assurance that non-emergency calls for service support will still be available via telephone 24/7
- Details on the hours of operations and services available at each local facility
- Cost benefits of consolidation
- Assurance that all emergencies will be handled as they have been in the past and that communications consolidation generally does not affect the staffing or level of patrol officers available to the community.

1.2.2 Operating Costs

The most significant annual operating expense of a PSAP is labor. With the size and traffic load in the current facilities, the dispatchers are able to perform many non-traditional PSAP tasks such as handling walk ins and non-emergency police calls. (A complete list of these tasks is included in Appendix C.) Not all of these tasks will be able to be transferred to a consolidated center; therefore, it was very important to accurately determine the cost of the “backfill” necessary for each department. When backfill costs are included, E&A projects annual operating costs of \$1,433,427 for a combined center compared to the \$1,591,757 for the current individual dispatch operations. This is an anticipated annual savings of \$158,331 or approximately 10 percent.

1.2.3 Capital Costs

E&A projects an initial \$1,190,056 of capital costs are necessary to set up the new consolidated dispatch center. This includes all of the costs associated with equipment, professional services, contract management, transitional labor, remodeling of legacy locations, and the equipment necessary to operate in the new environment. Although there are several ways to reduce these costs, they generally will result in an increase in operating expenses. For example, E&A is recommending microwave links be installed to connect the three facilities. Alternatively, circuits could be leased from AT&T. This would reduce the up-front costs but would increase the annual operating costs. Most of the capital costs are associated with building improvements, computer aided dispatch (CAD), 911 equipment, and a microwave system to connect the villages.

911 centers are very technologically based and there are often upgrades and/or mandated improvements required. Currently work is underway for “next generation 911” (NG911), which includes the ability to use other media (such as text and video) to contact the 911 center. Once available, communities may be required to invest in this new equipment and training. Having the ability to implement these sorts of changes in a combined environment will likely result in reduced capital costs for all involved.

1.3 Financial Summary (detail available in section 8.3)

	Combined Costs without Consolidation	Consolidated Costs
Capital Costs		\$ 1,190,056 ¹
Annual Operating Costs	\$ 1,591,757 ²	\$ 1,433,427 ³
Total Five-Year Cost (2.5% Present Value)	\$ 8,205,397 ⁴	\$ 8,357,190 ⁵

1.4 Recommendation

This project is different from many of E&A’s other projects in that the study really puts the conclusion “on the fence” relative to operational costs. Based on the current situation, the Villages could decide to consolidate their dispatch centers now or wait until the next series of capital investments are necessary, making consolidation more financially beneficial. Over the next five years, the economic analysis shows the cost of the two options within a few percent of each other. This situation changes if/when there is a technology advancement that requires a major capital investment. E&A believes it is very likely that Next Gen 911 will be this advancement. The timing and actual cost are difficult to project at this time, but it is reasonable to assume it will be less expensive to

¹ See 8.3.2 – Year 0 line 7

² See 8.3.1 – Year 1 line 12

³ See 8.3.2 – Year 1 line 7

⁴ See 8.3.1 – Total Line 12

⁵ See 8.3.2 – Total line 7

implement new technologies in a consolidated environment. That being the case, the financial benefits to consolidation will be realized at some point in the future. The question, then, is not *if* the Villages should consolidate, but *when*.

E&A believes that KNW has two options: 1) consolidate now to position the Villages properly for changes in the future, or 2) consolidate later - waiting for a capital trigger event to create a more favorable financial benefit.

- **Consolidate Now.** The case for consolidating now is the E&A financial analysis is based on worst-case estimates and includes a contingency. If the project is managed well and actual bid costs come in favorably, the cost savings could increase. Consolidating now would also allow the dispatch center to prepare and stabilize prior to an implementation of multimedia NG911. Finally, as this report outlines, there are a number of non-monetary benefits associated consolidation particularly the enhanced service levels we feel would be achieved relative to emergency and catastrophic events.
- **Consolidate Later.** The Villages may also want to wait and consolidate when a “trigger event” is identified that would change the economic analysis. Some possibilities are listed below:
 - **An additional partner** – The operating costs would not increase significantly by adding a partner, but the costs would be shared by another entity, which would reduce the overall costs to the Villages. (based on current radio technology Wilmette and Glencoe are the only prospective partners)
 - **Migration to NG911** – Although standards are not yet clear, it is reasonable to assume there will be capital and training costs associated with this upgrade. This investment would be less significant with a consolidated center. The consolidated center would save money overall, because the costs of the upgrade would be incurred only once, rather than three times.
 - **Other non-public safety initiatives** – Given the Villages have the “will” and the cooperative environment to consolidate, a consolidation could produce savings in other areas. IT services such as e-mail servers, file servers, backup software, and telephone systems could be consolidated and could use the microwave as the connectivity, thereby sharing the costs of the system over other technologies.

1.4.1 Conclusion and Summary

Based on our research, E&A is recommending approval of this consolidated dispatch center now. Although the day to day operational costs of the combined center will be very similar to the Villages’ current operational costs, E&A believes the combined center will result in long term capital expense savings while providing the communities with superior emergency and catastrophic 911 emergency services.

The NG911 and other future capital expenses are significant factors in this recommendation. It is difficult to predict the exact timing and costs of these systems, but E&A believes the NG911 upgrade is likely to occur within the next two to three years. This has a significant positive impact on the economics of this project. If the Villages anticipate implementing this technology, we believe they should proceed with consolidation now to better position themselves for this upgrade.

2 SUMMARY OF RECOMMENDATIONS

2.1 Consolidation

Elert & Associates' recommendation is for the three villages to consolidate dispatch functions into one center with a joint powers agreement. Provisions should be incorporated within the agreement so other public safety entities may join in the consolidation. The staff recommendation was to allow only new entities that are currently on the same radio network. This would limit the partners to either Glencoe or Wilmette.

2.2 Mission Statement and Goals

Mission Statement

CONSOLIDATED DISPATCH CENTER MISSION STATEMENT:

To provide professional dispatch and emergency communications functions for emergency services to protect and serve the citizens and visitors of our communities.

The Communications Center will serve as a vital link between the citizens and emergency services and between public safety personnel and other information and resources.

Goals

COMMUNICATIONS CENTER GOALS:

1. Provide the most efficient and cost effective emergency communications for the citizens and visitors of our communities.
2. Provide public safety personnel with professional communication services that consist of accurate information, safety considerations, and cooperation.
3. Maintain a high level of training and professional standards.
4. Promote trust and cooperation with citizens and public safety personnel.
5. Maintain existing equipment and improve our abilities with changing resources and technology.
6. Assist other communities and agencies in times of need or disasters.
7. Keep abreast of constitutional and legal requirements.
8. Protect confidential information of the citizens of our communities.
9. Consistently strive to improve the level of service.

2.3 Summary of Information and Recommendations

- Positive Impact on Service Summary – The three departments are providing a high level of service to their communities at this time. Although it is difficult to increase level of service during normal operations, E&A feels that the current service level can be maintained. At night there will be a change with the closing of the Northfield, Kenilworth, and Winnetka police lobby services. If communicated appropriately, the potential negative effect can be mitigated. The most notable improvement will be when there is a significant emergency and there are more individuals in a consolidated center to handle the event.
- Fiscal Benefit Summary – Using conservative numbers, the comparative cost analysis between consolidation and current costs is within a few percentage points. KNW should look at some of the mitigating factors that can assist in providing a clearer fiscal benefit. These could include the addition of another partner, addressing the workload for backfill to lower those costs. The fiscal benefit for consolidation will be realized when there is a new technology the centers need to invest in. Next Gen 911 is likely to be that technology. Significant investments will be required in order to implement this new technology, and it will simply be less expensive to do this one time vs. three times.
- Effective Governance Plan Summary – Given the good relationship between the involved entities, E&A believes that KNW will be able to work out a mutually beneficial governance plan that will include each entity having a stake in the oversight of the consolidated center.
- Track Record of Cooperation between Agencies Summary – The villages have a good track record of cooperation between them.
- Trust and Leadership Summary – It is important that each entity support not only their own needs but the needs of the other parties in this consolidation. E&A feels that the entities are in a position to do so.
- Shared Perception of Need Summary – E&A observed that all three entities are supportive of the project.
- Community Support Summary – With the appropriate communications process, E&A believes that the community will support this project.
- Types of Consolidation Summary – E&A recommends a full consolidation.
- Cost Allocation Summary – The entities have agreed upon an initial cost allocation method of Kenilworth 22%, Northfield 33%, and Winnetka 45%.
- 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. Estimated facility startup costs are \$206,300, with annual costs of \$43,500. The current facility would have the capacity to add on two additional partners before an additional facility would be required.

- Call Volume Summary – Each entity currently has a low volume of 911 emergency calls. The dispatchers fill their time with additional tasks such as answering administrative/non-emergency calls. A combined center would still have a relatively low volume of emergency calls, so the consolidation should not result in any delays in answering 911 calls. The reason we recommend having two dispatchers on duty is not due to the volume of emergency or non-emergency calls; it is for backup purposes. Including partners (Wilmette, Glencoe) would allow for this backup without adding more staff. The real issue with the dispatchers’ workload is the backfill required for each entity to handle the tasks currently performed by the dispatchers who will not be moving to the combined center.
- 911 System Recommendation – E&A recommends that an RFP be developed for a new NG911-ready 911 system. This RFP will include hardware, software, installation, and maintenance service.
- CAD/RMS Recommendation – Have all three entities migrate to the New World system currently used by Winnetka and Wilmette. The estimated cost is \$124,000.
- Wide Area Network (WAN) Recommendation – Elert & Associates recommends a microwave wide area network (WAN) to connect the facilities for the purpose of transmitting voice, data, and video between the facilities.
 - In addition, the villages should look for opportunities for other services that can operate on the WAN. Sharing services such as e-mail, operating software, and telephone services could result in overall savings while taking advantage of the WAN.
 - KNW should also look to see if the other entities that could be involved in the option 2 microwave have an interest in partnering in the project. This would entail identifying all partners’ needs and current circuits that may be able to be eliminated and put on the microwave.
 - Elert & Associates prefers a ring design (detailed in section 7) for reliability reasons, and partners could offset the additional cost. Initial financial models include direct connections from Northfield and Kenilworth to Winnetka. Additional paths to create a ring could be done initially or over time. The additional cost for the ring is estimated at \$200,263.
 - A detailed site survey must be conducted to ensure the path is not obstructed.
 - Although not recommended, if there is a desire to reduce the initial capital costs KNW could lease a WAN. This would reduce the capital costs by \$150,000 and raise the operating costs by an estimated \$45,360 annually. The bandwidth of this leased service would be sufficient for the next three years or so, but when NG911 is implemented it will require a higher amount of bandwidth.
- Recommendation for Administrative Telephone Lines – Elert & Associates recommends that KNW utilize call forwarding from AT&T initially and migrate to VoIP using the 911 consoles or the administrative telephone system when Winnetka is upgraded to handle VoIP.

3 CONSOLIDATION

3.1 *To Consolidate or Not to Consolidate*

Consolidation of dispatch centers has occurred all over the country and world for many years. Most succeed, some have studied the possibility and decided not to proceed, and some have failed. What are the driving factors that lead organizations to consider consolidation? Technological advances, increased populations, advanced training and skill requirements, regional cooperation, and higher costs impact all villages, cities, and counties. Will a consolidation work? Would it benefit our residents? Will it improve service? Will we still provide the level of support we currently provide? What duties will the dispatchers have? How will the remaining duties be handled? Where is the best location for the consolidated center? Which CAD/RMS solution will we use? Will there be a cut in pay for dispatchers? Will dispatchers lose some of their benefits? What will be the startup costs, short-term costs, and long-term costs? These are some of the questions that were asked during interviews.

Throughout this study, we heard numerous concerns about the impact a consolidation may have on the high level of service currently being provided to the residents of the villages.

At the start of this consolidation study, we outlined a number of factors that are needed for a successful consolidation. They are as follows:

- Positive impact on service delivery
- Clear fiscal benefit
- Effective governance plan
- Track record of cooperation between agencies
- Trust and leadership
- Shared perception of need
- Community support

It appears that six of these seven critical factors are met in this situation. The seventh factor, community support, can be developed and managed.

With the proactive efforts of the staff from the three villages, Elert & Associates is confident that a consolidation of the three dispatch centers can be successful and sustainable. As will be demonstrated in this report, there is a clear business case for consolidation of all PSAPs into one center.

Below is our assessment of each of the success factors as they pertain to the potential for consolidation between the entities in this study.

3.2 Positive Impact on Service Delivery

The Villages of Kenilworth, Northfield, and Winnetka have PSAPs that provide emergency dispatch operations. All of the dispatchers have other functions, such as answering administrative phones, entering records data, etc. All appear to function well within the normal daily activities. During our visit to the dispatch centers, no major emergency or event occurred. It is very apparent that a major event would quickly overwhelm the one dispatcher on duty. A long-lasting event would also require the dispatchers to work long hours with little relief. Each of the dispatch centers can call in extra help when needed and also receive extra help from patrol staff if available. Each of the PSAPs has personnel on duty 24 hours a day, 365 days a year.

Kenilworth employs three staff members who serve as dispatch and records personnel. The remaining time, including vacation, sick days, training time, etc., is filled by dispatcher overtime, CSOs, police officers, the sergeant, or a lieutenant.

Northfield employs one supervisor and four full-time dispatchers/records personnel and two part-time records persons.

Winnetka currently employs six Records and Communications employees. Four of those employees' duties are exclusively related to dispatch. The remaining two employees share duties between records and communications. The six are supervised by a Sergeant who dedicates between one-third and one-half of his time to overseeing the communications function.

Each of the dispatch centers provides the essential services of answering emergency calls and seeing that the required services are provided. In addition, they answer administrative lines providing village information, parking permissions, vacation watches, senior calls, walk-in traffic, and many other services not normally associated with a 911 center. In essence, they are providing a high level of emergency services and administrative support to their respective communities.

From all appearances during Elert & Associates' visit, it will be difficult for a consolidated center to improve the quality of service on a normal daily basis. However, a consolidated dispatch center normally has more personnel on duty to handle the initial volume of calls from an emergency and also has greater resources to call in additional personnel and distribute the long hours among them. For emergency services, a larger resource pool can provide better service to law enforcement and improve safety considerations.

A larger dispatch center also has the communications in place and the knowledge of region-wide resources of more public safety entities and assets, thus having an increased ability to get the right resources on site more quickly. The employees in a centralized dispatch would have knowledge of all three villages and not three separate dispatch agencies only familiar with their own region. In addition, a consolidated dispatch center can provide more effective call handling, given their ability to spread out more calls over the same number of staff members and their ability to have more than one staff person pick up calls in the queue. Due to the low volume of emergency calls within the villages, however, a consolidated dispatch center will normally have only two staff members on

duty. The villages receive a high number of administrative calls. It may be difficult for two dispatchers to handle all of the villages' calls during the daytime hours.

Positive Impact on Service Summary – The service level for routine events should be maintained. Emergency-in-progress events will benefit from having two dispatchers—one dispatcher would serve as a call-taker (receiving info and updates from callers), and a second dispatcher would be able to handle the radio (communicating and coordinating field activity). Catastrophic events often cross village boundaries, and a consolidated center could handle these events better than three separate PSAPs could.

3.3 Clear Fiscal Benefit

In most of the proposed consolidations E&A has studied, the economics present a clear fiscal benefit. In this case, however, the economic benefits are not as straightforward. Over five years, the costs to set up the new facility will reach an approximate break-even point.

This is not to say the economics do not support a consolidation, however. In the future as NG 911 is implemented, there are likely to be significant capital and training costs associated with its implementation. Obviously it would be less expensive to implement these services at one center rather than three. It is also important to note that while the current costs are based on actual costs, the projected costs are all conservative.

Elert & Associates also believes that once a consolidation takes place, the individual departments can look at “reengineering” the staff to adjust to the new environment. E&A has not predicted or included any savings in this area because there is no guarantee that this will result in significant savings. We priced out the “backfill” labor costs conservatively, but the departments may be able to reengineer themselves after a consolidation to save additional costs.

When the initial costs result in just a “break even” point, it reduces the incentive to implement the system quickly. This means KNW can take a slow, methodical approach, examining all costs carefully in order to identify and realize any additional savings.

Clear Fiscal Benefit Summary – Using conservative numbers, there is no “clear” fiscal benefit based on current technologies. As new technologies are deployed, however (specifically NG 911), the likely savings should be significant enough to support a consolidation. This does allow KNW to be more methodical on the pace of a consolidation so that any additional savings can be looked at during the implementation process.

3.4 Effective Governance Plan

From interviews with the management staff, it is clear that shared governance with an equal voice from each of the agencies is a necessity. This type of governance provides methods to improve services and correct problems and share in the decision making of all functions and major expenditures. Governance plans are discussed further in section 4 of this report.

Effective Governance Plan Summary – Given the good relationship that exists between the entities, E&A believes that the entities will be able to work out a mutually beneficial governance plan that will include each entity having a stake in the oversight of the consolidated center.

3.5 Track Record of Cooperation between Agencies

The villages have a good track record of cooperation between them.

Track Record of Cooperation between Agencies Summary – The villages have a good track record of cooperation between them.

3.6 Trust and Leadership

The three police agencies have qualified staff to provide for public safety in each of their communities. All of the management staff were fully cooperative. They all have trust in the leadership of each of the departments and fully understand the responsibilities they have in order to best serve their respective communities. In this cooperative effort, each wants to ensure that the needs of their departments and the public they serve are attended to as well as their neighbors' needs.

Trust and Leadership Summary – It is important that each entity support not only their own needs but the needs of the other parties in this consolidation as well. E&A feels that the entities are in a position to do so.

3.7 Shared Perception of Need

Throughout the interviews with personnel from the villages, we found support for a consolidated dispatch center. Everyone understands the needs and circumstances and costs of operating three separate dispatch centers. Some commented that a consolidation may be a good idea in order to save on capital costs by sharing technology, but they were not convinced that a consolidated center would improve service. There is also concern over differences in operational procedures.

Shared Perception of Need Summary – E&A observed that all three entities are supportive of the project.

3.8 *Community Support*

Now that this report is completed, it is important to provide more information to the general public of the communities involved. To gather community support, the villages would need to make an effort to educate community members on the benefits and risks of consolidation and to ensure that there is a clear understanding of the changes. In general, the communities should develop a strategy to ensure community support. This strategy should involve the following:

- Identifying stakeholders most likely to have concerns with a proposed consolidation and, to the extent possible, anticipating their objections.
- Getting agreement on the fiscal and service delivery impacts from influential opinion leaders in the community, including members of the local business community.
- Potentially conducting a series of public meetings to educate and inform the community about the benefits and impacts of a consolidation effort, and providing a mechanism for public input.
- Developing a media plan that features a consistent message and that includes traditional media outlets as well as emerging social media (as appropriate) and community interest websites to provide a platform to inform the community.

Community Support Summary – With the appropriate communications process, E&A believes that the community will support this project.

4 CONSOLIDATION OPTIONS AND GOVERNANCE

4.1 *Types of Consolidation*

Elert & Associates investigated several consolidation options and recommends a full consolidation. Based upon the size of the villages and dispatch operations, the only consolidation that would benefit the communities is a full consolidation with an agreement with another center for backup purposes.

In normal consolidation studies, we focus analysis on the most feasible options that take into account the operational deployment of dispatch staff relative to other assigned duties, facility capacity, track record of working with other agencies, and technology infrastructure of each dispatch center. To select the most appropriate options, we considered the following factors:

- Does the entity operate a stand-alone dispatch center, which creates the opportunity to avoid significant staffing costs?
- Is the PSAP equipped from a facility, infrastructure, and staffing standpoint to absorb additional call-taking duties from potential partners?
- Based on the current trunk system, what geographic-based configurations make the most sense from a reliability and backup standpoint?
- Are potential partners in relative geographic proximity and/or bordering one another to build on existing track records of operational cooperation?

At one point, there were other villages involved in preliminary discussions, but the consolidation planning is now narrowed to the three villages in this study. Another village offered to provide contract services, but this was rejected because the villages desired shared control with equal input of all partners. The consolidation option considered in this study is a full consolidation. The villages must keep an open mind about adding additional communities in the future. The villages may consider adding more members to the consolidation or providing contract services to other entities at some future time.

Types of Consolidation Summary – E&A recommends a full consolidation.

4.2 Consolidation Discussion

Since the three villages dispatch only law enforcement, while fire and EMS calls are managed by the Red Center, this reduces the number of tasks to be managed for a consolidation. The decision factors remaining are as follows:

- Sharing of capital startup costs (includes construction/remodeling, equipment moving, networks, etc.)
- Sharing of ongoing costs (includes equipment maintenance contracts, telephone and data lines, radio equipment, recorders, furniture, office equipment, etc.)
- Network configurations (includes network links between the three entities with redundancy built in)
- Equipment
- Developing a capital plan to provide funding for future needs based upon scheduled replacement
- Training requirements for startup and ongoing costs
- Standardizing procedures for police to strive to resolve differences in call handling
- Standardizing dispatcher data entry for uniformity and consistency
- Developing reports as necessary for staff
- Duties and assignments of personnel

Generally when a consolidation occurs, the administrative duties remain at the originating agency. To handle these “backfill” tasks an agency may pay a lower amount for a receptionist than a dispatcher, but the bottom-line is that they still need one person to answer the telephones for more than eight hours per day. Some agencies have opted for automated phone services providing more information, and some have added kiosks in their lobby for further assistance. Calls related to water, sewer, and electrical service when the utility is owned by the village require that there be somebody the caller can talk to. If the utility does not have staff on duty 24/7 who can answer the phone, then the phone line needs an answering point. Currently, there are a large number of administrative phone calls during the day, some into the early evening, and fewer in the late night hours. The three villages are customer oriented and prefer to handle the calls as they come in rather than use messages and automated features.

4.3 E911

In 1975, the State of Illinois passed legislation giving oversight authority of the 911 system to the Illinois Commerce Commission. The commission administers all of the 911 programs and the implementation and upgrading of systems. Each agency has on file with the Illinois Commerce Commission a form for the operation of the 911 system. This will require a modification for a consolidation. Further information on this topic will be provided later.

4.4 Cost Allocation Approaches

A key component to any consolidated approach is the manner in which participating entities pay for their share of services received. Determining the method used is an imperfect science; the only known factor is that it really needs to work for all partners. Any method that results in two entities seeing a financial benefit while the third entity sees costs increase will make the entire project unworkable. To date, the Villages have had discussions that have resulted in the following percentage allocation as a starting point:

- 45% Winnetka
- 33% Northfield
- 22% Kenilworth

All of the villages are comfortable with these percentages as a starting point. Over time, it would be prudent to look at other variables to make sure that these variables are still relevant.

The following sections outline a variety of approaches that have been used successfully in other public safety communications answering point consolidation situations.

4.4.1 Best Practice Insights on Cost Allocation

One of the most significant issues faced by public sector collaborations is agreement as to the cost allocation methodology. The three villages discussed the difficulties of an appropriate cost allocation method and have agreed upon the following cost allocations percentage:

- Winnetka 45%
- Kenilworth 22%
- Northfield 33%

Since the initial percentage has been agreed upon, Elert & Associates recommends that the subject be reviewed periodically to ensure it is working for all entities. Some alternate methods are described in Appendix B.

The following are some specific best practices that we recommend regardless of the actual cost allocation methodology:

- Include the tenets of the cost allocation methodology in the bylaws or an addendum to the bylaws (i.e., to be based on percentage of calls, population, or a combination of factors including but not limited to call volume, equalized value, population, etc.).
- Appoint a representative group of members to be responsible for reviewing the methodology on an annual basis.

- Agree up front on who from each entity can approve any cost allocation modifications (the Village Finance Director/Committee, Police Chief, Village Manager, etc.).
- Ensure that the entity responsible for the cost allocation employs transparency in all cost allocation activities and allows a review of these procedures at any time.
- Ensure that members receive a forecast of their required payment well in advance of the expected payment. (Note: This should correlate with member budget cycles.)
- Require advance notice of decisions to discontinue membership in the consortium in order to ensure that cost allocations can be revised and communicated in advance of the next annual budget planning process.

Cost Allocation Summary – Management for the three entities have agreed upon a cost allocations method. It is recommended that this allocation be reviewed periodically to ensure it works for all partners.

4.5 “Employer Authority,” Management Rights, and Staffing

A key concern for implementing any consolidation option for the entities that would eliminate their dispatch function is the authority to change their staffing complement through a reduction in force. Generally, labor contracts and village or city rules or procedures for most areas include a section entitled “Employer Authority,” which provides blanket management rights to provide or cease providing specific services and functions, and grants the ability to either increase or decrease staffing levels accordingly.

Nevertheless, layoffs that would be contemplated under a consolidation do involve very difficult decisions regarding valued and often long-tenured staff. Further, most of the consolidation options do not envision a large staffing increase at the host site, limiting the ability to offer laid-off staff employment in another agency. The business case for consolidation is clear within the three villages. This means that the policy makers in the villages will have to balance the potential savings against other factors, such as the desire to retain dispatch in-house and continue to employ current staff.

4.6 Governance Structure of Consolidated Dispatch Centers

4.6.1 Current State

Currently, each dispatch center is managed through the Village governance structure reporting directly to the Chief of Police. This structure is indicated to work well in that it aligns the center with the entity most often coordinating emergency response on behalf of the local, regional, and/or state agencies involved in such response. This method has also allowed for optimization of resources through the performance of dual roles. Budgeting and expenditure management is the responsibility of the Chiefs, with oversight provided by the Village Manager and Council and special committees overseeing capital projects and/or inter-governmental cooperation.

4.6.2 Governance Structure Recommendation

All of the interviewees noted their preference for a joint powers structure for the consolidated dispatch center. Several indicated that without an equal voice for each entity, consolidation could become more difficult. E&A recommends that KNW establish a dispatch center consolidation board. This board may comprise one or two members from each village, with an alternate named in case of a conflict of schedules. It should include law enforcement as well as administrative representation.

4.6.3 Governance Structure Implementation Factors

Regardless of which governance structure is implemented, responsibility and accountability for each of the following must be outlined in specific terms within a contractual agreement to be signed by each participating entity.

Governance	<ul style="list-style-type: none"> • Board composition and membership • Voting requirements and results parameters • Meeting frequency • Officer selection protocol • Committee structure and membership • Board authority • Compensation
Financial Management	<ul style="list-style-type: none"> • Funding parameters • Cost allocation methodology • Designated fiscal agent authority and responsibilities • Expenditure authority • Ownership of assets • Borrowing policy • Budgeting process and authority (capital and operations)
Operations Management	<ul style="list-style-type: none"> • Appointment authority for Director/Manager • Span of control and overall operational authority parameters and limitations • Employee designation • Facility ownership • Insurance requirements and responsibility • Records ownerships • Standard operating procedure approval process • Participant complaint resolution and input
Agreement (Initiation and Termination)	<ul style="list-style-type: none"> • Duration of agreement • Minimal participation terms • Participation withdrawal terms • Grounds for participant termination • Distribution of assets upon termination

- Additional participant parameters
- Hold harmless and liability language
- Listing of participating entities
- Full description of funding methodology

5 FACILITIES

5.1 *Considerations for a Consolidated Dispatch Center*

Building costs are consistently rising. They leveled out for a few years during the economic slowdown, but increased energy prices are driving up the costs for steel, concrete, and other materials. The cost of copper is high and is expected to continue to rise. With the economic conditions, high unemployment, and current level of taxes, it is unlikely that citizens would vote for any type of tax increase, including an increase in 911 tax. We have also not found any grant monies available for construction projects for public safety.

5.2 *Remodeling*

Winnetka Police Department has considered remodeling to provide a larger dispatch room and improve other areas such as bathrooms and locker rooms. The remodeling will allow for three dispatch positions.

5.3 *New Facility*

At this time, a new facility is not recommended, but it may be necessary in the future if the consortium adds additional partners that exceed the remodeled space requirements. Adding partners without increasing equipment costs would provide a greater fiscal benefit to consortium members. Entities in the same radio network could be added with little cost. Adding members outside the radio infrastructure would add additional costs to support another radio network. It is anticipated that the remodeled Winnetka facility would support two additional partners. A new facility can be viewed from many different perspectives. The building could be only a dispatch center, with a dispatch room with some expansion capability and an office for a manager and training personnel, as well as bathrooms, a kitchen/break room, locker room, mechanical room, and equipment room. The estimated cost for a facility with 3,500 square feet would be \$2,971,000 for the building and all the technology equipment required.

The expected range for a larger building that includes a large training room and EOC, emergency manager, and possible other services would be approximately 7,000 square feet.

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. In the future, it may be worth considering dispatching for EMS. Also, if the dispatch center expands beyond the space requirement at the Winnetka Police Department, a new stand-alone facility should be considered. The estimated facility startup cost is \$206,300; the annual cost is \$43,150.

6 STAFFING AND EFFECT ON SERVICE

6.1 Staffing

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-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. This maintains a manageable number of part-time employees and will reduce the turnover of personnel.

6.2 Administrative Function Implementation Factors – Backfill

Prior to implementing any of the options presented in this report, careful consideration must be given to the non-dispatch functions and the methods of continuing the functions and other duties as currently assigned. These “backfill” duties have been considered in the economic analysis. E&A’s analysis concluded that between the three facilities, 3.5 FTEs would be needed to handle the backfill. Each village will need to look at their overall operations and investigate the most efficient way to handle these functions and duties.

The villages initiated a study of current dispatcher duties, included in Appendix C. Many duties will be moved to the consolidated center, and some need to remain the responsibility of each village. There may be other changes implemented to modernize operations and reduce task loads in the future.

We reviewed the breakdown between administrative and support tasks and dispatch operations, but there was not clear data to separate the time involved in administrative duties versus 911 center operations. The only viable data was the number of 911 calls separated from the administrative calls. Each village has an idea of the time required for administrative duties and expressed those numbers during interviews. Dispatchers’ remarks varied greatly based upon the individual and time of day the employee worked. Estimates ranged from 10% of their time to 90% on administrative functions.

There may be other means of supporting or reducing the number of non-emergency tasks that would be brought to a consolidated center with the use of technology. Currently the budget includes ring-down phones for each facility that will automatically dial the dispatch center. Over time, the villages should look at additional technologies such as telephones, video cameras, video conferencing, and electric door locks, which can all be controlled at a remote location to serve and assist walk-in traffic after hours. Winnetka has a kiosk in the lobby but found that as long as people see staff in the facility, the kiosk is largely ignored. When implementing technologies, it is important to consider how and why individuals will choose to use the technology. In Winnetka’s situation, a kiosk is set up but not used because the public is presented an easier option.

6.3 Benefits

The current employee benefits packages differ from one village to the next. KNW would need to determine a benefits package that is competitive, to attract employees, but is also reasonable to maintain.

6.4 Call Volume – Considerations

Analyzing the duties of dispatchers and telephone recording records revealed one compelling factor that requires extra staffing. That is the number of administrative/non-emergency calls arriving at all of the PSAPs. We found that these calls are heavy during the day and into the evening hours.

The total number of 911 calls received by the three PSAPs could be handled by one dispatcher the majority of the time. Due to lunch breaks and the probability of receiving a second 911 call at the same time as administrative type calls, however, a second dispatcher would be required 24 hours a day. Also, when an individual is incarcerated, physical checks on that person are required while in custody. This will be the dispatchers' responsibility while officers are not present.

Delivering all the administrative calls to the dispatch center may overburden the center during certain times of the day. Thus, we developed a load sharing plan between the dispatch center and administrative personnel at the villages that will provide an excellent service to the public and be an effective use of free time in the dispatch center. This will also accommodate the administrative personnel when busy. We found a balance in programming up to 50% of the administrative calls to go to the dispatch center during the daytime hours and all of the calls during the evening and weekends. We developed two sets of tables to demonstrate the impact and differences of all calls going to the dispatch center versus 50 percent of the calls going to the center.

6.4.1 Administrative Calls

The level of service for administrative calls is less than the level of service for 911 calls. Normally, we would use the following specifications to calculate the number of agents required for a given time period.

- Talk duration specified: 60 seconds
- Wrap-up time specified: 30 seconds
- 80% answered within 25 seconds
- Lost or busy calls: Less than 2% will encounter a “busy” tone

What this means is that 911 calls should always have the priority, but the administrative calls should be answered as soon as possible in case it is an actual call for service. In this consolidation, the dispatchers will be answering administrative calls, and the time requirements used for administrative are the same as noted below for the 911 calls.

6.4.2 911 Calls

To calculate the number of agents (dispatchers) required for a given time period, the following specifications were used:

- Talk duration specified: 96 seconds
- Wrap-up time specified: 30 seconds
- 95% answered within 20 seconds
- Lost or busy calls: Less than 1% will encounter a “busy” tone

6.4.3 Summary

The tables and charts in Appendix F were constructed for each day of the week based upon the gathered information and provide staffing levels and efficiencies. Again, the first set of tables and charts are for all calls going to the dispatch center. You will notice lower than normal rostering efficiencies and coverage shortages.

Looking at the statistics even if we send all administration calls to the consolidated center we have a 92.9% level of service on the busiest day. That means that 92.9% of all calls are answered within 20 seconds. If we reduce the number of administration calls that the consolidated center to 50% all calls would be answered in less than 20 seconds. KNW will need to look at options to share call answering between facilities these options are described in section 7.4.

Call Volume Summary – Each entity currently has a low volume of 911 emergency calls. The dispatchers fill their time with additional tasks such as answering administrative calls. A combined center would still have a relatively low volume of emergency calls, so the consolidation should not result in any delays in answering 911 calls. The reason that we recommend two dispatchers is not due to the volume of emergency or non-emergency calls, there are two so they can back-up each other. This does provide an opportunity to add additional partners (Wilmette, Glencoe) without adding more staff. The real issue with the workload of the dispatchers is the backfill required for each entity to handle the tasks currently performed by the dispatchers who will not be moving to the combined center.

7 TECHNOLOGY RECOMMENDATIONS

7.1 911 System

Each of the dispatch centers has 911 systems that are functional in their current state:

- Winnetka’s ModUcom 911 system is IP capable but resides within the same computer as the radio console.
- Northfield’s Positron system is not next generation capable, but Positron has offered an upgrade path to the next generation capable VoIP system.
- Kenilworth employs a TCI system that is IP. TCI was purchased by Positron, which has changed its name to Cassidian Communications. Cassidian has discontinued the product, and there is no upgrade path.

Although all of these systems could be moved to the new center, none are a clear choice. With NG911 on the horizon, it is prudent to implement a system that can upgrade to handle the new capabilities. This would make more sense than moving one of the existing systems and having to replace it within a couple of years.

Elert & Associates recommends that KNW prepare a competitive RFB/RFP (Request for Bid or Request for Proposal) for a new 911 system. This system should be NG911 compatible, be fully redundant for stability, and conform to NENA (National Emergency Number Association) and NFPA (National Fire Protection Association) standards. The system should consist of redundant application servers, soft switches, gateways, and power supplies, and it should support remote sites and work in a multi-node environment. Having a highly reliable system is a requirement when dispatching for multiple agencies. The RFB/RFP should leverage the marketplace to get the best price and service for KNW. It is important that price not be the only item evaluated. Service and technical capabilities should also be a part of the evaluation.

911 System Recommendation – E&A recommends that KNW prepare an RFB/RFP for the purchase and installation of a new 911 system. The estimated cost is \$136,600.

7.2 CAD/RMS (Computer Aided Dispatch/Records Management Systems)

In a consolidated environment, all entities will need to be on the same CAD/RMS system. (Additional Background information on CAD/RMS is included in Appendix E.)

7.2.1 Present Systems

Currently, the Wilmette and Winnetka Police Departments have New World Systems for computer aided dispatch (CAD) and records management system (RMS). The Village of Northfield uses CIS, and Kenilworth does not have a commercial CAD or RMS system.

7.2.2 CAD Recommendation

Consideration was given to both CIS and New World System for CAD and RMS. Both have good attributes, and while one may seem more difficult to use to some people, the reverse may be true for others. Both systems could function under the existing conditions, but the New World product has more functionality and offers the possibility of future expansion. Hence, we would recommend New World products. That said, the key success factor will be in the training of not only dispatchers but administrative staff and all the other users. This must also include refresher training for existing users and consistency in the methodology used for data entry. A law enforcement system is one of the most complex programs because of the large number of table-driven fields and interrelating data that is cross referenced.

New World does offer a lot of canned reports and a report writer much like Crystal Reports where you map the fields (data) that you want in the report. Virtually any report with any data can be created, saved, and run automatically if desired.

At every agency we have been to in the past 12 years to review CAD/RMS systems, we have observed a lack of or inconsistent training and/or personnel not understanding the full functionality of how the systems can and should be used. In some cases, decisions are made not to use certain functionality, and in other cases, there is simply a lack of discipline to enter the data necessary for full functionality.

7.2.2.1 Training

We have noted training as a key issue in the success of any CAD / RMS system, and we cannot stress that factor enough. In addition, the data entry and dispatcher staff, along with decision makers, must develop guidelines for what data gets entered, so the data is usable for others who search or use the system.

7.2.2.2 Parking Permissions – New World Solution

Each of the departments discussed parking permissions as a time consuming, difficult to manage area. With that in mind, E&A had a discussion with New World about using the CAD system to record parking permission details and make that information available to the officers on the street. This information can be entered in the existing system in three ways—by name, location, or vehicle. The most practical would be by vehicle license (which would show up as an alert) or by address (which would also show up if queried). This would streamline the process, saving time for the dispatchers, the officers in the field, and the general public.

7.2.2.3 Records Management

E&A recommends that Kenilworth and Northfield move to the New World records management system that is integrated with the CAD system. Northfield currently uses CIS for records management. If desired, Northfield could continue to use CIS, but an interface would be necessary from the New World CAD system. Interface development, testing, and implementation would cost in the range of \$20,000 to \$30,000. The budget does not include an estimate to convert existing Kenilworth and Northfield records data, it is not recommended that existing data be converted. The success level in these types of conversions proves expensive and unreliable. Maintaining read only access to

existing records data is a viable option and is what Winnetka and Wilmette did during their implementation of the New World system.

CAD/RMS Recommendation – *Have all three entities migrate to the New World system currently used by Winnetka and Wilmette. The estimated cost is \$124,000.*

7.2.3 Logging Recorders

Each police department has a recorder for radio, 911, and administrative telephone lines. E&A recommends that each department maintain the recorders for administrative lines as necessary and the consolidated center purchase a new recorder for 911, radio, and administrative lines. Although a new logging recorder is included in the budget, during detail design the possibility of using Winnetka's should be explored.

7.2.4 Mobile Data

New World Mobile data software would be installed in all the mobile units, and the current wireless provider would continue to be used.

7.2.5 Radio Systems

In general terms, the existing radio systems of the three villages are UHF conventional systems with shared channels, using two primary transmitter sites and multiple receive sites.

For radio system details, see the report *2002 System Rehabilitation of Norcom Network 24B and Tac 6*. Winnetka's radio consoles are direct wire connections for transmitting and receiving, as is Wilmette's. Kenilworth and Northfield use the radio consoles as control stations and connect to the transmitters via telephone wires. Telephone lines connect receiver sites of the Network 24 B to Winnetka and from the Tac 6 receivers to Wilmette. The police departments also have backup transmitters in place. Currently, the Group 24B and Tac 6 network consists of telephone lines, some of which could be converted to microwave, saving annual costs for the telephone lines.

7.3 Wide Area Network (WAN)

In the past there has been no reason to have network or data connections between the three facilities. In a consolidated environment, there is a need to connect the three villages so that data can be shared. CAD data, radio communications, and voice services are some of the applications that would run on a WAN. The villages currently have WAN connections to the state and other agencies, and Winnetka has a WAN connection to Wilmette for the CAD backup system.

There are several methods to connect the facilities, each with varying speeds, reliability, and blend of operating and capital costs. The physical connection could be copper, fiber, or radio, and the WAN could be owned or leased. Decisions over what is the best topology have to do with speed and reliability as well as capital vs. operating costs. Leased services typically have a low initial cost but higher operating costs, while owned

WANs have a higher initial cost but reduced operating costs. Leased services often offer less bandwidth, while owned services are typically faster.

7.3.1 Microwave

Microwave is a radio transmission with a very short wave length for high frequency, used for transmitting voice or data. Modern microwave systems are built with a high level of reliability and should not fail during rain or snow storms. Backup power supplies are required on both ends of the system. The microwave should be on a UPS to prevent restarting in the event of a power failure. It is always recommended for emergency communications that a backup or redundant path be created for reliability. Currently, there is only one microwave link between Winnetka and Wilmette.

7.3.1.1 Microwave Option – 1

There is an existing microwave link between Winnetka and Wilmette for sharing CAD/RMS data. In addition, there is a backup T1 line and a VPN. Links need to be established between Winnetka and Kenilworth and between Winnetka and Northfield. Because of elevations of existing conditions at Kenilworth and Northfield, each will require two links to complete a microwave path. For Kenilworth, a link is required between the police department and Kenilworth's water tower and from the water tower to Winnetka. For Northfield, a link from the police department to the County Tower and from the tower to Winnetka.

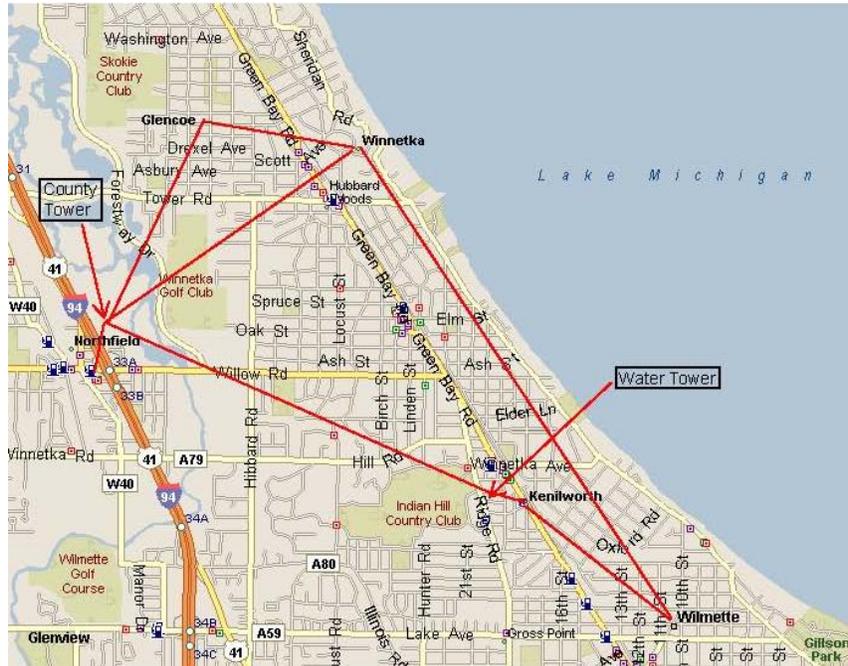
There are potential obstacles with this option. KNW needs to receive permission to install on both the County tower and Kenilworth's water tower. In addition, a detailed site path study has not been conducted and would be necessary to know if this option is viable. Elevation studies and visual verification show that the detailed site path study would likely be positive.

Budget Estimate	
Winnetka to Kenilworth	\$75,000
Winnetka to Northfield	\$75,000
Total Estimated Cost	\$150,000

7.3.1.2 Microwave Option – 2

Option 2 includes a ring rather than a spur design. A ring design would include paths from Winnetka to Wilmette, Wilmette to Kenilworth, Kenilworth to Northfield, and Northfield to Winnetka, with an option of going to Glencoe and then to Winnetka.

This microwave path would provide redundancy in the event that one link failed. The microwave path would be used for CAD/RMS, radio control, video, and in the future, IP telephone traffic. The microwave frequencies would be licensed (these costs are built into the cost estimates).



In addition to the additional redundancy, there could be some advantages to KNW and other entities (Wilmette and Glencoe) in replacing existing leased circuits with microwave. If this option is considered, Elert & Associates recommends that KNW engage the other facilities in a process to identify what potential circuits could be eliminated and what the savings would be in the prospect of gaining partners in the microwave project.

Estimated Cost (more detail available in Appendix A): \$326,000

7.3.2 Owned Fiber Optics

Many municipalities have installed their own fiber. This can be buried or aerial. Aerial is less reliable and subject to damage, while buried is more stable but can be expensive to move if there is construction in the path. Fiber is usually installed when there is a good path between locations. The installation costs can be significant and fiber should be installed only to locations that are certain to be in service for 10 years or more.

It is approximately 1.7 miles from Winnetka to Kenilworth and 2.3 miles from Winnetka to Northfield. Estimated costs for installation would be \$600K to \$760K. It is also important to note that there are costs involved with location and potential moving of the fiber due to construction.

Elert & Associates has been successful in putting together public and private partnerships that can bring these costs down. If these paths are also valuable for a private enterprise, county, or school district, costs can be shared.

Elert & Associates does not recommend fiber at this time unless there are additional services such as data or voice or other partners identified to bring the overall cost down.

7.3.3 Leased Fiber or Copper Services

Many companies such as AT&T will lease data circuits. Fiber-based services are much faster than copper based. Copper-based services are built on T-1 speed or 1.5 Mbps. These circuits can be bonded together to provide additional bandwidth. Four is typically the maximum speed (6 Mbps). While fiber services start at 10 Mbps, they can reach 100, 1,000, and 10,000 Mbps.

As a leased service, copper and fiber can be mixed. Currently there is fiber installed in Winnetka. A viable option would be a service that includes 10 Mbps at Winnetka and 3 Mbps at both Kenilworth and Northfield.

The leased service financial model is a three-year service and could be installed initially and serve KNW until services such as video stress the bandwidth.

Type of Service	Capital Costs	Annual Operating Costs
MPLS service – 10 Mbps at Winnetka (Winnetka currently has fiber); 3 Mbps to Northfield and Kenilworth	Waived	\$45,360

7.3.4 WAN Summary

Wide Area Network (WAN) Recommendation – Elert & Associates recommends a Microwave WAN (wide area network) to connect the facilities for the purpose of transmitting voice, data, and video between the facilities.

In addition, the villages should look for opportunities for other services that can operate on the WAN. The villages could look at sharing services such as e-mail, operating software, and/or telephone service, which could result in overall savings while taking advantage of the WAN.

KNW should also look to see if the other entities that could be involved in the option 2 microwave have an interest in partnering in the project. This would entail identifying all partners' needs and the current circuits that it might be possible to eliminate and put on the microwave.

Elert & Associates prefers a ring design (detailed in section 7) for reliability reasons, and partners could offset the additional cost. Initial financial models include direct connections from Northfield and Kenilworth to Winnetka. Additional paths to create a ring could be done initially or over time. The additional cost for the ring is estimated at \$200,263.

A detailed site survey needs to be conducted to ensure the path is not obstructed.

Although not recommended if there is a desire to reduce the initial capital costs, KNW could lease a WAN. This would reduce the capital costs by \$150,000 and raise the operating costs by an estimated \$45,360 annually. The bandwidth of this leased service would be sufficient for the next three years or so, but when NG911 is implemented, it will require a higher amount of bandwidth.

7.4 Administrative Telephone Lines

Each entity will need to retain its non-emergency administrative telephone lines. These lines will ring at each individual center during the day. There is a need to have the calls answered at the PSAP in the evening, and also during the day if calls are unanswered at the individual center.

There are several different ways to accomplish this. One of the easiest ways is to use call forwarding features from AT&T. KNW would use two separate call forwarding options:

- In the evening, all calls would be forwarded. Each evening when the administrative personnel close the office, they would need to enact a manual process to forward all calls. When the employees come back in the morning, an additional manual process would be used for the phone calls to ring back at the office.
- The second option would be call forward no answer (CFNA). This feature forwards unanswered calls to a predetermined location. This would not require any kind of manual intervention and would also act as a safety net if the administrative employee forgets to manually forward the telephone lines. In this case, calls would ring three or four times at the individual center before they are forwarded to the PSAP.

This is a relatively inexpensive feature and typically adds \$5-\$10 per line per month.

An additional option would be to use VoIP (voice over Internet protocol). With either an upgraded telephone system or an upgraded 911 console (VoIP enabled), the PSAP would be able to control when and where the administrative calls would ring. The telephone numbers that actually run through the Winnetka PSAP would be forwarded to the individual entities during the day. There are two main advantages to this method. First, it reduces the operating costs at the individual entities, and second, it provides the dispatchers more control over where and when calls are forwarded. With an upgraded console or telephone system, the additional cost for this functionality would be \$300-\$400 per location and would reduce operating costs approximately \$960 annually.

Administrative Telephone Lines Recommendation – E&A recommends that initially KNW utilize call forwarding from AT&T and migrate to VoIP using the 911 consoles or the administrative telephone system when Winnetka is upgraded to handle VoIP.

8 FINANCIAL

8.1 *Employee Costs*

In terms of annual operating costs personnel are by far the largest expenditure. Therefore, the greatest opportunity for fiscal benefits emerges when the villages are in a position to reduce staffing levels through a consolidation. For comparison actual labor costs were used for cash flows to represent existing costs. The following assumptions were made for a consolidated center:

- Salary and benefits of \$91,848 for each Dispatcher (current average of all full-time dispatchers). Salary and benefits of \$121,539 for the Manager.
- Total annual estimated personnel costs for the recommended 10.4 FTE (Dispatchers and Manager) are \$984,908.
- A dispatch center operating with two positions 24/7 will require staffing of 9.4 dispatch personnel. In addition to the 9.4 dispatch personnel, the manager is expected to contribute 20% of his/her time to dispatching and 80% to management.

Administrative assistance currently provided by the villages is not factored in.

8.2 *Employee Cost Difference between Three Dispatch Centers and a Consolidated Dispatch Center for 2010*

One of the key elements of long-term financial success is how consolidation affects labor costs. Each entity will need to have positions to “backfill” and perform the tasks that will not be handled by a consolidated center. A good example of this is administrative phone answering during the daytime hours. A complete list of tasks that will remain can be found in Appendix C. A further discussion of backfill is included in 6.2.

E&A believes that this role would be filled with a clerical position with a salary and benefits of \$75,000. With an estimated 3.5 FTE requirement, the total cost for backfill will be \$262,500. The following chart shows the how the rate of pay will reflect the total savings.

Labor Cost Comparison	Combined Current Labor Costs	Estimated Consolidated Labor Costs
Dispatch Center Wage and Benefit Costs	\$1,435,201 ⁶	\$984,908 ⁷
Backfill Wage and Benefit Costs		\$262,500 ⁸
Total Estimated Wage and Benefit Costs	\$1,435,201	\$1,247,408

⁶ Section 8.3.1 - Total of year 1 lines 2, 5, and 8. Sum of current village labor expense.

⁷ Section 8.1 - Estimated annual labor costs for a consolidated center.

⁸ Section 6.2 and 8.2 – Estimated cost for backfill

Estimated Annual Savings		\$187,793
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8.3 Estimated Five Years Comparison Cash Flow

The following are the cash flows that summarize the capital and operating expenses to compare the different options. Each line item indicates where within this report the detail can be found. The following assumptions

- 2.5% present value
- 2.5 percent inflation factor for operating costs

8.3.1 Cash Flow - Without Consolidation

Cash Outflows	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1 Kenilworth Annual Operating Cost (Appendix F)	0	23,550	24,139	24,742	25,361	25,995	123,787
2 Kenilworth Annual Labor Costs (Current Labor Cost)	0	358,889	367,861	377,058	386,484	396,146	1,886,437
3 Kenilworth Annual Projected Capital Costs (Section 8.4)	0	16,000	0	110,000	0	0	126,000
4 Northfield Annual Operating Cost (Appendix F)	0	55,500	56,888	58,310	59,767	61,262	291,726
5 Northfield Annual Labor Costs (Current Labor Cost)	0	561,402	575,437	589,823	604,569	619,683	2,950,914
6 Northfield Annual Projected Capital Costs (Section 8.4)	0	7,000	0	0	0	125,000	132,000
7 Winnetka Annual Operating Cost (Appendix F)	0	94,300	96,658	99,074	101,551	104,090	495,672
8 Winnetka Annual Labor Costs (Current Labor Cost)	0	514,910	527,783	540,978	554,502	568,365	2,706,537
9 Winnetka Annual Projected Capital Costs (Section 8.4)	0	0	0	0	0	140,000	140,000
10 Net Cash Flow	0	1,631,551	1,648,765	1,799,984	1,732,234	2,040,540	8,853,073
11 PV Factor (2.5%)	1	.9756	.9518	.9286	.9060	.8839	
12 Present Value	0	1,591,757	1,569,318	1,671,464	1,569,318	1,803,540	8,205,397

8.3.2 Cash Flow - With Consolidation

Cash Outflows	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	5 year Total
1 KNW Consolidated Annual Operating Cost (Section 8.8)	0	221,855	227,401	233,086	238,913	244,886	1,166,141
2 KNW Consolidated Annual Labor Costs (Section 8.8)	0	984,908	1,009,530	1,034,769	1,060,638	1,087,154	5,176,998
3 Backfill Labor (Section 8.2)		262,500	269,063	275,789	282,684	289,751	1,379,786
4 KNW Consolidated Annual Projected Capital Costs (Section 8.7)	1,190,056	0	0	0	0	0	1,190,056
5 Net Cash Flow	1,190,056	1,469,262	1,505,994	1,543,644	1,582,235	1,621,791	8,912,982
6 PV Factor (2.5%)	1	.9756	.9518	.9286	.9060	.8839	
7 Present Value	1,190,056	1,433,427	1,433,427	1,433,427	1,433,427	1,433,427	8,357,190

8.4 Planned Five-Year Capital Costs

The following items are planned capital costs that are used in the cash flows.

- Kenilworth: Logging recorder – \$16,000 in year one
- Northfield: Redundant server for their CAD and RMS – \$7,000 in year one
- Kenilworth: Upgrade of 911 system that is at manufacturer end of life – \$110,000 in year three

- Northfield – due to the age of the 911 equipment it is reasonable to assume within five years there would be an upgrade or replacement of the 911 equipment. \$125,000 in year five.
- Winnetka – due to the age of the 911 equipment it is reasonable to assume within five years there would be an upgrade or replacement of the 911 equipment. \$140,000 in year five.

No other planned major expenses were disclosed or identified. Upon completion of the construction, moving of equipment, and upgrade of the 911 system, there should be no major capital expenditures for five to seven years with the exception of NG911. When next generation 911 becomes a reality in the State of Illinois, there will be significant costs for the upgrade. In a consolidated environment, there will be an upgrade of a single facility vs. three facilities if a consolidation does not occur.

8.5 *Estimated Startup Costs*

The table below lists the estimated shared startup costs as a consortium including site specific expenses for Kenilworth and Northfield.

	Cost	Allocation Percent ⁹
Kenilworth	\$ 261,812	22%
Northfield	\$ 392,718	33%
Winnetka	\$ 535,525	45%
Total Startup Costs	\$ 1,190,056	100%

8.6 *Grants*

In May of 2011, the Department of Homeland Security announced 12 grant programs for a total of \$2.1 billion. Much of this funding is directed at security, to prevent and protect against terrorist attacks and major disasters and emergencies. From that money, the State of Illinois received approximately \$9.5 million through the Department of Justice for the Edward Byrne Memorial Justice Assistance Grant program for 2011. This grant can be used for communications, but the only information found was that a little over \$800,000 was used to purchase vehicles. Further inquiry may be necessary to determine what the remaining money is slated for. See

<http://www.illinois.gov/pressreleases/ShowPressRelease.cfm?SubjectID=1&RecNum=9316>.

In addition, the Department of Justice website (<http://www.justice.gov/10grants/>) refers to the Office of Justice Programs for grants, and their website at <http://www.ojp.usdoj.gov/funding/funding.htm> is also a good place to check for funding programs. Current grants are listed under Fiscal Year 2011 OJP Funding Opportunities. Another website to check is www.motorola.com (search for Grants). As of this time, the

⁹ See section 4.4

only funding found is the grant to the State of Illinois. Further information on the Homeland Security grants can be found in Appendix B: Grants.

The project manager and PSAP manager should be tasked with looking for any grant opportunities as they arise.

8.7 Estimated Capital Costs

Consolidated Dispatch Center			
KNW			
Startup Costs			

Facility	Cost	Total	Notes
Winnetka Facilities Improvements	\$ 203,000		
Low Voltage Wiring - (Cat5, patch panel, cables, installation)	\$ 1,800		
Electrical Work for Consoles	\$ 1,500		
Total Facilities	\$ 206,300	\$ 206,300	

Accounting and Setup	Cost	Total	Notes
Accounting Fees	\$ 2,500		Set up accounting for Payroll, etc.
Accounting and Setup	\$ 2,500	\$ 2,500	

911 System	Cost	Total	Notes
911 System - Upgrade of Positron System & Move	\$ 136,600		Three Positions
Total 911 System	\$ 136,600	\$ 136,600	

Equipment	Cost	Total	Notes
Miscellaneous Equipment	\$ 5,000		
Purchase Copier	\$ 4,500		
Purchase Recording System	\$ 67,000		
Total Equipment	\$ 76,500	\$ 76,500	

CAD/RMS/Mobile - New World	Cost	Total	Notes
CAD - Vehicle Rotation			
CAD - Pager Interface - (Optional)			
RMS Reporting and Scheduling			
Demographic Profile Reporting			
Field Investigation			
Orders of Protection			

Web Briefing - Includes BOLOs			
Mobile Client Field Investigation Field Reporting			
Demographic Profiling Questionnaire			
Software Discount			
Implementation Services			
Training			
Interface Installation			
Travel			
Total - CAD/RMS/Mobile - New World	\$ 124,000	\$ 124,000	

Radio System & Wireless	Cost	Total	Notes
Move Radio Consoles from Northfield to Winnetka	\$ 45,000		Range of \$30,000 to \$45,000
Radios	\$ 3,000		
Public Works Radio Setup for Kenilworth and Northfield	\$ 2,000		
Conference Bridge	\$ 1,000		
Radio Total	\$ 51,000	\$ 51,000	

Telephone Systems	Cost	Total	Notes
911 Trunk Line Setup	\$ 3,200		
Administrative Phone Programming	\$ 500		
Lobby Ring-Down Phones for Kenilworth & Northfield	\$ 1,800		
Telephone Systems Total Costs	\$ 5,500	\$ 5,500	

Miscellaneous Costs	Cost	Total	Notes
Video Monitoring (Gold Shield No Cost)	\$ 20,000	\$ 20,000	Placeholder until detail design
Printing and Forms	\$ 1,000	\$ 1,000	
Dispatcher and Manager Selection Testing and Placement	\$ 4,500	\$ 4,500	Initial hiring
Interim Manager	\$ 60,000	\$ 60,000	
Consulting Fees (Project Management)	\$ 72,000	\$ 72,000	
Miscellaneous Cost Total	\$ 157,500	\$ 157,500	

Item	Cost	Total	Notes
Subtotal		\$ 917,400	
Contingency 10%		\$ 91,740	
Total Estimated New Site Costs		\$ 1,009,140	

Kenilworth – Site Specific Costs			
Startup Costs			
Radio System & Wireless	Cost	Total	Notes
Remove Kenilworth's Radio Console	\$ 8,000		Range of \$6,000 to \$8,000
Microwave Link to Kenilworth	\$ 75,000		Two links for VoIP, video, CAD/RMS, radio, and other data
Desktop Control Stations 3	\$ 4,500		Includes desktop units and installation
Warning Siren – Kenilworth - New Radio Controlled	\$ 13,116		Option for just radio controller \$1780 plus installation
Siren Installation	\$ 800		
Estimated Kenilworth Site Specific Costs	\$ 101,416	\$ 101,416	Kenilworth cost

Northfield – Site Specific Costs			
Startup Costs			
Radio System & Wireless	Cost	Total	Notes
Desktop Control Stations 3	\$ 4,500		Includes desktop units and installation
Microwave Link to Northfield	\$ 75,000		Two links for VoIP, video, CAD/RMS, radio, and other data
Estimated Northfield Site Specific Costs	\$ 79,500	\$ 79,500	

Total Capital Costs			
Startup Costs			
Estimated New Site Costs	\$ 1,009,140		
Estimated Kenilworth Site Specific Cost	\$ 101,416		
Estimated Northfield Site Specific Site Specific Costs	\$ 79,500		
Total Estimated KNW Capital Costs	\$ 1,190,056		

Options	Cost	Total	Notes
Option 1			
4 th 911 Position	\$ 24,263	\$ 24,263	This is not final and best offer price.
Option 2			
Ring Microwave Network	\$ 326,000		See details in appendix A
Deduct for Microwave Included in Total Above	\$ (150,000)		
Ring Microwave Total	\$ 176,000	\$ 176,000	

In Kind Donations			
Options	Cost	Total	Notes
Purchase furniture from Winnetka	\$ 8,000		
Purchase furniture from Northfield	\$ 8,000		
Purchase radio console from Winnetka	\$ 30,000		
Purchase radio console from Northfield	\$ 30,000		

8.8 Estimated Annual Cost

The department estimated annual costs for the consolidation is indicated in the table below, with supporting data in the following table. It should be noted that these estimates do not include a reduction in telephone line charges and do not include any income from 911 revenues.

Consolidated Dispatch Center
KNW
Annual Operating Costs

Annual Costs	Cost	Total	Notes
Facility			
Rental at Winnetka	\$ 28,750		\$25/sq ft for 1150 sq ft for dispatch center and 1/2 of data room
Utilities - Electric & Water	\$ 14,400		\$1200 / month
Total Facility	\$ 43,150	\$ 43,150	

Accounting and Insurance	Cost	Total	Notes
Accounting	\$ 13,500		
Liability Insurance	\$ 46,000		
Total Accounting and Insurance	\$ 59,500	\$ 59,500	

Equipment Maintenance and Miscellaneous	Cost	Total	Notes
911 Help Desk 24/7	\$ 5,000		
911 Maintenance	\$ 8,000		
911 Trunk lines	\$ 9,600		
Voice Recorder	\$ 4,020		
Conference Bridge (NORCOM)	\$ 4,900		
Dispatch Center Phone Lines	\$ 8,000		
Ring Down Lines from Kenilworth and Northfield	\$ 1,440		
New World CAD Maintenance	\$ 12,256		
Member ships	\$ 500		
Professional Services/Maintenance	\$ 10,000		
Equipment Maintenance and misc. replacement	\$ 4,500		
LEADS	\$ 3,300		

Cellular Phone	\$ 1,020		Manager only
Uniforms	\$ 6,500		
Office Supplies	\$ 5,000		
Training	\$ 7,000		
Personnel Selection	\$ 3,000		
Office Furniture and Equipment	\$ 2,500		
Software - Misc.	\$ 2,500		
Sub Total Equipment and Miscellaneous Costs	\$ 99,036	\$ 99,036	

Item	Cost	Total	Notes
Subtotal Operating Costs		\$ 201,686	Total From Above
First year contingency 10%		\$ 20,169	
Total Equipment and Miscellaneous Costs		\$ 221,855	

Item	Cost	Total	Notes
Personnel			
Manager Salary and Benefits	\$ 121,539		
Dispatcher Salary and Benefits	\$ 863,369		
Total Salary and Benefits	\$ 984,908	\$ 984,908	

Item	Cost	Total	Notes
Backfill Labor Costs		\$ 262,500	

Total Estimated Operating Costs		\$ 1,469,262	
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Item	Cost	Total	Notes
Reserve and equipment Replacement Funds			
Capital Improvement /New Facility Reserve Fund	\$ 50,000		
Equipment Replacement Fund	\$ 30,000		
Total Reserve and equipment Replacement Funds	\$ 80,000	\$ 80,000	

9 CONSOLIDATION PLAN

A multitude of steps and actions must be taken for an actual consolidation to take place. The Villages have taken major steps already in discussions and documentation. There are still concerns about costs, and about whether the consolidation will provide to the public and law enforcement community the level of service needed (equal to or better than what is currently being provided). With a good governance plan, training, computer aided dispatch, mapping, shared data, good communications, clear roles and responsibilities, operational feedback, and good management and support staff, the consolidation will be successful. Nonsupport by staff members, including chiefs of police and upper management, can harm or prevent a successful consolidation.

The Villages completed the first step by compiling data and producing a report. The second step is confirmation of the first step and refinement. The next step is final planning and implementation. The following is a list of steps for implementation. (This list is not all inclusive.)

- Discuss consolidation within each village and the Village Board.
- Make a decision to participate.
- Make a public announcement and seek support for consolidation. The announcement can be published on the websites and local newspapers.
- Make a final decision on the governance plan for the consolidated dispatch center.
- Make a final decision on cost sharing between entities.
- Review budget needs.
- Work on contract between the four entities (Kenilworth, Northfield, Wilmette (for CAD), and Winnetka).
- Ensure that Winnetka firms up the bids for construction.
- Form a committee of dispatchers from each village to discuss dispatch policies and procedures. The findings are to be reviewed by police staff.
- Develop new standards for policy and procedures.
- Review and revise radio consoles decisions and install consolettes for radio communications in each police department.
- Establish the wide area network.
 - Look for additional partners or applications for WAN services.
 - Decide on which for initial implementation.
- Provide connections for CCTV for the three villages.
- Upgrade CAD/RMS and mobile data for the additional agencies.

- Decide upon radio design for paging and siren control.
- Ensure adequate facilities and working conditions, including lighting, bathrooms, break rooms, and HVAC.
- Provide dispatcher training, including training on new systems and geography.
- Organize dispatcher visits and tours of unknown areas or provide a ride-along program.
- Provide field personnel training on mobile data and RMS features.
- Coordinate with Wilmette as a backup facility.
- Make decisions on personnel issues (addition or reduction of employees).
- Publish and release an RFP for upgrading the 911 system.
- Install new equipment and conduct testing and acceptance.
- Manage the implementation.

10 APPENDICES

10.1 Appendix A: Microwave Ring Network Costs

Microwave Ring Network	Quantity	Cost	Total
Winnetka to Wilmette	1	\$ 45,000.00	\$ 45,000.00
Wilmette to Kenilworth Water Tower	1	\$ 45,000.00	\$ 45,000.00
Kenilworth Water Tower to Kenilworth PD	1	\$ 30,000.00	\$ 30,000.00
Kenilworth Water Tower to Cook County Radio Tower	1	\$ 45,000.00	\$ 45,000.00
Cook County Tower to Northfield PD	1	\$ 30,000.00	\$ 30,000.00
Cook County Water Tower to Glencoe	1	\$ 45,000.00	\$ 45,000.00
Glencoe to Winnetka	1	\$ 30,000.00	\$ 30,000.00
Spanning Tree Router	5	\$ 5,600.00	\$ 28,000.00
Intraplex Mux	8	\$ 1,000.00	\$ 8,000.00
Grounding Improvements	4	\$ 5,000.00	\$ 20,000.00
Total Cost			\$ 326,000.00

Note: The above prices are subject to change during detail design.

10.2 Appendix B: Options for Cost Allocation of Consolidated Centers

Initial cost allocation percentages have been agreed upon by the villages. The following are some additional methodologies for cost allocations. These may need to be considered if an additional partner is identified. It is important that any allocation method work for all partners. A situation where one partner's costs are reduced while another's increase will not work.

Method A: Call Volume and Population or Sworn Officers Formula

Participating entities currently employing cost sharing arrangements with others have adopted varying approaches to cost allocation. We typically recommend a blended approach that balances a partner's ability to pay, as represented by percent of population within a consolidated entity, with a service delivery variable such as calls for service or number of sworn officers. The primary advantages of this cost allocation approach are that it is relatively simple to calculate and communicate, and that it balances service utilization with potential service demands and general ability to pay.

For estimating potential fiscal impacts of the options, a good allocation formula that is weighted equally should be used: 50% based on population and 50% on calls for service or number of sworn personnel. Other service utilization measures could easily be used, however, such as total number of calls for service (irrespective of call duration).

We recommend this approach because it represents a balance between ease of calculation and methodological rigor. Since there are an unbalanced number of calls for service vs. population, there may be substantial differences in the department's methods of documentation of calls for service. We recommend a balanced approach that includes the population and number of sworn officers.

Method B: Equal Share and Population Formula

One often used and simple formula is to distribute costs based on a fixed equal share, plus a proportionate share based on population. There are certain fixed costs associated with operating a dispatch center that are required regardless of the size, call volume, and location of a center. For example, a base radio and one tele-communicator are required regardless of the number of calls dispatched. On average, these fixed costs equate to approximately 20% of operating costs. The balance of the costs is then distributed on a per capita basis. The theory that supports this formula is that the primary responsibility of police, fire, and EMS departments is to protect people, and people generate calls. Therefore, on average, the larger the municipality's population, the more calls it is likely to generate. The equal portion (20% of operations) and the per capita portion (% of population to the total county) are combined to determine the total cost to the municipality.

Method C: Equal Share, Population, and Equalized Value Formula

A third option used by many consolidated dispatch centers includes equalized value in the formula. Typically, the costs are distributed based on the formula used in the example below:

$$20\% \text{ equal share} + \text{proportion of population} \times 80\% \text{ of costs divided by } 2 + \text{proportion of equalized value} \times 80\% \text{ of costs divided by } 2 = \text{cost share}$$

In this case, each entity would be charged a 20% equal share. The balance would be divided equally between each village's proportionate share of population and equalized value.

Method D: Equal Share, Population, Equalized Value, and Call Volume Formula

A fourth option is to include call volume in the formula together with equal share, population, and equalized value. The primary advantage of this approach is that it brings in a number of cost drivers for the operation. It is more difficult to use this formula at the outset of a new system, because few PSAPs record calls in the same fashion. However, once a consolidated center is operating and a uniform system of determining call volumes is established, this method represents the closest system to an actual "user charge" system, and along with a 20% equal share may be the most equitable way of distributing costs.

An example formula for this approach is as follows:

$$20\% \text{ equal share} + \text{proportion of population} \times 80\% \text{ of costs divided by } 3 + \text{proportion of equalized value} \times 80\% \text{ of costs divided by } 3 + \text{proportion share of calls (with fire EMS calls doubled)} \times 80\% \text{ of costs divided by } 3 = \text{cost share}$$

There are a number of other funding formulas that weigh various factors and take into consideration such things as high concentrations of retail or industrial properties that may have an impact on police and fire call volumes. These factors should be taken into consideration at the time a methodology is developed.

10.3 Appendix C: Table of Duties and Tasks

The following table lists duties and tasks currently performed by dispatchers. Each item that has a “YES” is recommended to be performed within the consolidated dispatch center. Items with a “NO” should stay at the individual centers.

Task	Tasks Moving to the Consolidated Dispatch
<i>Communications Duties</i>	
911 Answering	YES
Fire Dispatch	YES
EMD	YES
Answer PW or VH Phones after Hours	YES
Radio Contact with PW or Other Utilities	YES
Operate Voice Logger	YES
<i>Interoperability Systems</i>	
Activate Weather Sirens	YES
Answer EMnet Alerts	YES
Monitor StarCom21 Radio	YES
<i>Wide Area Database</i>	
UCR Reports	YES
Crash Report Coding and Processing	YES
<i>Local Databases</i>	
CAD Entries	YES
CAD File Maintenance	YES
Process Vacation / House Watch Requests	YES
Maintain Forms Inventories for Communications Center Only	YES - Supervisor
Maintain Forms Inventories (Local Forms)	NO
Maintain Lost Pets Log	YES
Maintain Streetlight Log	YES
Maintain Property Inventory	NO
Maintain Communications Center Property Inventory	YES - Supervisor
Maintain Business Contact Files	YES
Maintain Repossession Logs	YES
Maintain Personnel Records (Payroll)	NO
Maintain Personnel Records (Payroll) for Communications Center	YES
Senior Citizen Program	YES
Handicapped File	YES
Monthly Reports	NO
Monthly Reports – Dispatch Related	YES - Supervisor

Task	Tasks Moving to the Consolidated Dispatch
Daily Log Entries	YES
Premises File	YES
LEADS	
LEADS Inquiries	YES
LEADS Entries	YES
LEADS Validations	YES
LEADS Audits	YES
I-CLEAR Admin	YES
Administrative Phones	
Administrative Telephone Line Answering	Overflow and evenings and weekends
Approximate # of Daily Administrative TX Calls	*
Screen TX Calls for Officers	NO
Screen TX Calls for Supervisors	NO
Screen TX Calls for Staff	NO
Alarms	
Monitor Alarm Panel	YES
Maintain Alarm Panel Info	YES
Process/Issue Alarm Permits	NO
Monitor Alarm Board (Police)	YES
Monitor Alarm Board (Fire)	YES
Maintain Alarm Board DB of Key Holders	YES
Invoice False Alarms	NO
Records Duties	
Handle Records Duties	NO
Process Expungements	NO
Prepare Transfer Sheets	NO
Enter Police Reports Data	NO
Enter Traffic Citations & Warnings Data	NO
Maintain Traffic Stop Data	NO
Enter Parking Tickets	NO
Create/Maintain CAD Global Jackets	NO
Service FOIA Requests	NO
Answer Subpoenas - Dispatch Related	YES - Supervisor
Answer Subpoenas	NO
Maintain Warrant Files	NO
Order Office Supplies	NO

Task	Tasks Moving to the Consolidated Dispatch
Press Releases	NO
Payables Database	NO
Court Courier	NO
<i>Permits, Etc.</i>	
Sell Parking Permits	NO
Process Solicitor Permits	NO
Sell or Process Permits (Other)	NO
Register Bicycles License/Database	NO
Register Solicitors	NO
Handle FOIA Requests	NO
Issue Village Permits (Non-Parking)	NO
Maintain Village License File	NO
Handicapped Permits	NO
<i>Parking</i>	
Receive Parking Permissions (Daytime)	NO
Receive Parking Permissions (Overnight)	NO
Receive Parking Permissions Night Time and Overflow of Daytime Calls	YES
Provide Court Dates or Appeals for Parking Tickets	NO
Prepare Tickets for Collection	NO
Parking Ticket Complaints	NO
Process Compliance Tickets	NO
<i>Camera Monitoring</i>	
Monitor Police Station Cameras	YES
Monitor Prisoner Video Cameras	YES
Monitor Prisoner Audio Surveillance	YES
Access to Security Cameras for Banks	YES
Access to Security Cameras for Schools	YES
Access to Security Cameras for VH / Public Facility	YES
Access to Security Cameras for Other Public Area	YES
Access to CC "Gold Shield" Cameras	YES
<i>Prisoners & Arrests</i>	
Search or Process Prisoners (or Matron Duty)	NO
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.	YES
LiveScan Processing	NO
Make Physical Prisoner Checks	YES

Task	Tasks Moving to the Consolidated Dispatch
Take & Prepare Traffic Bonds	NO
Fingerprint Prisoners	NO
Prepare Arrest Reports for SA	NO
<i>Public Duties</i>	
Public Walk-in Counter Contact (Face to Face)	NO
Fingerprint Services	NO
Maintain/Store Village Keys	NO
Maintain/Store Private Property Keys	NO
Fingerprint School Employees	NO
Child Safety Seat Technician	NO

10.4 Appendix D: Job Descriptions

Job Description for Public Safety Dispatcher

The following is a recommended job description for the public safety dispatchers.

Job Description Public Safety Dispatcher

Qualifications

1. Must be a US citizen.
2. Must be at least 21 years of age with a high school diploma or GED. Additional education beyond high school is preferred.
3. Must have a residence telephone (land line or cellular).
4. Must possess and maintain a valid driver's license.
5. Must be able to read, clearly speak, and legibly write the English language and demonstrate spelling and grammar skills as required to effectively compose descriptive and summary information.
6. Proficiency in other languages is desirable.
7. Must be able to type/keyboard 35 words per minute.

Requirements

1. Must pass hiring examination as established by the Communications Center.
2. Must pass a hearing test as established by the Communications Center.
3. Must pass a psychological examination and a background investigation, including fingerprint clearance.
4. Must have vision correctable to 20/20 and color vision to identify red, green, and yellow.
5. Must be free of any illicit drug usage.
6. Must successfully complete new employee training and probationary period within 18 months of date of hire.
7. Must obtain and maintain all required state certificates and licenses by the end of the probationary period, including but not limited to LEADS school certification, Basic Telecommunicator, and CPR and First Aid certification.
8. Must be able to work a flexible rotating schedule (day shift, evening shift, night shift) or overtime as necessary.
9. Must have the ability to remain calm in emergency situations and relay that composure to callers and field personnel.
10. Must have excellent listening skills and the ability to communicate clearly and elicit needed information from emotionally stressed and otherwise challenging callers.
11. Must have the ability to learn dispatching skills and become thoroughly knowledgeable on the geographic area and boundaries served by police, fire, and EMS agencies.

12. Must have a professional demeanor and sensitivity to maintain effective working relations with other employees and interact tactfully with the public to resolve situations that may involve high levels of stress or emotions, often in emergency circumstances.
13. Must achieve acceptable performance ratings when evaluated on appropriate use of sound community relations and interpersonal skills, ability to make sound decisions with minimal direction and under stressful conditions, prompt and effective written communication, completion and submittal of reports, and general observations of essential responsibilities, duties, and other performance standards.
14. Must have the ability to perform under periods of very high stress.
15. Must have the ability to process, assess, and react to large amounts of information quickly and to concentrate during periods of high stress.
16. Must have the ability to analyze situations objectively and impartially, and react quickly and calmly in emergency situations.
17. Must have the ability to effectively deal with a variety of unpleasant circumstances and unusual human conduct associated with and/or arising from emergency situations, including but not limited to mental and/or physical stress, panic, etc.
18. Must have the ability to learn to enter and retrieve data from computer aided dispatch software and effectively use other computer systems and software applications.
19. Must have the ability to learn and understand police terminology, rules, regulations, policies, procedures, and operations and apply the same.
20. Must have the ability to learn, interpret, and apply appropriate laws, ordinances, and Communications Center policies in order to provide the public and coworkers with information or assistance.
21. Must have excellent verbal communication, analytical, interpersonal, problem-solving, multi-tasking, and decision-making skills.
22. Must have the ability to work independently or as a team member and make sound decisions with minimal direction and under stressful circumstances.

General Summary/Description

A Communications Dispatcher is a non-sworn position under the direction of the Communications Manager. The Dispatcher is responsible for operating the police computer systems and the radio systems for police, fire, EMS, and public works; handling incoming telephone emergency and non-emergency calls; accepting complaints from citizens both in person and over the phone; and monitoring the security and safety of prisoners. The Dispatcher is also required to complete various other tasks as assigned by the Communications Manager.

The Dispatcher dispatches all requests for emergency and non-emergency services. Personnel in this position collect appropriate information and relay the information and instructions to the appropriate responding police unit or fire department Regional Emergency Dispatch (RED) Center. The Dispatcher assists in collecting, compiling, processing, and maintaining accurate computer aided dispatch (CAD) records and provides other police services as needed.

Essential Responsibilities and Duties

Essential responsibilities and duties generally include, but are not limited to, the following:

1. Operate public safety communications equipment, providing public safety communications to the general public and emergency responders (fire departments, law enforcement agencies, RED Center and emergency medical service providers) through radio, telephone, and interpersonal actions.
2. Understand and communicate on the police, fire, and public works radio systems.
3. Promptly answer telephones and receive requests for police service; determine appropriate police response and dispatch personnel.
4. Obtain all the appropriate information and set priorities while receiving and dispatching requests for emergency and non-emergency police, fire, and ambulance service.
5. Adhere to the regulations of the FCC, NORCOM, and other department procedures when making radio transmissions.
6. Treat all persons within the scope of his/her authority in a civil manner, taking such action to ensure the protection of their civil rights.
7. Provide necessary and relevant information and directions to responding police and fire units (via RED Center), coordinate efforts between units, and document all information provided to the units.
8. Operate the various computer systems within the Communications Center. Must enter and retrieve data from LEADS (Law Enforcement Agencies Data System), NCIC (National Crime Information Center), PIMS NET (Police Information Management System Network), and other law enforcement databases, and the Villages' burglar and fire alarm systems. Run computer inquiries, and enter stolen property and missing and wanted person(s) as necessary in compliance with procedures and relevant LEADS and NCIC guidelines.
9. Monitor on-duty activities of police officers for purposes of assigning calls and for officer and community safety. Remain aware of the status and assignments of each on-duty officer, to enable efficient assignment of calls and help to assure the safety of personnel.
10. Maintain holding cell logs, monitor the prisoner holding facility, and provide necessary reports to superior officer(s) regarding prisoner security.
11. Maintain the following logs: Daily Bulletin, Patrol and Parking Bulletin, Animal Log, Towed Autos Log, Adult Lock-up Log, Senior Citizen Call-in Log, and such others as required by procedure.
12. Conduct prisoner well-being inspections in the holding facility without physical interaction with prisoners or arrestees every half-hour, and order prisoner food at the appropriate times, documenting these tasks as required by procedure.
13. Provide information, directions, and other services that are not related to the primary mission of the police and fire departments to members of the public as necessary.
14. Process and respond to non-emergency telephone calls and take accurate messages for police personnel when required.
15. Protect the confidentiality of all files, records, and other written documents stored or maintained in the Communications Center.

16. Attend and complete various training programs required by policy or government regulations, such as LEADS and PIMS NET.
17. Perform all other duties assigned by the Communications Manager.
18. Work different shifts, 24 hours a day, 7 days a week, 52 weeks a year, including rotating shifts.
19. Sit and remain alert for prolonged periods of time.
20. Understand and respond quickly and accurately to written and oral directions, instructions, inquiries, and requests.
21. Maintain confidentiality in the performance of duties.
22. Work independently and effectively within the confines of standard operating procedure.
23. Act quickly, calmly, and decisively in emergencies under stress.
24. Update house watch lists.

Disclaimer

The above statements are intended to describe the general nature and level of work being performed by people assigned to this job. They are not intended to be an exhaustive list of all responsibilities, duties, and skills required of dispatch personnel.

Job Description for PSAP Manager

The following is a recommended job description for the PSAP Manager

Job Description PSAP Manager

Qualifications

1. Must be a US citizen.
2. Must have a Bachelor Degree in Public Administration Communications or closely related field.
3. Must have five years of public safety communications (911 dispatch center) experience.
4. Must have three years of managerial/supervisor experience in managing a public safety communications center.
5. Must have Supervision and Management training.
6. Must have Emergency Management training to include FEMA: ICS-300 Expanding Incidents for Operational First Responders, IS-00001 Emergency Program Manager, IS-00100.a and ICS100 Introduction to the Incident Command System, and IS-00700.a National Incident Management System (NIMS) Introduction.
7. Preference to Emergency Number Professional certifications (ENP).
8. Must have basic knowledge of accounting practices and principles.
9. Must have working knowledge of CAD systems.
10. Must have working knowledge of 911 systems.
11. Must have working knowledge of radio systems.
12. Must have basic knowledge of 911 records retention.
13. Must have TAC (Terminal Agency Coordinator) Certification to allow the entering and retrieval of data from state of Illinois NCIC.
14. Must have experience drafting policies and procedures.
15. Must have knowledge of applicable laws, rules, regulations, and standard operating procedures related to public safety communications centers.
16. Must have a residence telephone (land line or cellular).
17. Must possess and maintain a valid driver's license from the state of residence.
18. Must be able to read, clearly speak, and legibly write the English language and demonstrate spelling and grammar skills as required to effectively compose descriptive and summary information.
19. Proficiency in other languages is desirable.
20. Must be able to type/keyboard 35 words per minute.
21. Must have basic knowledge of Microsoft Word, Microsoft Excel, and Microsoft PowerPoint and the ability to prepare Word documents, Excel spreadsheets, and Power Point presentations.

Responsibilities

1. Attend monthly meetings with the Board for the Consolidated Dispatch Center.
2. Responsible for maintaining all financial data, including annual budget, purchases, maintenance fees, monthly fees, payroll etc.

3. Develop and maintain a capital plan for equipment replacement.
4. Responsible for ensuring communications equipment including radios, computer consoles, 911 equipment, and telephones are maintained and working properly.
5. Responsible for overall operations of the communications center, ensuring that it operates in an efficient manner and that all calls for service are handled in a prompt professional manner according to policies and procedures.
6. Plans, assigns, supervises, monitors, and evaluates the work of Public Safety Dispatch personnel.
7. Prepares shift schedule, ensuring at least minimum staffing requirement is maintained at all times.
8. Develops and maintains policy and procedures for the communications center.
9. Ensures that operational procedures are followed to minimize liability.
10. Ensures that data entry into LEADS and NCIC is properly entered and maintained.
11. Must be Terminal Access Coordinator certified.
12. Maintains 911 call statistics and provides to Board with monthly reports.
13. Performs the duties of a Public Safety Dispatcher when necessary.
14. Assists with on-the-job training of new employees in each work assignment.
15. Attends regular staff/management meetings, collaborating with other management staff to identify problems and develop long- and short-term improvement strategies.
16. Coaches, counsels, and mentors employees, providing ongoing constructive feedback.
17. Reviews and addresses non-compliance of policies and procedures with employees.
18. Prepares reports, statistical analysis, and correspondence as required by the Board and requested by Police Chiefs.
19. Provides duplication from the Center's 24-hour recording system, while adhering to all state and federal laws governing dissemination of information.
20. Must address and resolve public and law enforcement complaints.
21. Must report to work during inclement weather, and during emergency situations (e.g., disasters, severe storms, below minimum staffing until situation is corrected or minimum manning is maintainable).
22. Coordinates activities of emergency police services with the Red Center and other agencies during disaster situations.
23. Develops and maintains ongoing training for dispatch personnel and in-service plan for dispatchers.
24. Evaluates dispatcher performance during the normal course of duties and performs an annual performance report on each dispatcher.
25. Disseminates information to the news media in accordance with 911 regulations and Freedom of Information Act.
26. Provides testimony in criminal court proceedings.
27. Maintains security of the dispatch facility.

Requirements

1. Must pass hiring examination as established by the Communications Center.
2. Must pass a hearing test as established by the Communications Center.
3. Must pass a psychological examination and a background investigation, including fingerprint clearance.
4. Must have vision correctable to 20/20 and color vision to identify red, green, and yellow.

5. Must be free of any illicit drug usage.
6. Must successfully complete a probationary period within 18 months of date of hire.
7. Must obtain and maintain all required state certificates and licenses by the end of the probationary period, including but not limited to LEADS school certification, Basic Telecommunicator and Emergency Medical Dispatch, and CPR and First Aid certification.
8. Must have the ability to learn dispatching skills and become thoroughly knowledgeable on the geographic area and boundaries served by police, fire, and EMS agencies.
9. Must have a professional demeanor and sensitivity to maintain effective working relations with other employees and interact tactfully with the public to resolve situations that may involve high levels of stress or emotions, often in emergency circumstances.
10. Must understand the essential responsibilities and duties of dispatch personnel and perform them as necessary.

10.5 Appendix E: Computer Aided Dispatch (CAD) Background Information

Computer Aided Dispatch (CAD) refers to software residing on a computer to aid and assist a dispatcher in performing his/her duties. It allows emergency operations and communications to be assisted, augmented, or partially controlled by an automated software system. The most important part of a dispatch system is the dispatcher or communications specialist and the tools available to him/her. Dispatchers in a modern communications center are trained specialists with the ability to do multiple tasks in a quick, accurate, and complete manner.

In years past, dispatchers were untrained, recorded little information, and provided few details to a responding person. As time went by, dispatchers were required to document more information, provide more details, and handle all types of callers with all of their problems. Hand-written records were difficult to fill out, difficult to maintain, and sometimes impossible to find when they were needed later. Some, when found, were illegible. Today, computers assist the dispatchers in recording events, providing information, maintaining an audit trail, and allowing the dispatchers to access large amounts of information relating to locations, people, events, resources, and table-driven codes and recommendations.

A computer aided dispatch system must provide state-of-the-art functions within a communications center. The system must be functionally friendly, with the ability to multitask many different processes in a quick action environment. The process of gathering, verifying, coding, saving, and retrieving information is not simple. This process must be done quickly and correctly. CAD software is complicated, sophisticated, highly reliable, and necessary in a modern communications center. The CAD system must control emergency vehicle dispatching, vehicle status, incident reporting, and management of information, along with many other tasks.

There are two types of CAD systems – call taker and dispatch. In a call taker system, a call taker receives and places information into the computer. The information is transferred electronically to a dispatcher. The dispatcher then dispatches the call based upon the information. With a call taker system, the call taker and dispatcher can work in separate rooms or areas. Some call taker dispatch systems separate police and fire dispatchers. With modern CAD systems, both methods are available, and CAD can be accessed on any networked computer with the proper authority. In cases of major incidents or disasters, other personnel can enter information into the CAD system from other areas and the dispatchers can then process the call.

A public safety agency receives information in many ways. Information may be received by mail, telephone (911) (TDD), direct contact at the agency, officer contact, radio, e-mail, or computer network. The next generation 911 will give access via other mobile devices. A computer aided dispatch system increases dispatcher efficiency and accuracy by providing more timely and accurate communications and information. Information is entered into the computer while being received in a systematic and logical format. The information a dispatcher receives will determine if a response is necessary and the type of response. The response may be police, fire, or emergency medical services, or a combination of these. Correct geographic and supplemental information about a location is critical.

The CAD system provides dispatchers with geographic information and history, recommends the best response, shows unit status, transmits the data to mobile units or faxes, and tracks all the information and places it into a record for later retrieval or review. The record should be an accurate, chronological, and easily read record of every incident and unit activity.

A CAD system improves the means of handling calls from the public; provides greater accuracy, speed, and efficiency; minimizes data handling; provides accurate, up to date information; increases officer productivity; and most importantly, provides important information to officers for their safety.

A sophisticated computer aided dispatch system, as you may well imagine, does not take care of itself, and a new CAD system does not prepare itself at startup time. It takes an enormous effort to place a new CAD system in running order. Installing a new CAD system requires a total commitment from the agency to dedicate time from supervisors, dispatchers, trainers, IT personnel, and the vendors.

Once installed, a CAD system requires constant updates in data fields, to ensure that information remains accurate as locations change and new roads, homes, and buildings are constructed. A key item for a successful installation and smooth running is training. Training is required of all the users, administrators, staff, and IT personnel involved. Training needs to be a high priority, not minimized.

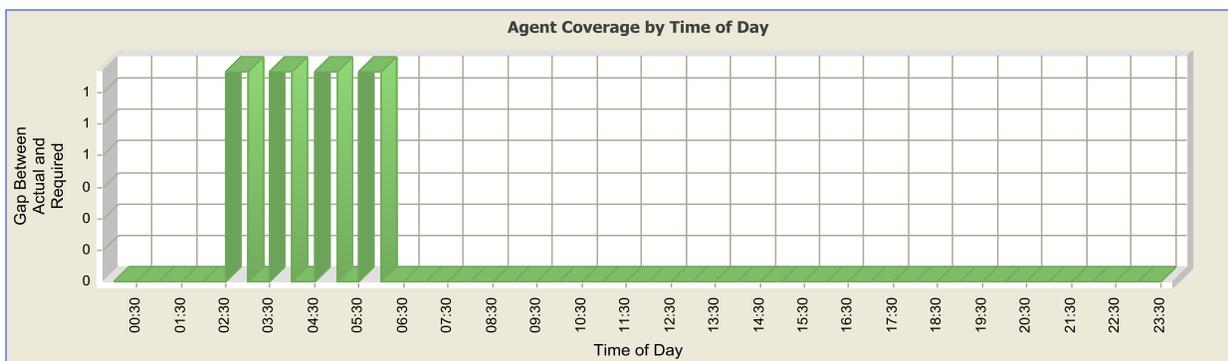
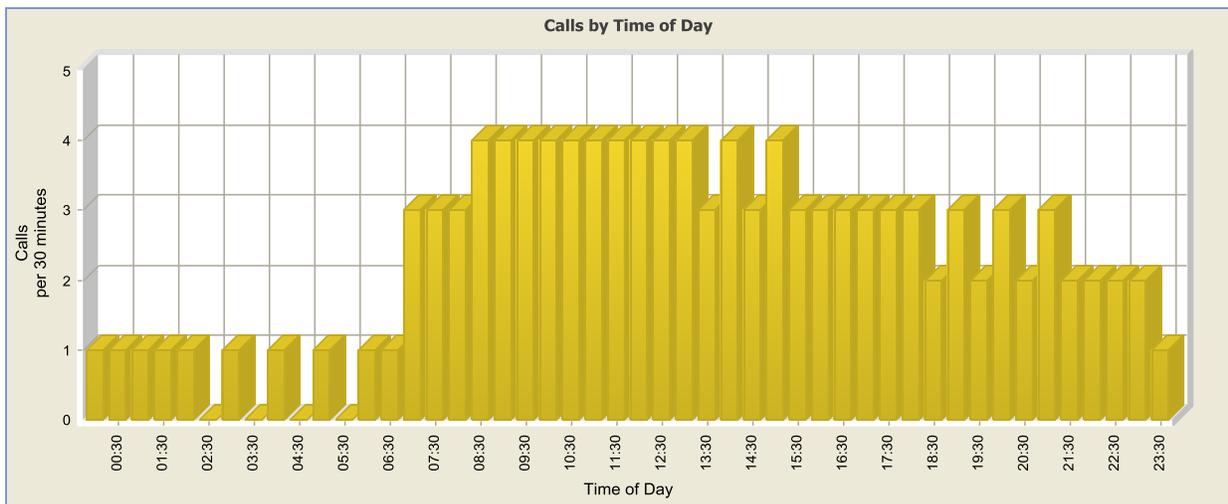
Most agencies with a CAD system also have a redundant CAD server working in tandem in the event that one fails. This server should be located at a backup site or another PSAP that is utilizing the same software.

10.6 Appendix F

The following table includes 911 calls plus 100% of administration calls.

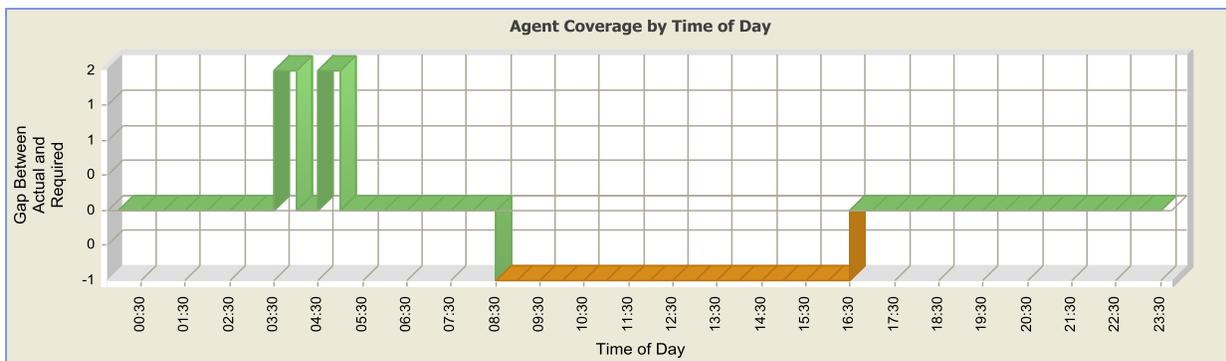
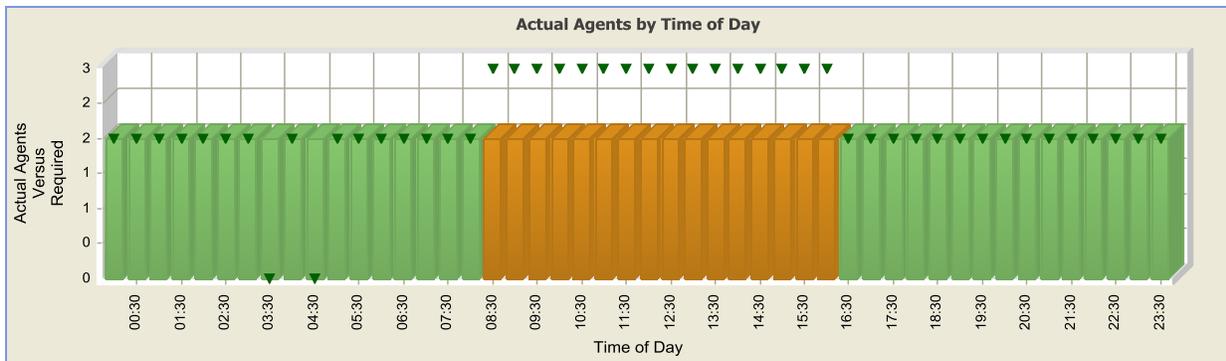
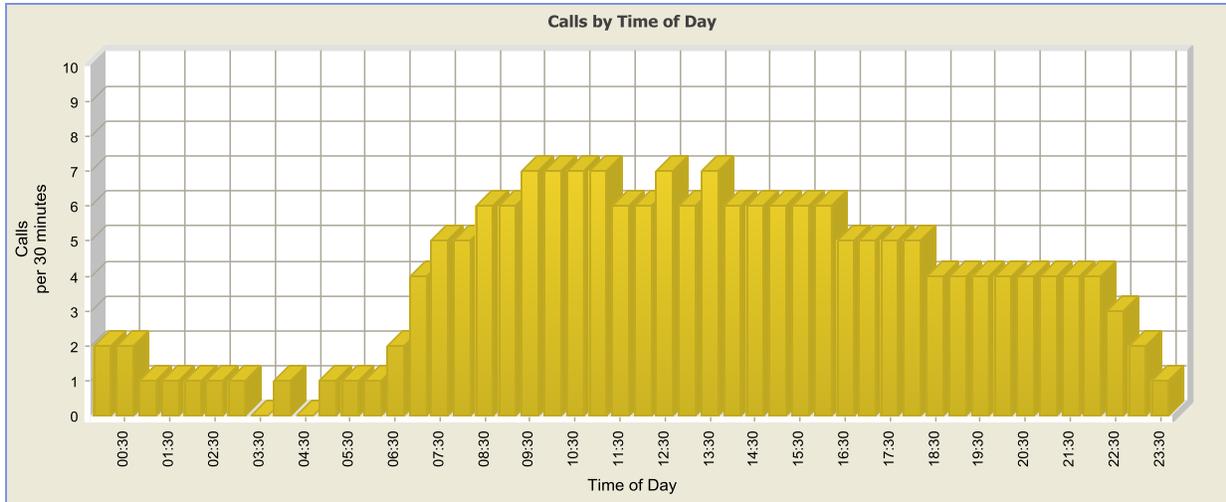
Sunday

Answered within 20 Seconds	100%
Average Delay before Answer	2 Seconds
Average Talk Ratio	8%
Rostering Efficiency	91%



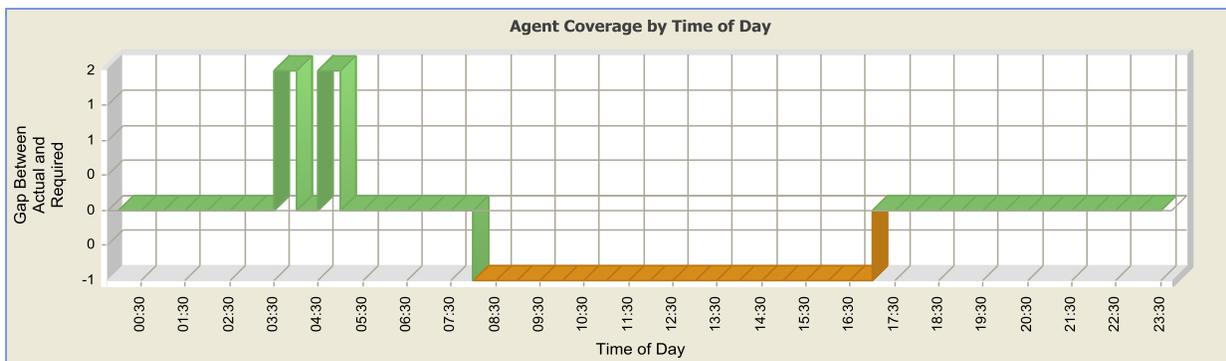
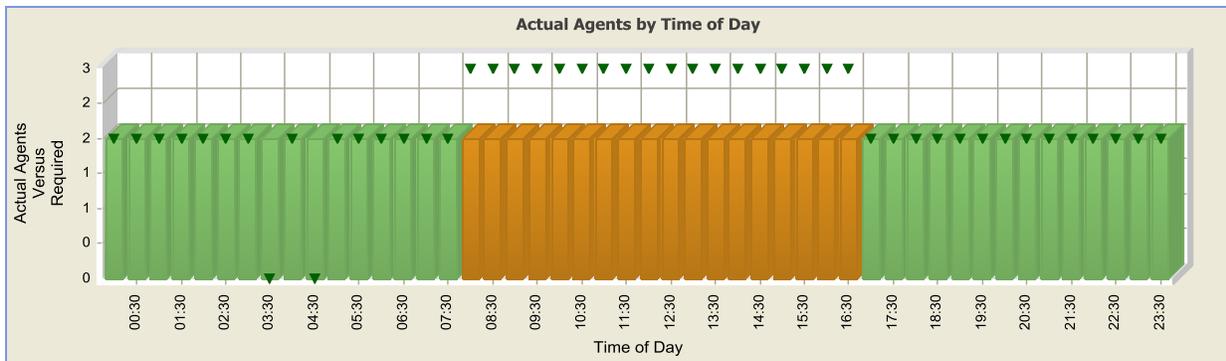
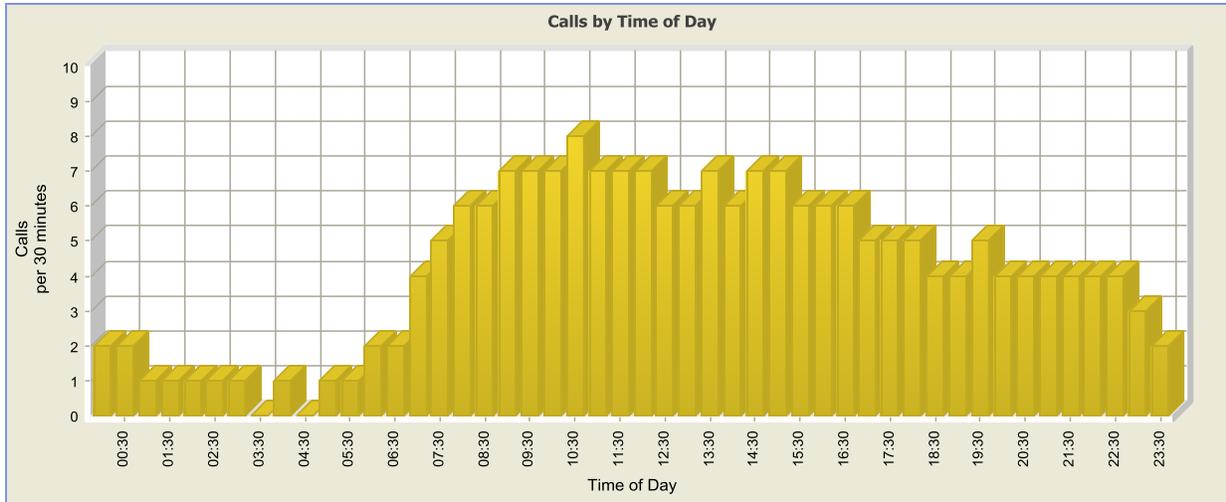
Monday

Answered within 20 Seconds	96.8%
Average Delay before Answer	5 Seconds
Average Talk Ratio	14%
Rostering Efficiency	81%



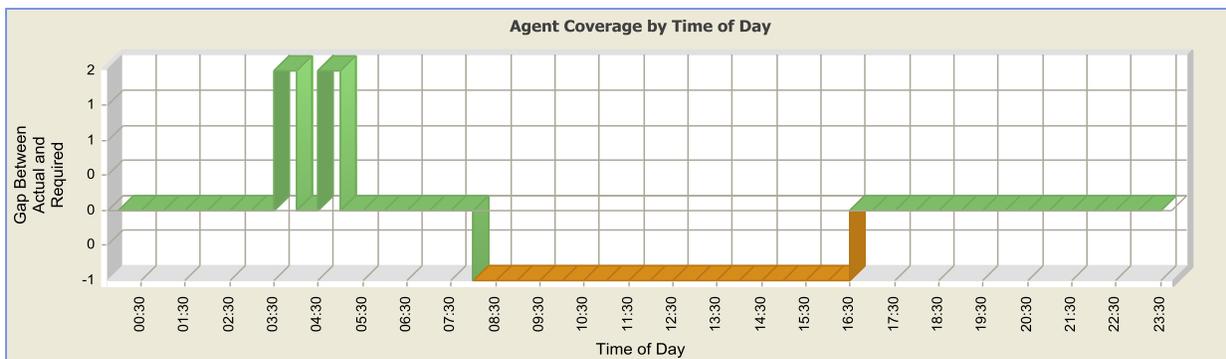
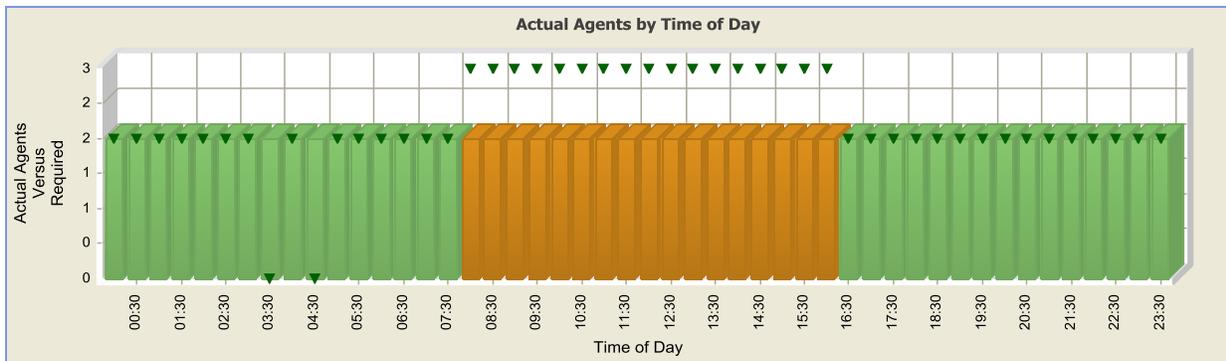
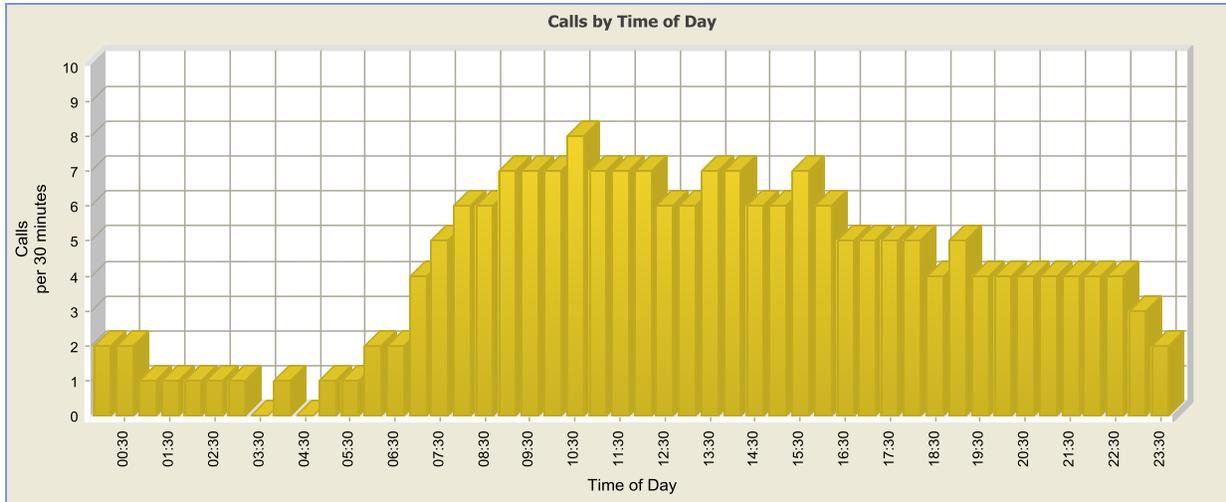
Tuesday

Answered within 20 Seconds	95%
Average Delay before Answer	5 Seconds
Average Talk Ratio	14%
Rostering Efficiency	80%



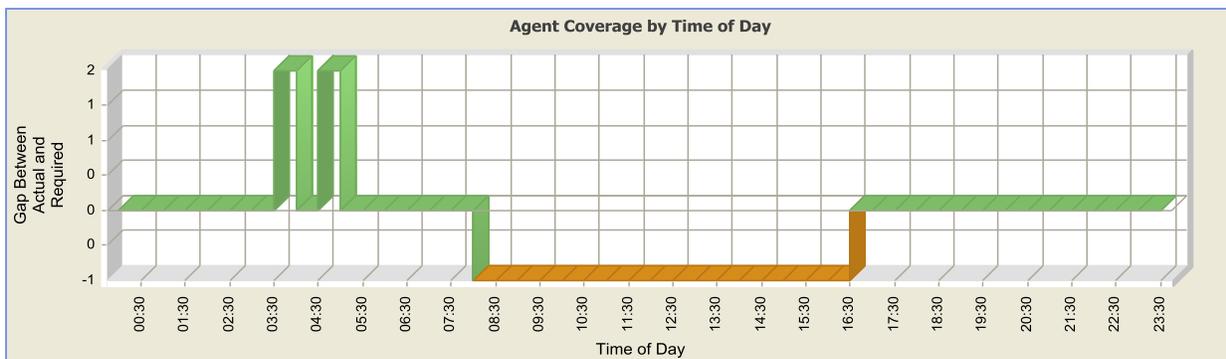
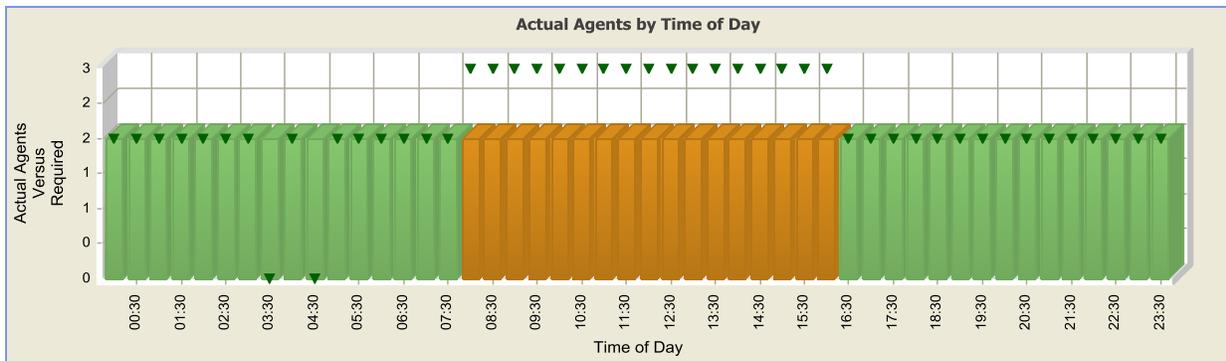
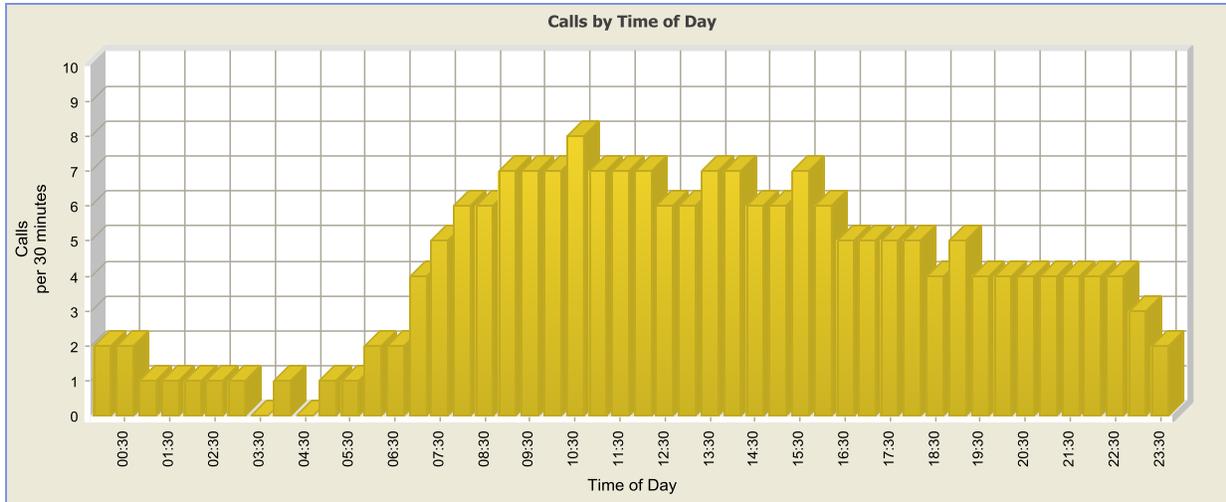
Wednesday

Answered within 20 Seconds	95%
Average Delay before Answer	5 Seconds
Average Talk Ratio	14%
Rostering Efficiency	81%



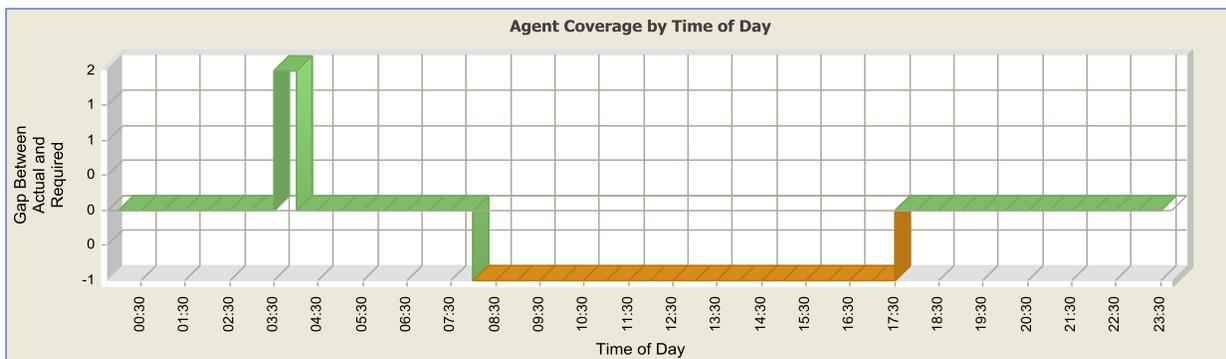
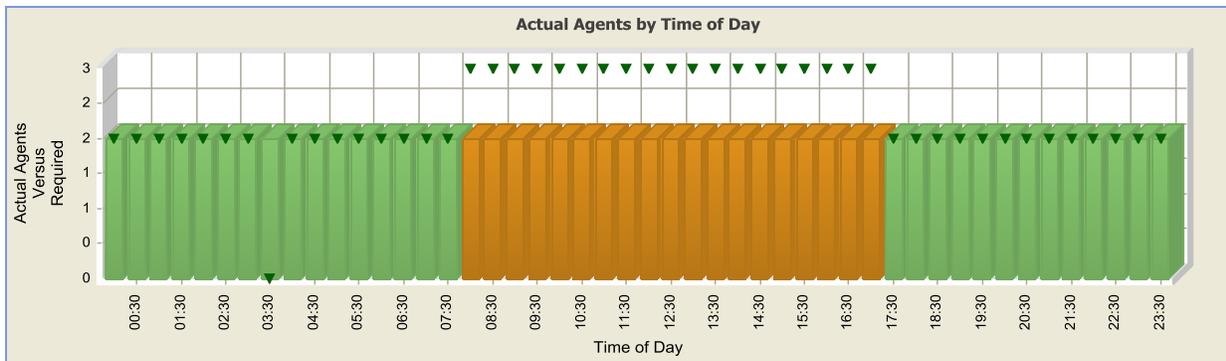
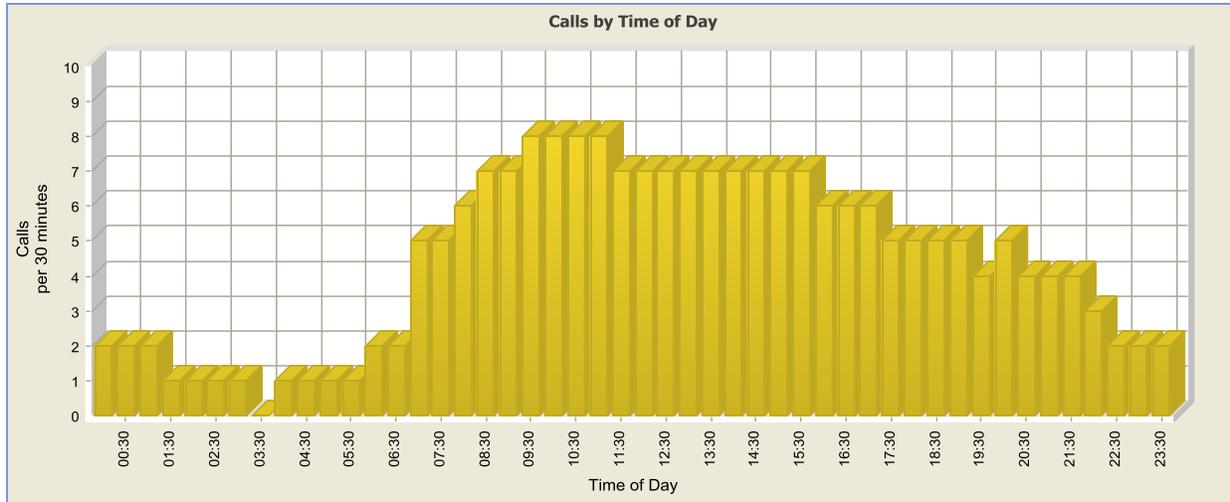
Thursday

Answered within 20 Seconds	95%
Average Delay before Answer	5 Seconds
Average Talk Ratio	14%
Rostering Efficiency	81%



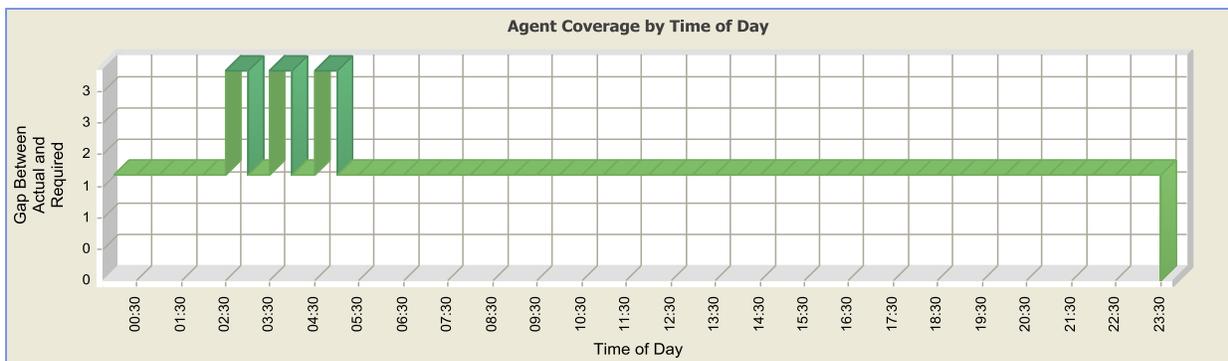
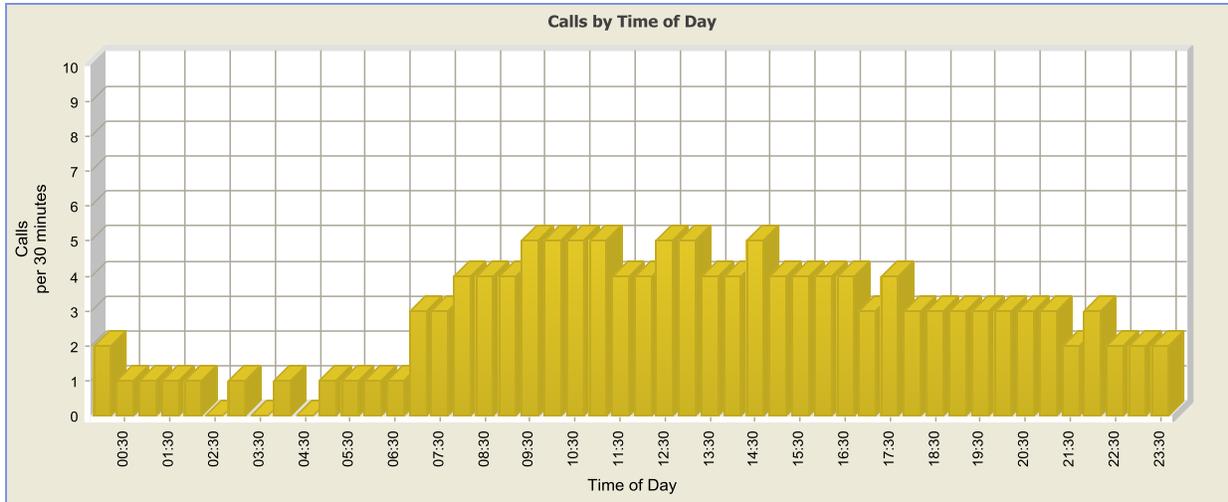
Friday

Answered within 20 Seconds	92.9%
Average Delay before Answer	1 Second
Average Talk Ratio	15%
Rostering Efficiency	81%



Saturday

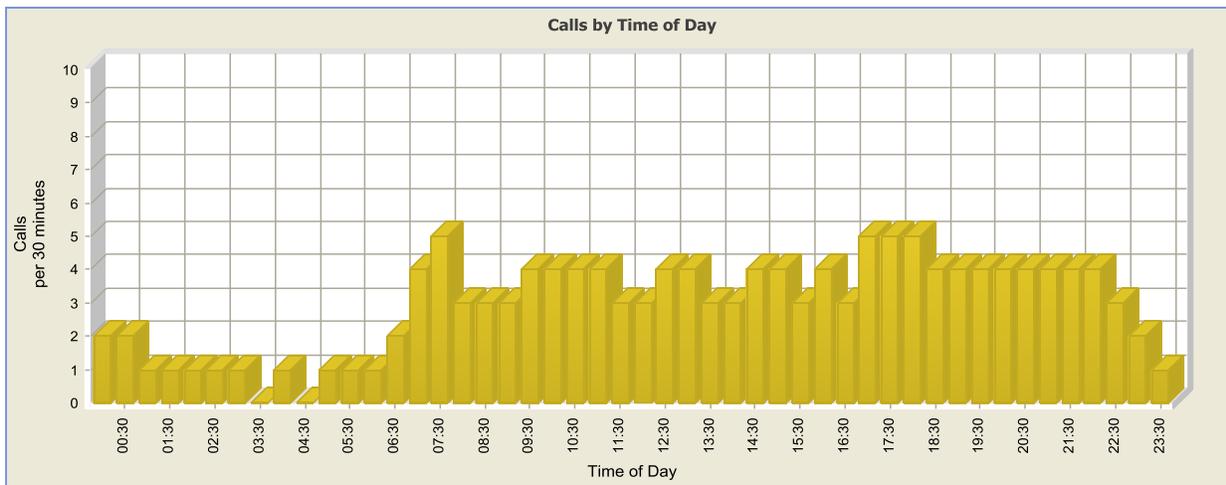
Answered within 20 Seconds	100%
Average Delay before Answer	0 Seconds
Average Talk Ratio	5%
Rostering Efficiency	0%

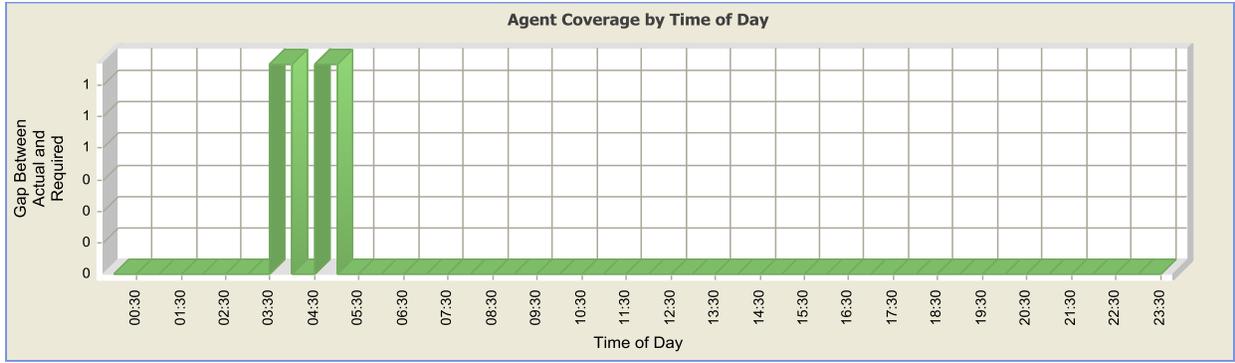


The following set of tables and charts indicates all of the 911 calls and 50% of the administrative calls being answered by the consolidated dispatch center. Here you will find greater rostering efficiencies, less time delays, and a higher percentage of calls being answered within the 20 second time period. Please note that Saturday and Sunday are not included as the calls would not change from the previous charts.

Monday

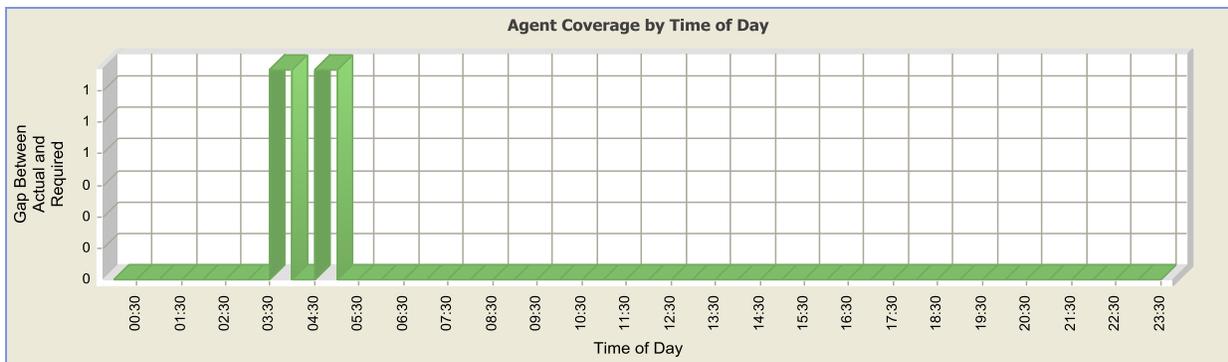
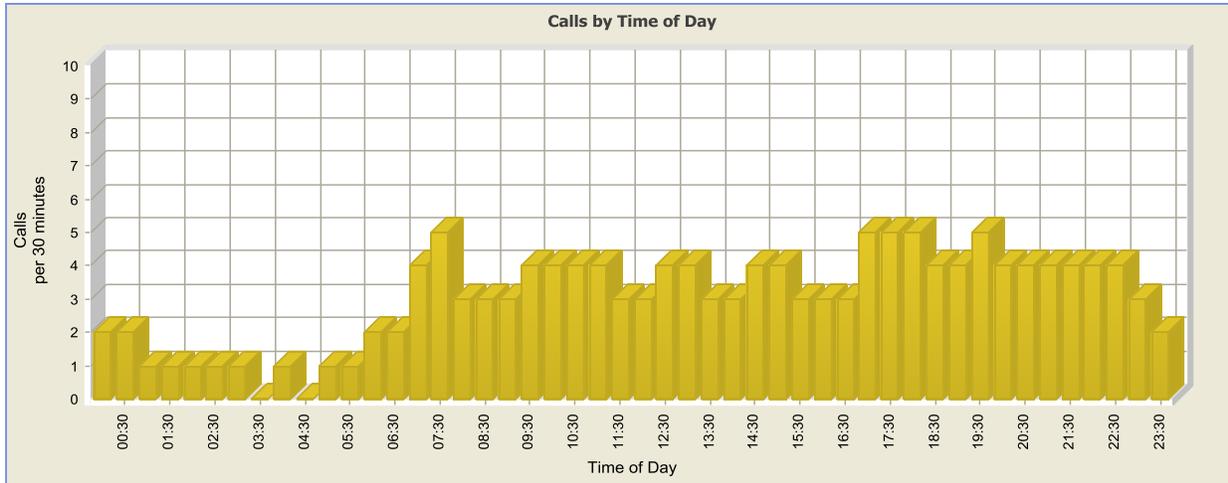
Answered within 20 Seconds	100%
Average Delay before Answer	2 Seconds
Average Talk Ratio	10%
Rostering Efficiency	96%





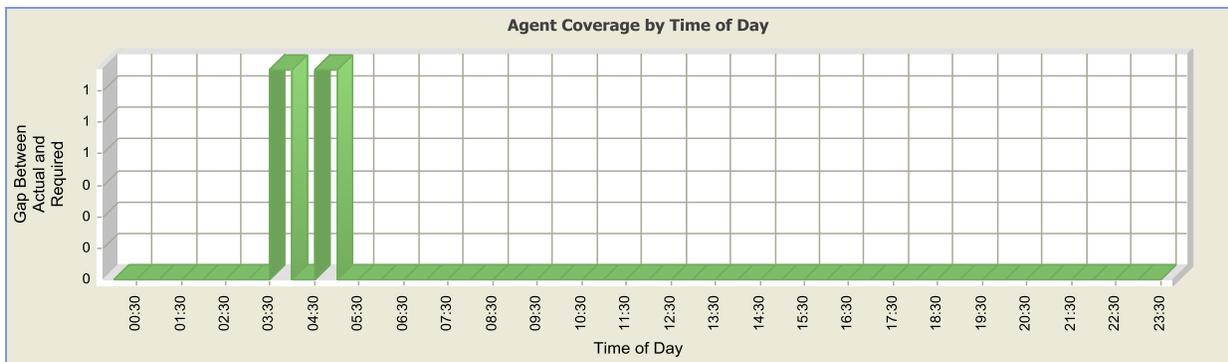
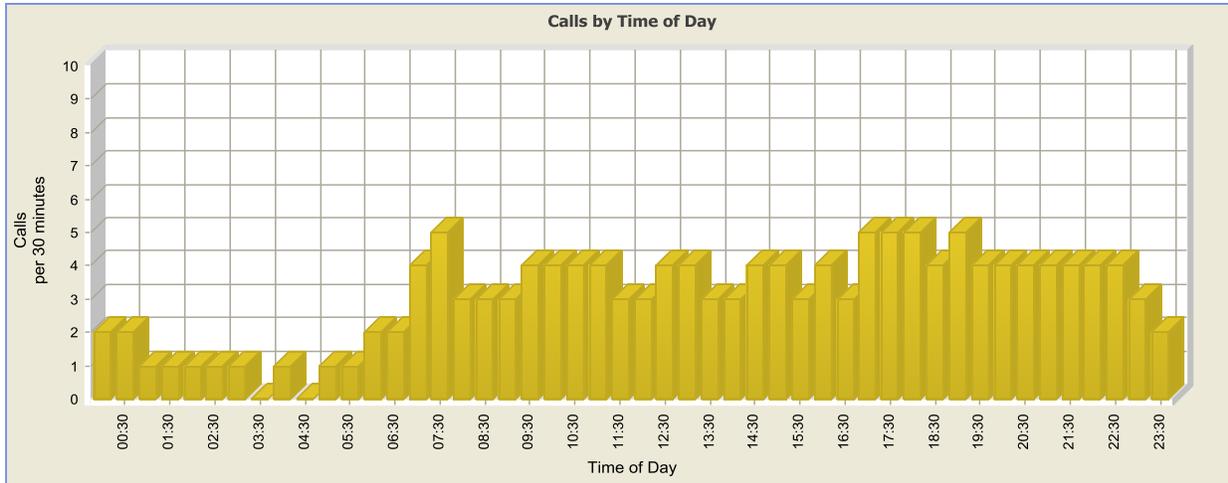
Tuesday

Answered within 20 Seconds	100%
Average Delay before Answer	2 Seconds
Average Talk Ratio	10%
Rostering Efficiency	96%



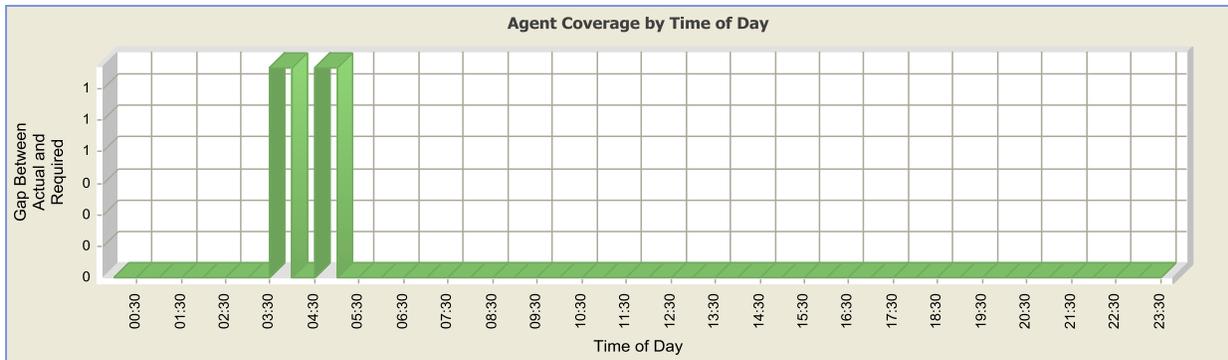
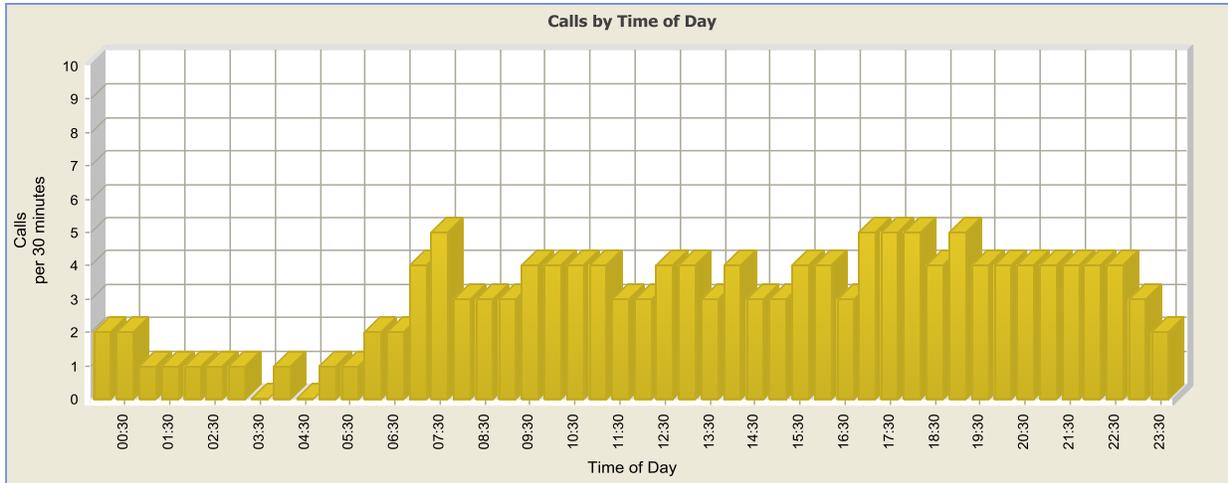
Wednesday

Answered within 20 Seconds	100%
Average Delay before Answer	2 Seconds
Average Talk Ratio	10%
Rostering Efficiency	96%



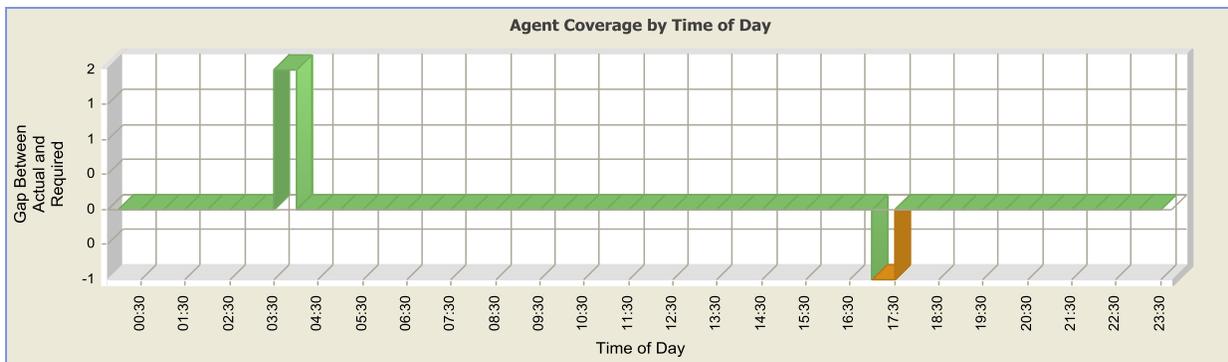
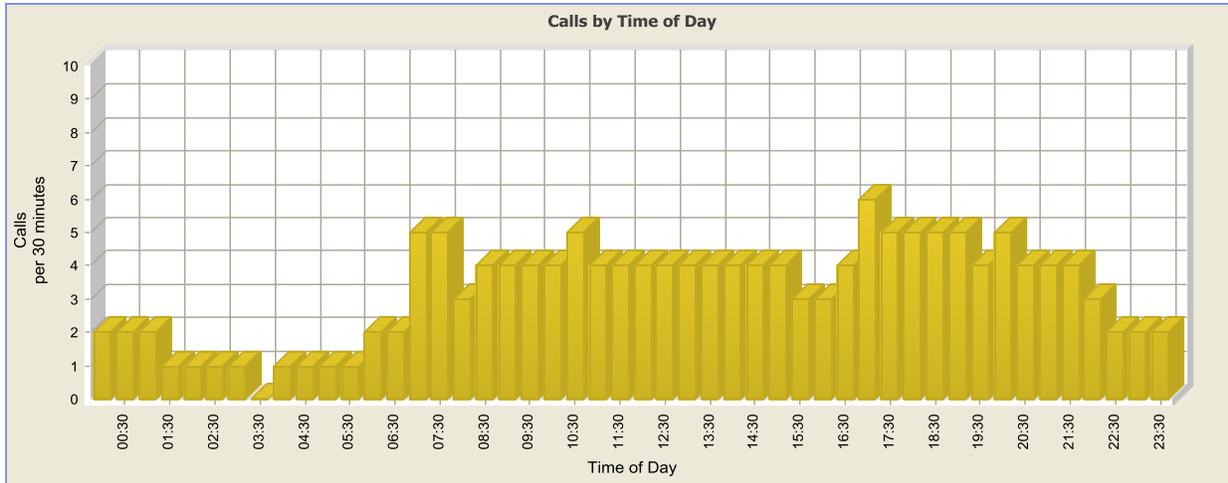
Thursday

Answered within 20 Seconds	100%
Average Delay before Answer	2 Seconds
Average Talk Ratio	10%
Rostering Efficiency	96%



Friday

Answered within 20 Seconds	100%
Average Delay before Answer	3 Seconds
Average Talk Ratio	11%
Rostering Efficiency	97%



10.7 Appendix F: Current Operating Costs

KNW Consolidation					
Current Operating Costs					
Fees and Costs/PSAP Related		Winnetka		Kenilworth	Northfield
Utilities		\$ 14,400			
911 Maintenance		\$ 6,000		\$ 6,800	\$ 10,800
911 trunk lines		\$ 13,800		\$ 5,000	\$ 13,800
CAD Maintenance		\$ 24,000		\$ -	\$ 12,000
Radio System Maintenance		inc		\$ 4,750	\$ 6,600
NORCOM Conference Bridge		\$ 17,600		\$ 5,200	\$ 7,600
CAD . RMS upgrades		\$ 10,000			
Misc. Computer Equipment		\$ 5,000		\$ 500	\$ 2,500
Uniforms		\$ 2,000		\$ 700	\$ 1,000
Training		\$ 1,500		\$ 600	\$ 1,200
Subtotal		\$ 94,300		\$ 23,550	\$ 55,500

Agenda Report

Subject: Sanitary Sewer Evaluation Survey

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

Date: December 8, 2011

Background

In 2008, the Village experienced an intense rainstorm that led to widespread basement flooding, resulting in significant amounts of property damage. The Village began a process of studying various flooding areas to develop stormwater flood risk reductions. In July, 2011, the Village was struck by a massive flash flooding event, the result of 6.49 inches of rainfall in the span of 2½ hours. An estimated 1,100 homes suffered basement flooding, from a variety of causes, including sanitary sewer backups. Survey data from September, 2011, indicated that of the 1,060 respondents, 277 (or 27%) experienced sanitary sewer backup from the July 22-23 rainstorm. Accordingly, the community, Village Council, and staff have all concluded that in addition to the ongoing efforts to improve stormwater drainage, a program to identify and address causes of sanitary sewer backups should also be implemented.

While there are a variety of causes of sanitary sewer backups, the primary cause of wet-weather backups is stormwater entering the sanitary sewer system. In a separate-sewered community, like Winnetka, there are two sewer systems beneath the ground. The storm sewer collects rainwater from streets, yards, roofs, and other surfaces and directs it to discharge points in local waterways, such as Lake Michigan and the Skokie River. The sanitary sewer collects wastewater discharged from buildings and carries it, via intercepting sewers, to a treatment works on the north side of Chicago at Howard Street and McCormick Boulevard. The sanitary sewer system is designed and sized to carry relatively stable, comparatively low-volume flows, and not large volumes associated with rainstorms. When significant volumes of stormwater enter the sanitary sewer system, the pipes surcharge, causing water to backup into unprotected basements. This condition of stormwater entering a separate sanitary system is called Inflow/Infiltration, or I/I, and is a common problem in separate-sewered areas.

Approach

As a common issue, and one that has been dealt with by many areas, including Winnetka, there is a relatively standardized approach to addressing I/I concerns, called a Sanitary Sewer Evaluation Survey (SSES). An SSES is a systematic and data-based method of evaluating the condition and effectiveness of a sanitary sewer system. An SSES will typically begin with a review of existing data, including detailed sewer system construction, maintenance and performance information. The evaluation continues with a physical assessment of the sewer system, which would include flow monitoring to establish I/I conditions, and physical inspection of the system, to identify sources of I/I, and structural conditions of the infrastructure. In many cases, hydraulic modeling of some or all of the system is performed to identify hydraulic bottlenecks that may lead to surcharging. All of this data is then compiled and evaluated to determine the system-wide needs and to develop a recommended improvement program. A fairly detailed description of a typical SSES program can be found in **Attachment 1**.

Proposed Plan for Winnetka

Staff has met with three consulting engineering firms with significant experience and expertise in performing SSES work to discuss how the Village might proceed with an SSES program. Each of these firms outlined a program similar to what is contained in Attachment 1 as the most cost-effective means of evaluating the Village's sanitary sewer system. Each firm described an approach using flow monitoring and the detailed results of the September 2011 survey to tailor a priority listing showing the order in which Winnetka's 46 separate sewer basins should be evaluated in depth for sources of I/I. Once this priority listing is developed, reviewed by staff and the Council, and approved, a number of basins, based on priority, would be selected for detailed evaluation and development of improvement plans.

Each of the consultants was very pleased to have available both detailed GIS information and the detailed results of the September, 2011 survey. They all cautioned, however, that the survey results would only tell part of the I/I story, and that additional relevant data would need to be obtained from flow monitoring to accurately assess I/I conditions in each basin. Although each of the three firms suggested slightly different approaches, the suggested work would roughly correspond to Phase 1 and Phase 2-A of the typical SSES program shown in **Attachment 1**. A draft Request for Proposals (RFP) for providing an SSES for the Village is shown in **Attachment 2** for the Council's review.

Staff estimates that the fee for this initial study may be in the \$50,000 to \$75,000 range, however this is dependent on both the number of flow monitors needed to cover the system and the length of time the flow monitors are in the system. This in turn is completely dependent on the amount of precipitation received while the flow monitors are in place.

Timeline and Next Steps

A conceptual timeline has been prepared to illustrate a possible schedule for this work. This timeline is shown in **Attachment 3**. Staff proposes to issue the Request for Proposals, if authorized by the Village Council, by December 20, 2011, with responses being due by January 20, 2012. Staff proposes to bring an award recommendation to the Village Council at its February 7, 2012 meeting. This timeline would allow work to commence in March, 2012 with placement of flow monitors in time for the spring wet season. Completion of flow monitoring in May-June would allow data analysis and presentation of recommendations in August, 2012.

Recommendation:

Consider authorizing staff to solicit proposals from qualified engineering firms for conducting a Sanitary Sewer Evaluation Survey for the Village of Winnetka.

Attachments:

1. Sample SSES Program
2. Draft Request For Proposals
3. Draft Project Timeline

SANITARY SEWER EVALUATION SURVEY (SSES) SAMPLE SCOPE OF TASKS

BACKGROUND

More and more municipalities and sanitary districts are placing greater emphasis on the analysis, operation, and maintenance of their wastewater collection systems. The sanitary sewer evaluation survey (SSES) outlined below was developed as a sample scope to provide a glimpse of what may be involved in evaluation of a sanitary collection system and to provide the community with background knowledge for discussion of I/I removal with customers, regulators, and other interested parties.

The general project approach detailed below for a typical SSES project has been adapted from the SSES program outlined by the Water Environment Federation (WEF) in the WEF Manual of Practice FD-6, *Existing Sewer Evaluation and Rehabilitation*. As such, it provides a thorough, systematic approach that has been developed through years of SSES activity.

PROJECT APPROACH

The approach to a complete collection system evaluation and rehabilitation program begins with system evaluation from a broad perspective working down to a tight focus that prioritizes and maintains efficiency of investigations and rehabilitation. Evaluation strategy must consider both structural conditions and hydraulic performance in order to maximize system improvements and implement cost-effective management strategies. This approach leads to a long-term program that encompasses the overall needs of the system.

This approach is represented in the figures below as a flow chart divided into four phases, each of which contains steps to conduct the survey.

PHASE 1 – PLANNING INVESTIGATIONS – This phase reviews historical records and work completed prior to a detailed investigation of a sewer system.

- Review System Records – Gather information for identifying critical sewers from existing system maps, data bases, service records, and prior investigations.
- Categorize Sewers – Identify sewer system characteristics such as age, pipe and manhole types, and prior improvements. Rate sewers relative to their importance to system operation and their potential effect in the event of failure.
- Document Performance – All records of stoppages, collapses, and damage are studied. The extent and frequency of problems and collapses are reviewed in detail.
- Improve System Records – A detailed investigation requires the use of resources that are often limited. To make the best use of available resources, it is necessary to provide sufficient information for hydraulic, corrosion, and structural investigations. Any improvements to records or maps need to be coordinated with needs of the investigation. This may include updating sanitary and storm sewer maps and GIS data bases.

PHASE 2 - ASSESS SYSTEM CONDITION – Assessment of the system condition involves evaluations and inspections to determine the infiltration and inflow condition, structural condition, and hydraulics. This phase begins on a system-wide basis and works to focus progressing investigations and rehabilitation based on priority and cost-benefit scenarios.

Phase 2-A – Assess Infiltration and Inflow Conditions – Phase 2-A assessment involves evaluating extraneous flows in the sewer system, otherwise known as infiltration and inflow (I/I). Infiltration is generally grey water from groundwater levels, often rain-induced, entering the piping system through cracks, displaced joints, leaking or porous manhole walls, voids, and broken service connections. Inflow is generally rainfall drainage entering the piping system through manhole lids, storm connections, or illegal service connections like downspouts and sump pumps. This phase identifies the magnitude and location of I/I in the overall system.

- Flow Monitoring – Flow measuring devices in the system are utilized to determine dry and wet weather flows. These devices are paired with rainfall gauges to observe system reactions due to rainfall. Flow metering locations are determined to subdivide the entire system into smaller subsystems or basins. Basins are usually determined based on sewer system mapping, piping characteristics, land use, and size of area. Evaluating flow records is important to isolate problem areas from the entire system and reducing problems to as small an area as possible. A flow-monitoring program is typically performed in spring when rainfall events are more common. However, they can also be performed in summer when often greater quantities of rain falls but with less frequently and reliability.
- Qualify and Quantify Extraneous Flows – The flow measurement data is utilized to compare normal system flow rates (dry weather) to I/I induced (wet weather) flow rates. Total flow after a rainfall event will include groundwater infiltration, stormwater inflow, and rainfall-dependent infiltration. Normal, dry weather flow typically is determined first and then subtracted from wet weather flow to determine I/I flow characteristics and quantities. The flow characteristics directly reflect whether a system is susceptible to infiltration or inflow or a combination of both. Flow monitoring data can also be used when assessing hydraulic performance.
- Prioritization for Assessment of Structural Condition - qualification and quantification of extraneous flows is used to identify further investigations that will investigate the sources of I/I and structural condition of the system. This step pushes off areas of the system (basins) exhibiting lower levels of I/I and prioritizes basins exhibiting higher levels of I/I. This step also sets recommendations for further investigations.

Phase 2-B – Assess Structural Condition – Phase 2-B assessment involves the inspection of critical sewers to identify sources of I/I and structural condition leading to identification of rehabilitation, replacement, or future condition-monitoring recommendations.

- Manhole Inspections - Inspection of manholes is a low-intensity effort to identify inflow and infiltration sources that are also relatively easy to address. Inspections include identification of manhole locations, exposure to surface runoff, manhole structural condition, and signs of infiltration. These inspections are most effectively done in wet weather.

- Smoke Testing - Smoke testing shows locations of inflow and can potentially show locations of infiltration under correct conditions by sending smoke out of the sewer system in the same manner that grey water enters the system. Smoke testing can further identify where areas in the system are susceptible to I/I and help in making decisions for further investigation.
- Sewer Televising – CCTV video is the most valuable inspection for identifying sources of I/I and structural condition of the system. Selected sewers should be televised and the video reviewed to provide information beneficial in identifying points of extraneous flow and identifying mainline and service connection problems.
- Structural Condition – Corrosion is often the cause of failed or failing pipeline, manholes, or structures, and failures for this reason should be evaluated historically. An evaluation of pipeline or facility condition should identify structural and corrosion damage and assess its severity and the potential consequences of failure. The CCTV video or entry information from the selected sewers should be reviewed for structural problems such as cracks, breaks, displaced joints, missing pipe pieces, clay liners, roots, sags, and corrosion.
- Evaluate Corrosion – Corrosion of a cementitious material will continue unless the corrosive environment is eliminated or the corrodible material is suitably protected. Thus, corrosion must be identified and an assessment made of its progression so remedial action can be taken before failure occurs.
- Qualify and Quantify Problem Areas – A rating system should be established to identify the failure mode – structural or corrosion – and its magnitude, condition, and progress. Often this is coupled with estimates of I/I quantity. The rating system is used to prioritize critical sewers for remediation.

Phase 2-C – Assess Hydraulic Conditions – Phase 2-C is an alternative assessment involving the investigation of the hydraulic performance of the sewer system in general and the critical sewers in detail to establish their performance and document any needs for improvement.

- Hydraulics – The actual flow rate under varying field conditions should be determined.
- Build Hydraulic Model – A hydraulic model of the system on which performance and needed improvement can be developed. Depending upon overall system needs (regulatory requirements, future development, system capacity issues) this model can range from a simple spreadsheet model to a complex and dynamic computer model. In general, a spreadsheet model is appropriate for an SSES project, but pending Capacity, Management, Operation, and Maintenance (CMOM) regulations may require a more complex model.
- Confirm Field Conditions – To develop input as the basis for obtaining correct hydraulic information, actual field data is needed from maps and construction drawings. Actual invert elevation and pipe diameters should be verified in the field.
- Validate Model – The model is validated by comparing it's results to the actual flow data gathered from the flow monitoring program to confirm model accuracy and validity.

- Assess Hydraulic Performance – The model is used to compare each sewer’s capacity to convey existing peak flow rates.
- Locate Areas of Performance Deficiencies – Sewer reaches that fail to meet minimum required hydraulic performance criteria will be identified and the principal causes established.

Phase 2 - Compilation – Information obtained in the I/I, structural, and hydraulics assessment will be assembled and evaluated.

- Identify Systems Needing Rehabilitation or Replacement – This step will identify components of the system in need of work and document what is required to bring the system to its level of required performance, including point repair, rehabilitation, or replacement.

PHASE 3 – DEVELOP SYSTEM IMPROVEMENT PLAN – Phase 3 involves evaluating all the identified conditions needing correction (excess I/I, structural, and hydraulic deficiencies), assessing potential solutions, and producing a plan to accomplish improvements in the most cost-effective way.

- Set Priorities for Each Problem – The system improvement plan should incorporate all existing and predicted needs, though funding may keep some from having immediate priority. Projects should be prioritized in stages to facilitate planning within funding constraints.
- Develop Rehabilitation Options or Replacement – A wide range of solutions to problems should be considered, taking into account funding, scheduling, and coordinating the work with other local priorities.
- Identify Cost-Effective Solutions – To identify the most cost-effective combination of solutions on which the system usage plan can be based, an assessment is needed of rehabilitation or replacement costs, expected longevity and performance, and any additional factors such as social implications, safety, maintenance and operation costs, and reliability.
- Adopt the System Improvement Plan –Preferred solutions, funding, and schedule are compiled to establish the plan for implementation.

PHASE 4 – IMPLEMENT AND MONITOR IMPROVEMENT PLAN – Phase 4 consists of implementing the system improvement plan. As improvements are completed in a basin or multiple basins a post-construction monitoring plan should be employed to check results and verify plan methods are addressing the system problems. A post-construction monitoring program usually entails flow monitoring and comparing measured flows to pre-construction flow metering data.

REQUEST FOR PROPOSALS

VILLAGE OF WINNETKA



SANITARY SEWER EVALUATION SURVEY

RFP 11-***

ISSUED: December, 2011

RESPONSES DUE: January 20(???) 2012, 4:00 p.m.

PREPARED BY:

Steven M. Saunders, Director of Public Works

Village of Winnetka

1390 Willow Road

Winnetka, IL 60093

Telephone: 847-716-3534

Fax: 847-716-3599

ssaunders@winnetka.org

I. INTRODUCTION

The Village of Winnetka is requesting qualifications and proposals from qualified engineering firms for providing professional services for the evaluation of the Village's Sanitary Sewer System. The Village operates approximately 254,800 of separate sanitary sewer. This collection system receives wastewater from approximately 4,100 billing customers, and is tributary to intercepting sewers operated by the Metropolitan Water Reclamation District of Greater Chicago (MWRDGC). The sanitary sewer system varies in age and was significantly rehabilitated in the mid-1980's pursuant to the requirements of the MWRDGC's Infiltration/Inflow Control Action Program (ICAP). The Village also worked with several hundred homeowners to remove private sources of extraneous inflow to the system. In July, 2011, the Village was struck by a massive flash flooding event, the result of 6.49 inches of rainfall in the span of 2½ hours. An estimated 1,100 homes suffered basement flooding, from a variety of causes, including sewer backups.

The Village has been working with Christopher B. Burke Engineering, Ltd. to develop stormwater improvements that would address areas of flooding throughout the Village, however the Village also desires to identify and address causes of basement backups as part of this effort.

II. PROJECT DESCRIPTION AND SCOPE OF WORK

It is the intent of this contract to provide professional services for a Sanitary Sewer Evaluation Program for the Village of Winnetka. The Village's general desire is to complete field investigations and flow monitoring in sufficient detail so that, when combined with detailed flood survey information, a prioritized study and improvement plan can be developed to address areas of the Village with significant I/I problems in a timely manner, followed by remaining areas of the Village.

The responding firm shall set forth a detailed work plan indicating how this goal will be accomplished. The responding firm shall also include a schedule which graphically depicts the milestone and benchmark dates for performing each task, for providing reports and presentations and the final recommendations.

Mere reiterations of the tasks and subtasks set forth in the general list below are strongly discouraged, as they do not provide insight into the bidder's ability to complete the engagement.

A general list of desired tasks is as follows:

Task 1: Project Kickoff and Data Collection/Review.

The Consultant shall meet with staff to review available background information, including all pertinent Village documents that relate to the project. Examples of such documents include:

- Sanitary Sewer System Atlas
- Storm Sewer System Atlas
- Aerial Photography with 1-foot contours
- GIS Data
- Detailed results of September 2011 Flood Survey Questionnaire
- Review existing facilities

The Consultant shall coordinate a project timeline, milestone dates, project process and deliverables.

Task 2: Field Survey.

The Consultant shall perform field surveys as necessary to verify data, ascertain conditions, and develop a thorough understanding of the system to be evaluated

Task 3: Flow Monitoring.

The Consultant shall review all available information and propose a flow monitoring plan suitable for characterizing existing inflow/infiltration conditions within the Village's sewer system. Flow monitoring locations shall be selected such that the resulting data can be used to identify and prioritize sewer basins for further detailed study.

The Consultant shall flow monitor all locations concurrently for four (4) consecutive weeks. Additional weeks for flow monitoring may be authorized by the Authority, at the sole discretion of the Village, if necessary. The Consultant shall verify the suitability of the metering manholes or may select an alternative manhole or manholes, to provide the required flow monitoring.

The Consultant shall evaluate the sewage tributary to the monitoring manhole and determine the amount of inflow and infiltration in that portion of the sanitary sewer system.

The Village will provide the Consultant with assistance in locating and accessing manholes (on an as needed basis).

Rainfall rates are available at 10-minute intervals via a Cook County Precipitation Network rain gauge located in the southwestern portion of the Village of Winnetka. Rainfall data is available via the Cook County Precipitation Network website.

Flow monitoring shall be accomplished using dual parameter (velocity, depth) meters for minimum of four (4) weeks. Flow monitoring should occur, if possible, through a one (1) inch total daily accumulation rainfall. Extension of the flow monitoring period will be at the Village's sole direction. All locations shall be flow monitored concurrently.

The Consultant shall provide raw data (15 minute intervals maximum) tabulated, daily maximum and minimum flow rates, rainfall total per day and computation of total daily flow, average and peak. Flow rates shall also be shown graphically.

The Consultant shall provide a draft of the flow monitoring report for review and comment by the Village thirty (30) days prior to submitting the final flow monitoring report.

Task 4: Recommended Study Plan.

The Consultant shall prepare a Recommended Study Plan that identifies and prioritizes sewer basins for further study, including possible smoke testing, manhole inspections, dyed-water testing, CCTV inspection, and building inspections, and system hydraulic modeling, suitable for developing a corrective action plan to address public and private sources of inflow and infiltration.

Task 5: Public Presentations.

The Consultant shall prepare a report of existing conditions and the proposed recommended study plan and present it to the Village Council.

III. SUBMITTAL REQUIREMENTS

The deadline for submitting proposals is **4:00 p.m. on January 20, 2012**. Three (3) copies of the proposal should be submitted to:

Raymond D. Restarski, Purchasing Agent
Village of Winnetka
510 Green Bay Road
Winnetka, IL 60093
(847) 716-3504
(847) 446-1139 (fax)
rrestarski@winnetka.org

The Village may elect to conduct interviews prior to Consultant selection and hopes to have the project awarded within 3 weeks of submittal.

To be considered for this project, the Consultant must submit an informative statement of interest to the Village, which also includes the following information, organized in the following manner to facilitate review:

1. Consultant Information

- a. Company offices from which the project will be staffed.

- b. Identify the staff members who will be assigned to this project and the qualifications of each individual, including resumes.
- c. Related experience of project personnel.
- d. List similar projects completed within the last five years, by the staff members that will be assigned to this project. Include a project description, when the project was completed, and the name and telephone number for a representative of the contracting jurisdiction.
- e. Hourly rates by project personnel classification and approved IDOT overhead factor.
- f. A completed compliance affidavit (Attachment 2)

2. Approach to Project

The bidder shall set forth its overall technical approach and plans to meet the requirements of the RFP in a narrative format. This narrative should convince the Village that the bidder understands the objectives that the engagement is intended to meet, the nature of the required work and the level of effort necessary to successfully complete the engagement. This narrative should convince the Village that the bidder's general approach and plans to undertake and complete the engagement are appropriate to the tasks and subtasks involved.

The responding firm shall also set forth a detailed work plan indicating how each task in the Scope of Services will be accomplished. The responding firm shall also include a schedule which graphically depicts the milestone and benchmark dates for performing each task, for providing reports and presentations and the final recommendations.

Mere reiterations of the tasks and subtasks set forth in the general list above are strongly discouraged, as they do not provide insight into the bidder's ability to complete the engagement.

The bidder's response to this section should be designed to convince the Authority that the bidder's detailed plans and proposed approach to complete the Scope of Services are realistic, attainable and appropriate and that the bidder's proposal will lead to successful completion of the engagement to provide the services requested pursuant to this RFP.

3. Potential Problems

The bidder should set forth a summary, to the extent possible, of any and all problems that bidder anticipates during the term of the engagement. For each problem identified, the bidder should provide its proposed solution.

4. Schedule

A preliminary schedule for completing the project is required. This schedule should address all work and meetings recommended by the Consultant in a final scope of services and which clearly corresponds to the Consultant's approach to the project.

5. Budget

A completed fee proposal shall be provided in a separate, sealed envelope. The fee proposal shall include an itemized, not-to-exceed budget to complete all outlined work items. Include a breakdown of all direct and indirect labor costs for each task, all reimbursable expenses, and fixed fee.

It is understood that the scope of the actual study work in the selected basins is not known at this time, so the fee proposal shall only address work to be done up to and through presentation of the recommended study plan to the Village Council.

An itemized, not-to-exceed budget to complete all outlined work items is required. The budget should include the hourly rates of the staff members assigned to the project, any direct costs, and a breakdown of project hours by task to complete the project. **The budget shall be submitted in a separate, sealed envelope clearly marked "Project Budget".**

IV. PROPOSAL EVALUATION

Proposals and statements of qualifications will be evaluated by the Village according to the following criteria:

1. Responsiveness.

The successful Consultant must demonstrate the ability to respond to the needs of the Village and be receptive to requests of the Village. Attention will be given to firms that demonstrate this with a concise, informative response to this request.

2. Qualifications of the Consultant

The successful Consultant must demonstrate the skill and resources required to undertake this project. Attention will be given to the staff members assigned to this project and the manner in which they will be supervised.

3. Relevant Experience

The successful Consultant must demonstrate a proven record of capability based on past and current performance relevant to this project.

4. Approach to the Project

The successful Consultant must indicate an overall understanding of the project and pursue the project as outlined.

Each proposal will be evaluated upon a scale of 1 to 10 for each of the above factors. At the Village's discretion, following evaluation of the proposals, Village staff may interview the Consultants with the highest-rated proposal. The Village Council must approve the Committee's recommendation by contract. The Village President and Board of Trustees reserve the right to reject any and all proposals.

V. INDEMNIFICATION

Respondents to this RFP shall understand that the successful proposer shall indemnify and hold harmless the Village of Winnetka, its agents, and its employees against any and all lawsuits, claims, demands, liabilities, losses or expenses, including court costs, and attorney's fees, for or on account of any injury to any person or any death at any time resulting from such injury, or any damaged property, which may be alleged to have arisen out of the negligent acts, errors, or omissions of the Consultant. It is further understood that this indemnification shall not be construed to cover the negligent acts or omissions of the Village of Winnetka, its agents, or its employees. It is additionally understood that this indemnification shall not be construed to cover the negligent acts or omissions of parties unrelated to this contract.

VI. ATTACHMENTS

- 1) Sanitary Sewer System Map
- 2) Flood Survey
- 3) Flood Survey Results
- 4) Compliance Affidavit

ATTACHMENT 2

COMPLIANCE AFFIDAVIT

As a condition of entering into a contract with the Village of Winnetka, and under oath and penalty of perjury and possible termination of contract rights and debarment, the undersigned deposes and states that he has the authority to make any certifications required by this Affidavit on behalf of the bidder, and that all information contained in this Affidavit is true and correct in both substance and fact.

Section 1: BID RIGGING AND ROTATING

1. This bid is not made in the interest of, or on behalf of an undisclosed person, partnership, company, association, organization, or corporation;
2. The bidder has not in any manner directly or indirectly sought by communication, consultation or agreement with anyone to fix the bid price of any bidder, or to fix any overhead profit or cost element of their bid price or that of any other bidder, or to secure any advantage against the Village of Winnetka or anyone interested in the proper contract;
3. This bid is genuine and not collusive or sham;
4. The prices, breakdowns of prices and all the contents quoted in this bid have not knowingly been disclosed by the bidder directly or indirectly to any other bidder or any competitor prior to the bid opening;
5. All statements contained in this bid are true;
6. No attempt has been or will be made by the bidder to induce any other person or firm to submit a false or sham bid;
7. No attempt has been or will be made by the bidder to induce any other person or firm to submit or not submit a bid for the purpose of restricting competition;
8. The undersigned on behalf of the entity making this proposal or bid certifies the bidder has never been convicted for a violation of State laws prohibiting bid rigging or rotating.

Section 2: TAX COMPLIANCE

1. The undersigned on behalf of the entity making this proposal or bid certifies that neither the undersigned nor the entity is barred from contracting with the Village of Winnetka because of any delinquency in the payment of any tax administered by the State of Illinois, Department of Revenue, unless the undersigned or the entity is contesting, in accordance with the procedures established by the appropriate revenue act, liability of the tax or the amount of tax;

2. The undersigned or the entity making this proposal or bid understands that making a false statement regarding delinquency of taxes is a Class A Misdemeanor and in addition voids the contract and allows the municipality to recover all amounts paid to the entity under the contract in civil action.

Section 3: EQUAL EMPLOYMENT OPPORTUNITY

This EQUAL OPPORTUNITY CLAUSE is required by the Illinois Human Rights Act, 775 ILCS 5/101 et seq.

In the event of the contractor's non-compliance with any provision of the Equal Employment Opportunity Clause, the Illinois Human Rights Act, or the Rules and Regulations for Public Contracts of the Department of Human Rights, the contractor may be declared non-responsive and therefore ineligible for future contractor subcontracts with the State of Illinois or any of its political subdivisions or municipal corporations, and the contract may be canceled or voided in whole or in part, and such other sanctions or penalties may be imposed or remedies involved as provided by statute or regulations.

During the performance of this contract, the contractor agrees:

1. That it will not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin or ancestry; and further that it will examine all job classifications to determine if minority persons or woman are underutilized and will take appropriate action to rectify any such underutilization;
2. That, if it hires additional employees in order to perform this contract, or any portion hereof, it will determine the availability (in accordance with the Department's Rules and Regulations for Public Contract's) of minorities and women in the area(s) from which it may reasonably recruit and it will hire for each job classification for which employees are hired in such a way that minorities and women are not underutilized;
3. That, in all solicitations or advertisements for employees placed by it or on its behalf, it will state all applicants will be afforded equal opportunity without discrimination because of race, color, religion, sex, marital status, national origin or ancestry, age, physical or mental handicap unrelated to ability, or an unfavorable discharge from military service.
4. That it will send to each labor organization or representative of workers with which it has or is bound by a collective bargaining or other such agreement or understanding, a notice advising such labor organization or representative of the contractor's obligation under the Illinois Human Rights Act and the Department's Rules and Regulations for Public Contract. If any such labor organization or representative fails or refuses to cooperate with the contractor in its efforts to comply with such Act and Rules and Regulations, the contractor will promptly so notify the Department and contracting agency will recruit employees from other sources when needed to fulfill its obligation thereunder.

5. That it will submit reports as required by the Department's Rules and Regulations for Public Contracts, furnish all relevant information as may from time to time be requested by the Department or contracting agency, and in all respects comply with the Illinois Human Rights Act and the Department's Rules and Regulations for Public Contracts.

6. That it will permit access to all relevant books, records, accounts, and work sites by personnel of the contracting agency and the Department for purposes of investigation to ascertain compliance with the Illinois Human Rights Act and the Departments Rules and Regulations for Public Contracts.

7. That it will include verbatim or by reference the provisions of this Equal Opportunity Clause in every subcontract it awards under which any portion of the contract obligations are undertaken or assumed, so such provisions will be binding upon such subcontractor. In the same manner as the other provisions of this contract, the contractor will be liable for compliance with applicable provisions of this clause by such subcontractors; and further it will promptly notify the Department in the event any subcontractor fails or refuses to comply therewith. In addition, the contractor will not utilize any subcontractor declared by the Illinois Human Rights Department to be ineligible for contracts or subcontracts with the State of Illinois or any of its political subdivisions or municipal corporations.

Section 4: ILLINOIS DRUG FREE WORK PLACE ACT

The undersigned will publish a statement:

1. Notifying employees that the unlawful manufacture, distribution, dispensation, possession, or a use of a controlled substance is prohibited in the work place;
2. Specifying the actions that will be taken against employees for violating this provision;
3. Notifying the employees that, as a condition of their employment to do work under the contract with the Village of Winnetka, the employee will:
 - A. Abide by the terms of the statement;
 - B. Notify the undersigned of any criminal drug statute conviction for a violation occurring in the work place not later than five (5) days after such a conviction.
4. Establishing a drug free awareness program to inform employees about:
 - A. The dangers of drug abuse in the work place;
 - B. The policy of maintaining a drug-free work place;
 - C. Any available drug counseling, rehabilitation or employee assistance programs;

- D. The penalties that may be imposed upon an employee for drug violations.
5. The undersigned shall provide a copy of the required statement to each employee engaged in the performance of the contract with the Village of Winnetka, and shall post the statement in a prominent place in the work place.
 6. The undersigned will notify the Village of Winnetka within ten (10) days of receiving notice of an employee's conviction.
 7. Make a good faith effort to maintain a drug free work place through the implementation of these policies.
 8. The undersigned further affirms that within thirty (30) days after receiving notice of a conviction of a violation of the criminal drug statute occurring in the work place he shall:
 - A. Take appropriate action against such employee up to and including termination; or
 - B. Require the employee to satisfactorily participate in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency.

Section 5: SEXUAL HARRASSMENT POLICY

The undersigned on behalf of the entity making this proposal or bid certifies that a written sexual harassment policy is in place pursuant to Public Act 87-1257, effective July 1, 1993, 775 ILCS 5/2-105 (A).

This Act has been amended to provide that every party to a public contract must have written sexual harassment policies that include, at a minimum, the following information:

1. The illegality of sexual harassment;
2. The definition of sexual harassment under State law;
3. A description of sexual harassment, utilizing examples;
4. The vendor's internal complaint process, including penalties;
5. The legal recourse, investigative and complaint process available through the Department of Human Rights, and the Human Rights Commission;
6. Directions on how to contact the Department and Commission;
7. Protection against retaliation as provided by 6-101 of the Act.

Section 6: VENDOR INFORMATION

1. Is the bidder a publicly traded company? (yes or no) _____
If the answer is yes, state the number of outstanding shares in each class of stock.
Provide the name of the market or exchange on which the company's stock is traded.

2. Is the bidder 50% or more owned by a publicly traded company? (yes or no) _____

If the answer to the above question is yes, name the publicly traded company or companies owning 50% or more of your stock, state the number of outstanding shares in each class of stock and provide the name of the market or exchange on which the stock of such company or companies is traded.

IT IS EXPRESSLY UNDERSTOOD THAT THE FOREGOING STATEMENTS AND REPRESENTATIONS AND PROMISES ARE MADE AS A CONDITION TO THE RIGHT OF THE BIDDER TO RECEIVE PAYMENT UNDER ANY AWARD MADE UNDER THE TERMS AND PROVISIONS OF THIS BID.

SIGNATURE: _____

NAME: _____ TITLE: _____

(print or type)

Subscribed and sworn to me this _____ day of _____,

20____, A.D.

By:
(Notary Public)

-Seal-

DRAFT

AGENDA REPORT

SUBJECT: Metra station coffee and food concession – proposal evaluation

PREPARED BY: Brian Norkus, Assistant Director of Community Development

DATE: December 7, 2011

Following completion of renovations to the Elm Street Metra station earlier this year, the Village published a *Request for Proposals* from potential operators of a coffee and food concession within the recently renovated station building. The Village received four (4) responses to the RFP, which had a proposal deadline of October 13, 2011.

Background

Originally built in 1941 (in conjunction with the lowering of the railroad grade), the Elm Street station is the largest of the three Winnetka stations, with approximately 2000 square feet of space at street level. At the time of construction the station included areas for both luggage and mail handling, but in later years the station's owner, Union Pacific Railroad took steps to lease vacant surplus space to commercial entities such as Zengeler Cleaners which were seen as providing an amenity to passengers.

With plans for a major capital investment to the station in the early stages, the Village entered into a lease with Union Pacific in 2002, at which time existing leases were assigned to the Village. As a result, the Village now receives all rents from commercial tenants in exchange for providing basic cleaning and minor maintenance. Station renovations completed last year required the termination of the prior coffee shop lease, prompting the current proposal solicitation.

Request for Proposals

Notice of the Request for Proposals was published in the *Winnetka Talk* and subsequently was sent to eight prospective operators who had expressed an interest, including the prior operator. The Village received four (4) proposals prior to the deadline of October 13.

As described in the solicitation, the Village's primary interest in soliciting proposals is to provide an amenity to Metra riders. Respondents were advised that proposals were to be evaluated based on the following standards:

- (a) proposed rental rate;
- (b) proposed hours of operation;
- (c) extent and quality of food and beverage items;
- (d) extent of other sundry convenience items offered;
- (e) staffing and experience in food service and sanitation, and
- (f) evidence of adequate financial resources.

The coffee shop lease area depicted in the RFP is approximately 120 square feet, with an established minimum rent of \$300 per month (\$30 per sq.ft./annual). As described in the RFP, the Village will provide a 2-year initial lease with an additional 2-year option.

Evaluation of Proposals

With a desire to provide an amenity to Metra riders, an attempt has been made to evaluate factors such as “product quality” and “staffing and experience,” along with more easily quantified standards such as proposed rent.

Highlights of each proposal are as follows:

Proposal # 1 - Café Francais

- Most extensive hours of all proposals – only applicant to propose lunch hour & evening service (early A.M., through early-evening hours);
- Most extensive menu (assorted sandwich offerings proposed along with extended hours to provide lunchtime and evening service);
- Extensive pastry menu, with uniquely high quality menu (both partners trained as French pastry chefs);
- “Full” coffee menu including espresso based drinks;
- Extended line of baked goods and confections, including cookies, candies and ice cream;
- Extensive experience in food service and sanitation and hospitality (36 years), holding appropriate licenses in food service and sanitation.

Proposal # 2 – Ciao Bella Café

- Health conscious menu, including organic, vegan and kosher options;
- Fewer pastry and baked goods, with greater emphasis on fresh fruit, parfait, trail mixes, dried fruits & vegetables, and yogurts.

Proposal # 3 - Grounds Café

- Extensive experience in similar operations, conducts similar operation at Metra stations in Highland Park, Deerfield and Northbrook.

Proposal # 4 – Railway Café

- Highest proposed rental rate (\$425/mo);
- Full line of hot beverages, including espresso-based drinks.

Each of the four proposals has been evaluated and scored to identify which proposal(s) were perceived as the highest ranking in each of the six factors identified in the RFP document. In some categories more than one proposal was seen as being highly ranked. A table summarizing the results of that analysis is attached.

	Proposal # 1	Proposal # 2	Proposal # 3	Proposal # 4
	<i>Café Francais</i> (Pfeiffer/Beaudry)	<i>Ciao Bella Café</i>	<i>Grounds Café</i> (Bliss/Ratsos)	<i>Railway Café</i>
(a) Proposed monthly rent (min. \$300)	\$ 300-350 (range)	\$ 300	\$ 325	\$ 425 HIGHEST RANK
(b) Proposed hours of operation	HIGHEST RANK <i>Includes lunch/eve. hrs</i> 5:30 am-6:30 pm M-F 7:00am-5:00pm SAT	5:15 am-12:00 pm M-F 8:00am-12:00 pm SAT	5:00 am -11:00 am M-F 5:00 am – 11:00 am SAT	5:30 am-11:00 am M-F 5:30 am-11:00 am SAT
(c) Quality & variety of beverage products	HIGHEST RANK (TIED) <i>Includes espresso based drinks</i>			HIGHEST RANK (TIED) <i>Includes espresso based drinks</i>
(d) Quality & variety of food products	HIGHEST RANK (TIED)	HIGHEST RANK (TIED)		
(e) Quality & variety of sundry items offered (aspirin, newspapers, etc)	<i>Minor component of all proposals, with all roughly equivalent</i>			
(f) Staffing and experience	HIGHEST RANK (TIED)		HIGHEST RANK (TIED)	
(g) Adequate financial resources	YES	YES	YES	YES

Proposal # 1 (Café Francais – Jacquy Pfeiffer & Rachel Beaudry) is considered to have the best blend of experience, hours of operation and quality of products, and ranked either “Highest” or “Tied for Highest” on four out of six categories.

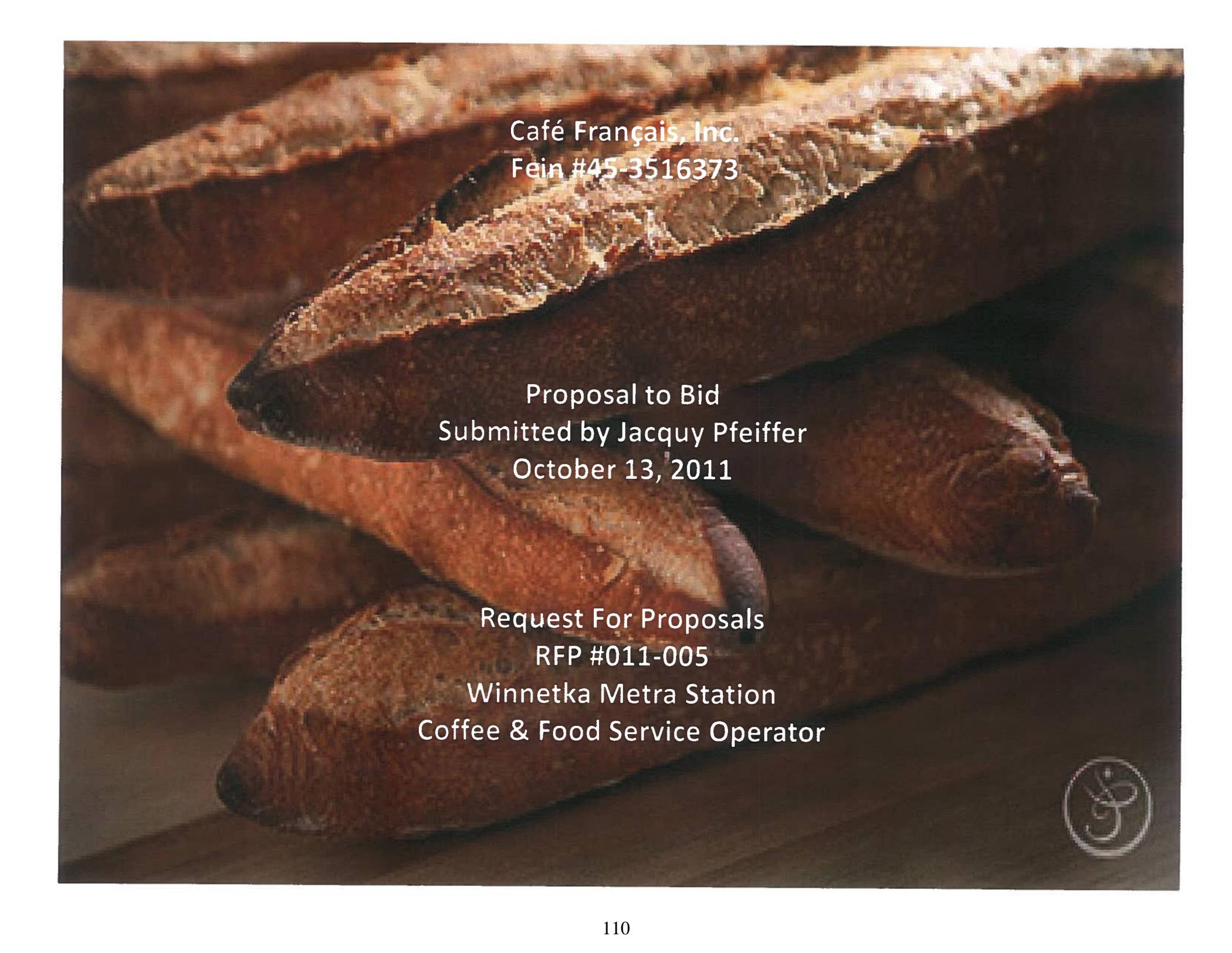
Recommendation: Consider a motion to approving Proposal #1, authorizing Staff to negotiate and execute a 2-year lease with Jacquy Pfeiffer and Rachel Beaudry.

Proposal # 1



Café Français

An Authentic French Café



Café Français, Inc.
Fein #45-3516373

Proposal to Bid
Submitted by Jacquy Pfeiffer
October 13, 2011

Request For Proposals
RFP #011-005
Winnetka Metra Station
Coffee & Food Service Operator



To Whom It May Concern:

My name is Jacquy Pfeiffer. I am a long time resident of Glencoe. I am married and have three children, two of whom currently attend New Trier High School.

I am a professional pastry chef and co-owner and founder of The French Pastry School here in Chicago. www.frenchpastryschool.com I have grown up working in my family's bakery in France. I have actively worked in the hospitality industry, retail food and beverage service, customer service field, and in professional kitchens for over 36 years. Please see my attached bio for more details.

My wife Rachel is also professionally trained as a pastry chef. My wife and I are both schooled and licensed in food sanitation and food service management. Our license will be on display on site.

We believe in giving back to our community since we are so blessed. We participate in and donate pastries year round to charity functions. As an example the last event took place September 2011; the CRUSH event to help the Children's Leukemia Foundation. We donate to the Cystic Fibrosis Foundation, Mabel Mercer Foundation, Common Threads, Esperanza Community Services, and New Horizon Center every year, just to name a few.

We are active members of our community; including involvement in the PTO, our schools, library, and volunteer as a family at the Winnetka Congregation Church.

As members of this community; as well as having school aged children that travel the Metra line to school, we see the need and value of adding quality products and services at the Elm Street Metra train station. I know the quality I demand as a professional chef, and I believe the members of our community respect and appreciate these same high standards. I have included photos of some of the products I have made that we plan to carry. Photos can only show so much, and I believe tasting is the true test of measure. I would welcome the opportunity to drop off samples to try at your convenience.

My wife and I look forward to providing only the best products and customer service to the commuters at the Elm Street Station.

Respectively yours,

Jacquy Pfeiffer

Chef Jacquy Pfeiffer

Academic Dean for Student Affairs

The impressive career of Chef Pfeiffer began with an apprenticeship in Alsace at the famous Jean Clauss Pâtisserie. Following his apprenticeship in Strasbourg, Pfeiffer went on to establish himself as a leading figure in the art of pastry working with some world-renowned families and establishments. Some of these include the Royal Family in Riyadh, Saudi Arabia; the Sultan of Brunei; the Hyatt Regency, Hong Kong, a prestigious pastry shop in Palo Alto, California; and both of the Fairmont and Sheraton hotels in Chicago, Illinois. These experiences lead Chef Pfeiffer to teach and consult in numerous of the most prominent properties and companies worldwide, such as the Ritz-Carlton and Four Seasons Hotels and Resorts companies, the Atlantis Hotel in the Bahamas, and the Adolphus Hotel in Dallas, Texas. In 1995, Jacquy Pfeiffer along with Sébastien Canonne, founded The French Pastry School where their entire team is devoted to imparting excellence. Today, The French Pastry School is considered one of the leading pastry institutions in the world. Jacquy Pfeiffer is presently the Academic Dean for Student Affairs.

Some of his notable achievements include:

1995, won first place at the first "National Chocolate Competition, Masters of Chocolate"

1995, won the bronze medal with the US Team at the "Coupe du Monde de la Pâtisserie" in Lyon, France

1996, won first prize for presentation and second prize overall for his masterpiece, Lore of Flight at the "Masters of Chocolate" world finals in Paris

1996, was named one of the "Top Ten Pastry Chefs in America" by Chocolatier and Pastry Art & Design magazines

1997, was awarded the "Medal of Excellence" by the Vatel Club
1997, won the silver medal with the US Team at the "Coupe du Monde de la Pâtisserie" in Lyon, France
1997, was named one of the "Top Ten Pastry Chefs in America" by Chocolatier and Pastry Art & Design magazines
2000, won the "National Pastry Championship" in Beaver Creek, Colorado
2000, was awarded a place on the "Chicago Tribune's Good Eating Honor Roll"
2001, received the "Jean Banchet Award of Excellence" for best culinary school
2002, coached the US Pastry World Champion team in Las Vegas, Nevada
2003, was inducted in the "Académie Culinaire De France"
2004, was inducted to the "Hall of Fame by the Oklahoma State Sugar Art Society"
2004, was named "Pastry Chef of the Year" at the World Pastry Forum in Las Vegas, Nevada
2005, was named "Jean Banchet Celebrity Pastry Chef of Year"
2009, was featured in the "Kings of Pastry" documentary directed by internationally acclaimed filmmakers, DA Pennebaker and Chris Hegedus
2010, was awarded the "Medallion of Excellence" for Superior service to the foodservice education industry from the Foodservice Educators Network International
2011, was inducted into the Pastry Hall of Fame by Dessert Professional magazine
2011, coached the winning team of the National Pastry Championship, the chosen team to represent the United States in the 2012 World Pastry Championship

Roles:

Co-Founder/ Academic Dean for Student Affairs at The French Pastry School
Honorary Chair of For the Love of Chocolate Scholarship Foundation
Honorary Chair of Pastry Chicago Organization

Vendor Product Plan

Before I list the products, I think it's important to understand from where my products will be coming from.

When I was fifteen years old, I did my apprenticeship in a pastry shop in Strasbourg, France. There I met my life long friend Pierre Zimmermann. Today, Pierre is a world champion bread baker and recognized around the world as an expert in this field. Pierre and his wife Michelle have recently sold their fourth generation bakery in France and have moved to Chicago.

We will be opening an authentic French bakery in Lincoln Park in the next two months. Pierre will be the master baker and this is where our product will come from; a professional licensed kitchen that is supervised by a world renowned expert. Pierre Zimmermann was just named one of the top ten bread bakers in the USA in Dessert Professional magazine.

New Chef Will Help Pastry Level to Rise

Published: February 6, 2010

Chicago has long attracted ambitious immigrants from all corners of the world. World champion bakers from tiny Alsatian [villages](#) are not usually among them.

Pierre Zimmermann may well be the first when he arrives in August to join the faculty of Chicago's French Pastry School. Mr. Zimmermann stands out in the tightly-knit and highly competitive international baking scene as the latest in four generations of his family who have run a boulangerie-patisserie in Schnersheim. Mr. Zimmermann, 45, won the World Cup of Baking as a member of France's gold medal team at the 1996 Coupe du Monde de la Boulangerie and coached France's 2008 World Cup of Baking championship team. The pedigree, and Mr. Zimmermann's deft touch with a baguette, made him such an attraction that the Loop school pursued him for four years. That he chose to give up his job as "the little baker of my village," as he put it in a recent e-mail translated from French, is a testament to Chicago's importance among food cognoscenti and the French Pastry School's growing reputation. "The school is wonderful, they make pastry chefs for the whole country," said [Jacques Torres](#), a New York chocolatier. "Those guys are well known in the whole world now."

Restaurants like Charlie Trotter's, Tru and New York's Per Se all have [alumni](#) of the French Pastry School in their kitchens. Sebastien Cannone, the co-founder, is a native of France and one of only five pastry chefs in the United States to be awarded the French government's highest honor for artisans, the "Meilleurs Ouvriers de France."

"Kings of Pastry," a documentary following Jacquy Pfeiffer, the co-founder, and his unsuccessful pursuit of the coveted M.O.F, will have its American premiere in the spring. D.A. Pennebaker and [Chris](#)

[Hegedus](#), the award-winning documentary film makers, directed the picture. The recruitment of Mr. Zimmermann is a major step for the 15-year-old French Pastry School, where Mr. Zimmermann has worked as a guest instructor. The school was formed in 1995 to teach traditional French pastry-making, using elements of the European master-apprentice model, and this summer will take over a renovated floor of the City Colleges of Chicago administration building in the shadow of the Willis Tower. This is all clearly gratifying for the gregarious Mr. Pfeiffer and his lower key counterpart, Mr. Canonne. Before forming the for-profit school that receives accreditation through Kennedy-King College, the pair were executive chefs at Chicago hotels: Mr. Pfeiffer at the Ritz Carlton and Mr. Pfeiffer at the Sheraton. They met at a local pastry competition in 1992, bonded over their similar culinary backgrounds and saw opportunity in the absence of anything comparable in America. “I told Sebastien, ‘This country put a man on the moon and you cannot get a decent croissant in a bakery,’ ” Mr. Pfeiffer said. “So we said there’s definitely a need here.” By 1995 the men had left their restaurant jobs and were teaching classes full time out of Mr. Pfeiffer’s loft on West Grand Street. Class sizes swelled after the two received media attention from their role on the silver-medal winning United States team at the 1997 Coupe du Monde de la Patisserie. The school outgrew its space, and by 1999 Mayor [Richard M. Daley](#) had cleared the way for it to move into the City Colleges building, taking over a cafeteria that had stopped being used. Though both founders insist they had no blueprint — “it was just a handshake partnership,” Mr. Pfeiffer said of starting the school — they were driven by a sense of purpose: The need to improve what they saw as the sad state of pastry in the United States. “It’s going to take another 10, 20, 30, 40 years until it’s really where it should be,” Mr. Pfeiffer said, “like in Europe where people wake up in the morning and refuse to eat a cake that is full of chemicals and shortening.” Mr. Zimmermann shares the sense of mission, and said he is eager to help. “If tomorrow people think they must come to Chicago to find a top-tier program in baking and pastry, our goals will have been met,” Mr. Zimmermann wrote. “Taking up this challenge is a huge gamble, but the prospect of doing something beautiful, of marking Chicago, without any pretension, with our little bakery stamp, that motivates us every day.”

Vendor Product List

- Croissant
- Pain au Chocolat
- Almond Croissant
- Danish, Apricot
- Danish, Almond
- Cinnamon Roll
- Large soft Pretzel
- Brioche
- Baguette, Demi-Baguette
- Kugelhopf, sweet
- Kugelhopf, savory
- Beignet
- Beignet with raspberry filling
- Pound Cake; Lemon, Chocolate, Carrot
- Homemade Granola
- Yogurt
- Fruit
- Hard Boiled Eggs
- Handmade Chocolate Candies
- French Macarons
- Assorted cookies
- Handmade Ice Cream Bars
- Granola Bars
- Assorted sandwiches, for example:
 - Ham and Cheese Croissant
 - Jambon and Beurre
 - Tomatoe Basil Mozzarella

Vendor Product List Continued

- Premium Coffee
- Latte
- Espresso
- Cappuccino
- Tea
- Hot Chocolate
- Organic milk and chocolate milk
- Bottled Water
- Iced Tea
- Soda
- Orangina
- Lemonade
- Gum
- Mints
- Chips
- Candy Bars
- Seasonal sundry items: for example small tissues packs, cough drops, hand sanitizer, pain reliever.

Notes on Products

An important point I would like to emphasize is that I plan on buying a La Cimbali super automatic espresso machine. This machine is top of the line and capable of putting out a top quality product in a matter of seconds, not minutes so the commuter can get the coffee they really want in the shortest possible time.

Listed above is the initial product list that we plan to offer to our customers. Our products will be only the highest quality; made with the best natural ingredients, never any chemical, preservatives, or trans fat. We will use organic whenever possible. We source from local farmers. Our products will be baked that morning; the freshest they can possibly be.

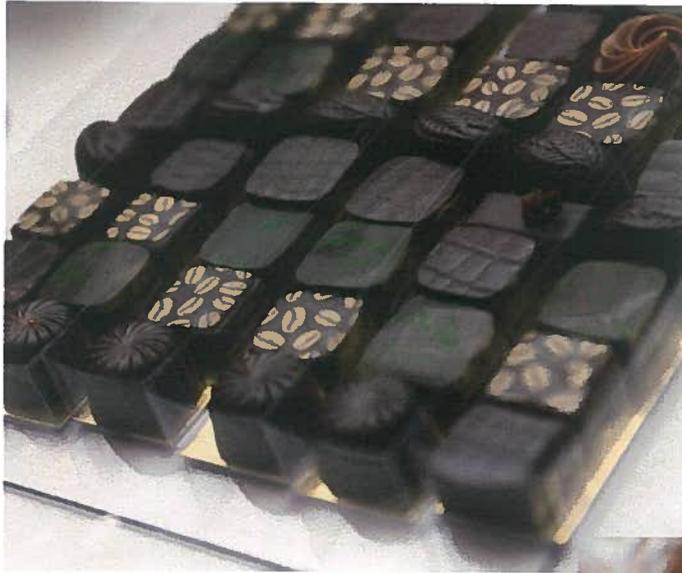
My prices will be extremely competitive. My goal is to be less than the local competition so commuters have an added incentive to stop in the station before boarding the train. I am striving to be a convenience for the community. In reality, it will depend on what I can carry based on the size of my space, but I plan to utilize every possible means of storage and display that I can. As with any business, the customer has a crucial say as to what is offered. We plan on having a suggestion box and also taking our direction from what sells. We can only be successful as long as our customer is satisfied.

La Cimbali

Coffee and espresso machine

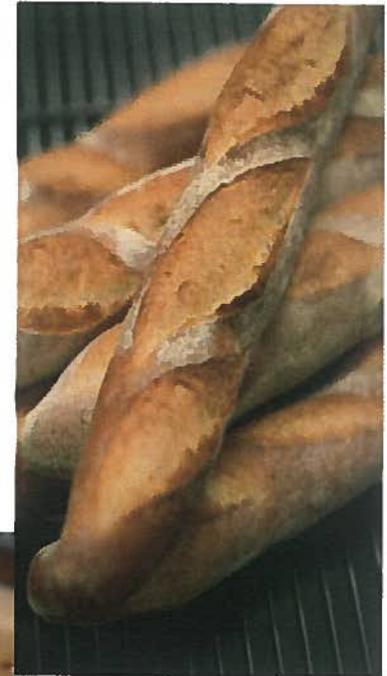


Pictures of Café Français Products



Handmade
chocolate candies

Apricot Danish



Baguette





Plain and chocolate
croissants

Brioche



French Macarons

Vendor Staffing Plan

My wife Rachel will be present at the Café from the beginning. We believe in a hands-on approach. In our opinion, any successful business depends on a hands-on owner. We are anticipating that certain times of the day will be very busy; requiring additional support. Also, we believe higher numbers of Metra riders during different times of the year (ex: holidays) will require more support. I currently have 20 full time employees at my pastry school, with additional part-time employees. I have decades of experience in hiring staff support and I feel confident in my abilities to staff the Elm Street Café with additional employees. Please know that friendly, knowledgeable service is not an option but a requirement. Customer service is second only to a high quality product.

Proposed Hours of Operation

I understand the station is currently open from 5:30am-1:00pm. Rachel has spoken to the ticket agent that works there and she says commuters are indeed at the station from the onset and would be happy to have the café open at that time. I understand Zengler cleaners has extended hours of operation, and if the need is there I would be very happy to have the café stay open later. As long as there is a chance to be of service to the commuter; that also makes good business sense.

Speaking from personal experience, my kids come home from school famished. If they could stop in the station and get a healthy snack on their way to sports, I would be thrilled. I believe other kids and families are in the same situation that I am in. I also see the value to the commuter of adding sandwiches to provide the added convenience of grab and go for the commuter, whether it be in the am so they have lunch or in the pm to bring home to their families. We want to be open as long as possible in order to serve the commuter.

The initial hours of operation that we would propose to be open would be very similar hours that Zengler now has: Monday through Friday 5:30am-6:30pm, Saturday 7am-5pm.

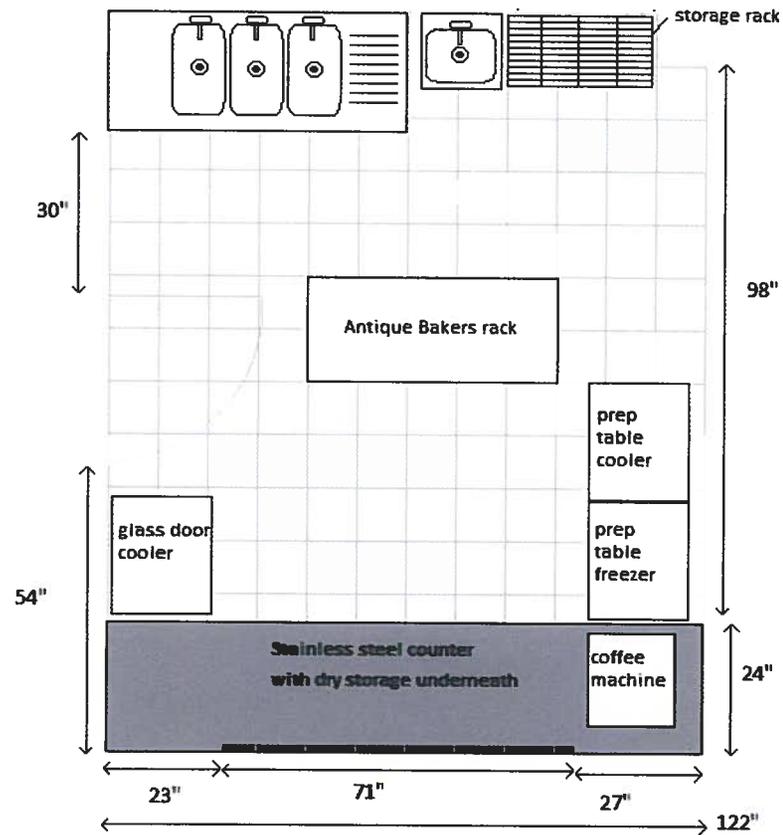
The message I hope to convey to the village board is that we are here to please the commuters and will take direction from them. My wife put herself through college having a waitressing job. She learned that customer service is everything. She always says the customers are always right; even when they are wrong. She cannot wait to get to know the regular commuters and listen to their suggestions.

Proposed Facility Layout

The vision for the Café is a homey atmosphere decorated with a tasteful French country flair. I have an antique French iron and brass baker's rack. This will have baskets filled with the baked products. A curtain will hang behind the rack to create a cozy environment, as well as to divide the storage area and hide the sinks in the background. Cake stands, wire baskets, and old-fashioned glass cookie containers will be used to display products on the countertop. I understand the previous vender kept a table in the inside of the lobby. I propose to use a vintage tea cart (of course with Board approval) to hold milk and sugar, etc for commuters to add to their coffees, and also to keep the window counter open so the line can move quickly and efficiently. The lower shelf of the tea cart will also be a great place to put the seasonal sundry items. The décor will be rounded out with a nice wall clock, framed blackboard menu, and what café would be complete without the requisite rooster. I will have multiple curtains, for ease of laundering and of course rugs will not be used in order to keep the tile floor clean.

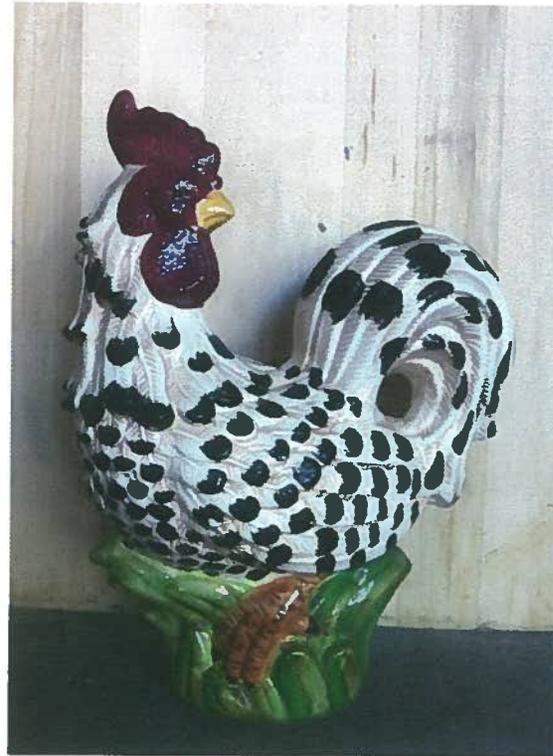
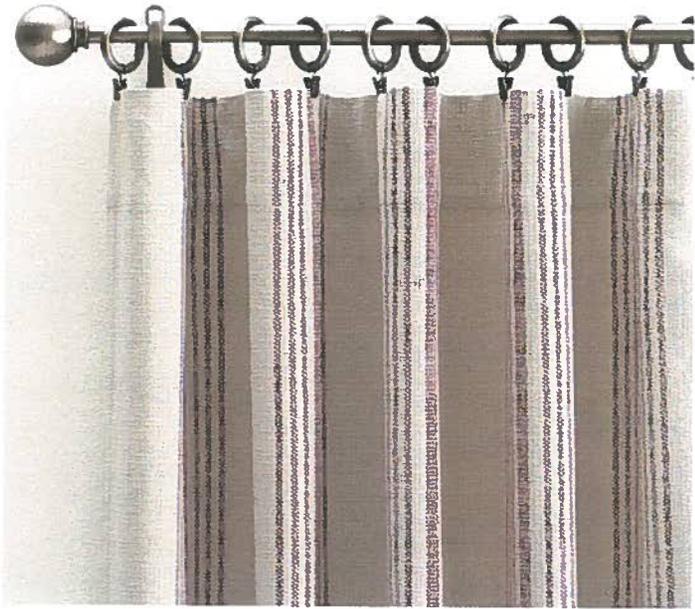
As for adding on to the space; there are a few things I think will add additional value. Since the space is small, shelving will be key. Storage shelves above the window, unseen to the public would be optimal. Additional shelving above the sink would be functional and attractive. An awning outside, like the one Zengler now has, would mimic the same décor and let commuters know that the café was there for their convenience. The renovations of the station were so nicely done. We believe that the atmosphere of the café needs to compliment the homey feel of the station.

Proposed Layout Drawing



Photos of Decor





Proposed Rent

The rent that I am proposing is \$30-35 sq ft. I understand Zenglers pays \$24.16 sq ft. I also realize that the café space has just been renovated and therefore deserves a higher rate. The small space of the café does put limits on the vendor, but the new renovation to the space makes it an ideal working environment.

The proposed rent is just that; a proposal. I do not want to lose this great opportunity. I checked with a commercial real estate specialist in Winnetka and he said average prices for retail are currently at \$30sq ft. I would be very happy to pay \$30sq ft and feel it would be fair. But I will rely on the advice of the Board, as my landlord, to tell me the rent that I will need to pay.

Proposal # 2

PROPOSAL

Ciao Bella Cafe

Darren and Cheryl Christian
452 Sunset Road
Winnetka, IL 60093
October 7, 2011

Village of Winnetka
Winnetka METRA Station
Coffee and Food Service Operator

We would like to submit our proposal for the new Coffee Shop in the Elm Street METRA Station. Together we have over 55 years of food and beverage experience in sales, marketing, service and restaurant management. We are health conscious professionals who aim to deliver a local establishment to serve the community within the Village of Winnetka. Our aim is to build a solid foundation with a storefront here in Winnetka. While we don't want to change to vision and view of the METRA station we would be interested in helping to "beautify" the park out front of the station with additional plantings and matching benches. Our goal is to provide a healthy, safe environment for the residents to enjoy year round.

Darren was employed with Hershey Chocolate for over 18 years and built a career developing sales and marketing strategies based on consumer insights. Additionally, he managed a restaurant and bar where he executed best in class customer service, quality food and beverage. Darren is an endurance athlete, coach and volunteer in the local community. He focuses on a healthy lifestyle and believes that busy executives, students and moms on the go can fuel with healthy foods for a sharp mind. Darren earned a Bachelor of Arts from University of IL.

Cheryl is currently employed by Kraft Foods where she has spent her career in sales, marketing, product development, logistics and strategy. Cheryl has had extensive experience with business start-up. Prior to working for Kraft she worked in a variety of foods and beverage establishment in various roles. She also worked for Walt Disney World where she learned to deliver superior customer service. Additionally, Cheryl has first had experience & knowledge of selecting and preparing healthy foods that meet needs of severe food allergies, celiac disease, kosher and vegan. Her hobbies include cooking, running, yoga as well as volunteering within the community and schools. Cheryl earned her Bachelor of Arts from University of IL.

We have lived in Winnetka with our three children for the past ten years.

Darren Christian



Ciao Bella Café

Fresh, Fast and Friendly

About the owners...

Darren and Cheryl Christian together have over 55 years of food and beverage experience in sales, marketing, service and restaurant management. They are health conscious professionals that aim to deliver a local establishment to serve the community within the Village of Winnetka.

Darren was employed with Hershey Chocolate for over 18 years and built a career developing sales and marketing strategies based on consumer insights. Additionally, he managed a restaurant and bar where he executed best in class customer service, quality food and beverage. Darren is an endurance athlete, coach and volunteer in the local community. He focuses on a healthy lifestyle and believes that busy executives, students and mom's on the go can fuel with healthy foods for a sharp mind. Darren earned a Bachelor of Arts from University of IL.

Cheryl is currently employed by Kraft Foods where she has spent her career in sales, marketing, product development, logistics and strategy. Cheryl has had extensive experience with business start-up. Prior to working for Kraft she worked in a variety of foods and beverage establishment in various roles. She also worked for Walt Disney World where she learned to deliver superior customer service. Additionally, Cheryl has first hand experience & knowledge of selecting and preparing healthy foods that meet needs of severe food allergies, celiac disease, kosher and vegan. Her hobbies include cooking, running, yoga as well as volunteering within the community and schools. Cheryl earned her Bachelor of Arts from University of IL.

Cheryl and Darren live with their three children in Winnetka.

Ciao Bella
Fresh, Fast and Friendly

About Ciao

Located in the Winnetka Elm Street METRA Station

- Ciao Café will offer a blend of health conscious snacks and beverages for the professional business commuter, local residents & visitors who are enjoying downtown Winnetka.
- Ciao Bella is a genuine gourmet snack bar, offering a variety products and beverages, all pre-packaged and “on the go” friendly. We offer something for everyone -- including organics, vegan, Kosher, all-natural, no-sugar, gluten-free, heart healthy and other distinctive products
- Our Mission is to deliver a healthy alternative to “fast foods”.
 - Consumer satisfaction is our number one priority as we aim to deliver our services Fresh, Fast and Friendly.
- Core Principles
 - Provide a great work environment for our employees that’s safe and rewarding.
 - Diversity is a key component to our future as we learn and grow together.
 - Understand that community involvement will help us grow as individuals as well as corporately.
 - Maintain the absolute highest standards in purchasing as it’s a

Ciao Ambiance

Pride of the Industry

- When consumers think of Ciao they will think of a calm environment with consistently fast service, fresh foods and friendly faces; a perfect way to start their day.
 - Ciao's atmosphere will be filled with "coffee house" music which is a relaxing acoustical vibe that people of all walks of life will enjoy. All music to be played at a very low volume as not to disrupt the customers.
 - With today's busy schedules we're constantly needing web access. That's why Ciao will offer Free Wi-Fi for our guests.
 - We understand the importance of loyal consumers and will offer additional savings to our frequent buyers.
-
- Hours of operation:
 - Weekdays : 5:15am to 12:00pm
 - Saturdays: 8:00am to 12:00pm
 - Limited hours on holiday's based on downtown activity and train schedule
 - Facility Agreement:
 - Proposed rent -- \$30/sq ft (\$3,600/yr)
 - Two year agreement with first right of refusal

Ciao Bella

Fresh, Fast and Friendly

The Menu

Nutritious Snacks on the Go

- Organic Slow-Cooked Oatmeal
- Fresh Bagels and Shmear
- Organic Multigrain Muffins
- Organic Muesli and Granola
- Fresh, Fat Free Parfaits (Fresh seasonal fruits, granola)
- Fresh Seasonal Fruits
- Signature Biscotti
- Nutrition Bars
- Granola Bars
- Fresh Baked Premium Cookies
- Gourmet Rice Crispy Bars
- Premium Chocolates & Confections
- Organic Blends of Trail Mixes
- Dried Fruits & Vegetable
- Assorted Yogurt
- Seasonal Frozen Yogurt

Sundry Products

- Gum
- Mints
- Lip Balm
- Hand Sanitizer
- Headache Medicines
- Major News Papers

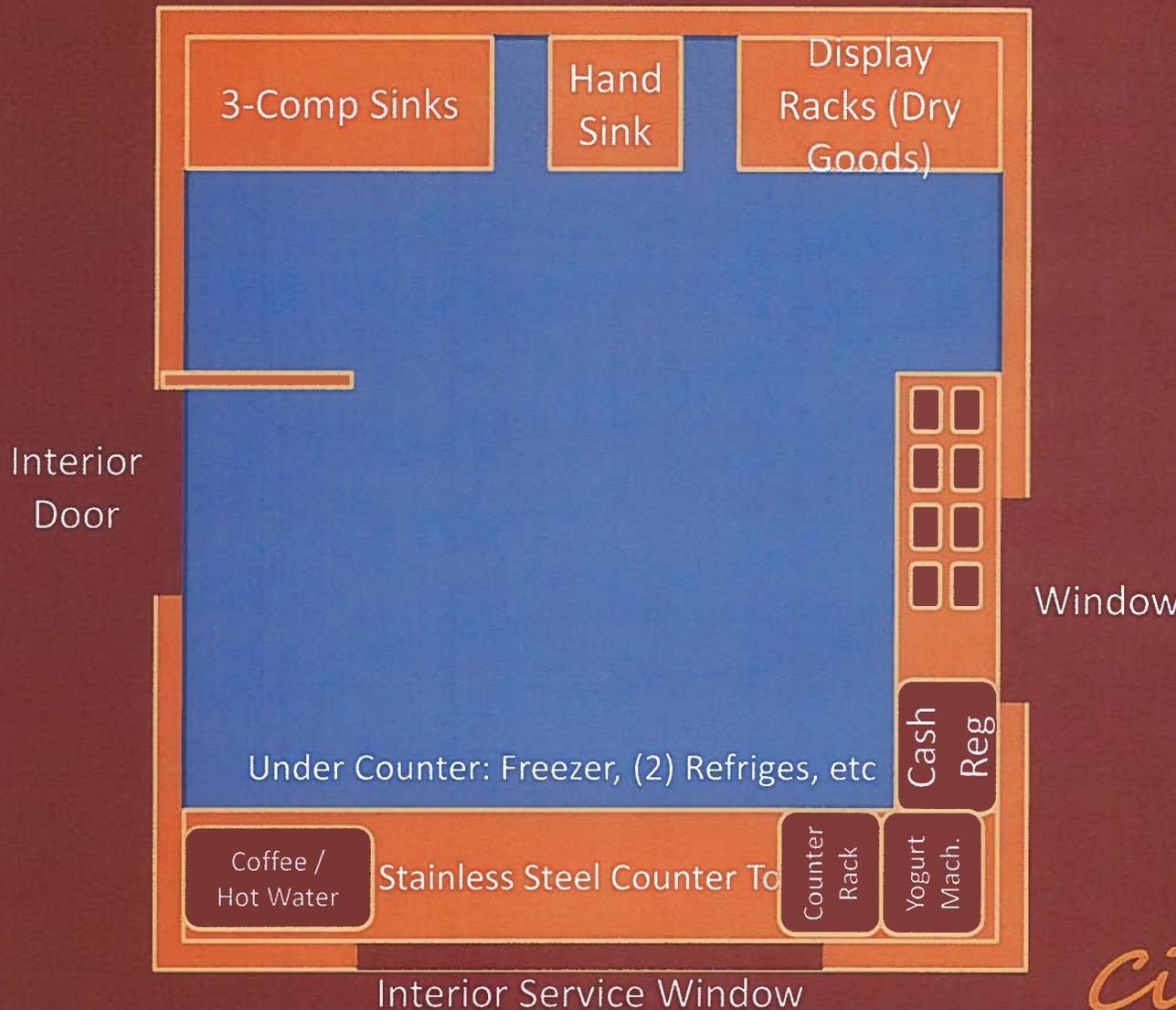
Beverages

- PEETS Premium Organic Coffee
- Organic Tea's
- Bottled Spring Water
- Bottled Juices
- Assorted Soda
- Assorted Sports Drinks
- High energy Drinks
- Seasonal Fruit Smoothies
- Italian Lemonade
- Seasonal Premium Hot Chocolate
- Whey Protein Shakes with Fresh Fruit

Ciao Bella

Fresh, Fast and Friendly

Store Layout



- Equipment Needed:
- (1) Freezer
 - (2) Refrigerators
 - Coffee Machine
 - Toaster
 - (2) Blenders
 - (4) Dry Good Racks
 - Oatmeal Cooker
 - Serving Counter
 - Frozen Yogurt Machine (seasonally)
 - Cash Register

* Equipment to be industrial quality

Ciao Bella
Fresh, Fast and Friendly

*General layout subject to change once occupied

Staffing Plan

- *Cibo Expertos are the face of Ciao Bella Café'. They create enjoyable experiences for the people who visit our stores and insure every visit is fresh, fast & friendly.*
- Job description:
 - Cibo Expertos primary responsibility is to effectively satisfy each customer's needs with a superior level of product knowledge, presentation, quality, speed of service, customer relations skills.
 - Other Job Responsibilities:

Responsible for brewing coffee and preparing other snack food items. Perform various duties in filling customer orders, operate cash register, accept payment from customers, and make change. Follow company standards regarding merchandise presentation, safety, sanitation, service and suggestive selling. Clean & polish equipment used in beverage and food preparation as well as overall retail space.
- Management structure – The owner will oversee and manage all Cibo Expertos
- Pay Structure: \$9.00 hr
- Planned shifts: 4-5 hour part shifts, restaurant & cash register experience preferred
- Training plan: Each employee will be trained on all aspects of the role to exceed the mission of Ciao Bella. Additional motivational benefits will be offered.

Proposal # 3

The Grind Café
Northbrook, IL

Morning Blend
Highland Park, IL

Charles Bliss
Phone: 773.744.8337

Toula Retsos
Phone: 773.807.3780

October 11, 2011

Winnetka Village Hall
754 Elm Street
Winnetka, IL 60093

Dear Village of Winnetka,

We are interested in introducing a coffee shop in the Winnetka train station. Grounds will offer residents and visitors a new style of coffee shop—one offering a uniquely flavorful, quality blend of coffee and a pleasant experience for the commuter.

Grounds will provide a range of superior gourmet coffee, the finest teas drinks, cocoa, fresh juices, delicious bakery goods, and other products.

With our experience in the restaurant business and the Northbrook, Highland Park, and an affiliation with Deerfield station coffee shops; we are confident in providing excellent service to the people of Winnetka. “Great coffee and a newspaper to start the morning” is a commitment of great attitude, personality, and dedication that we promote.

Coffee is 95% of what we sell. Grounds coffee is an espresso-based drink from our coffee roaster of fifteen years, Casteel & Co. in Evanston, IL. We use the highest quality equipment and ingredients to deliver a noticeably superior product.

Sincerely,
Charles Bliss



Toula Retsos



Service:

Grounds will offer residents and visitors a new style of coffee shop. Commuters will be able to enjoy our flavorful blend of coffee that has lured many of our existing customers to continue coming back for years.

“Great coffee with a newspaper to start the morning” is a commitment of great attitude, personality, and a dedication that we promote.

Grounds will provide a range of superior gourmet coffee, the finest tea drinks, cocoa, fresh juices, delicious bakery goods, and other products.

Coffee is 95% of what we sell. The coffee is an excellent espresso-based drink from our coffee roaster of fifteen years, Casteel & CO. in Evanston, IL. We use the highest quality equipment and ingredients to deliver a noticeably superior product.

Vendor Product Plan:

Products:

Coffee	Fresh baked goods	Gum/mints
Teas	Fresh bagels	Trail Mix
Hot Apple Cider	Biscotti’s	Fruit cups
Hot Chocolate	Yogurt	Facial Tissue
Bottled water	Fresh Fruit	Hand sanitizer
Iced coffee	Granola bars	And more...
Assorted sodas	Cliff bars	
Assorted juices	Breakfast bars	
Gatorade	Assorted candy	
Protein shakes	Chips	

Equipment:

Fetco Coffee Machines	Coffee Bean Grinder
Rollout Cooler	Scale for Coffee Filters
Vending Machine	Refrigerator

Vendor Staffing Plan:

Grounds will be staffed by Salena Retsos, Toula Retsos, and Charles Bliss. We provide excellent and timely service every time. With our extended experience, Grounds will satisfy every customer's need.

Proposed Hours of Operations:

Grounds will be operating between the hours of 5:00am and 11:00am, in accordance with the Metra train schedule, as are The Grind Café and Morning Blend.

Proposed Rent:

Grounds proposes a monthly rent of \$325.

Layout and Design:

The atmosphere will be fresh and lively. It will accommodate the fast pace commuters looking for a quick pick-me-up before their hectic day. Our grab n' go bakery goods complete our speedy, friendly service. Grounds will be designed to allow easy flow of traffic when ordering and receiving.

The designer, Salena Retsos, will be available for consultation in regards to Design-Layout.

(See next page for blueprint of layout)

GROUNDS

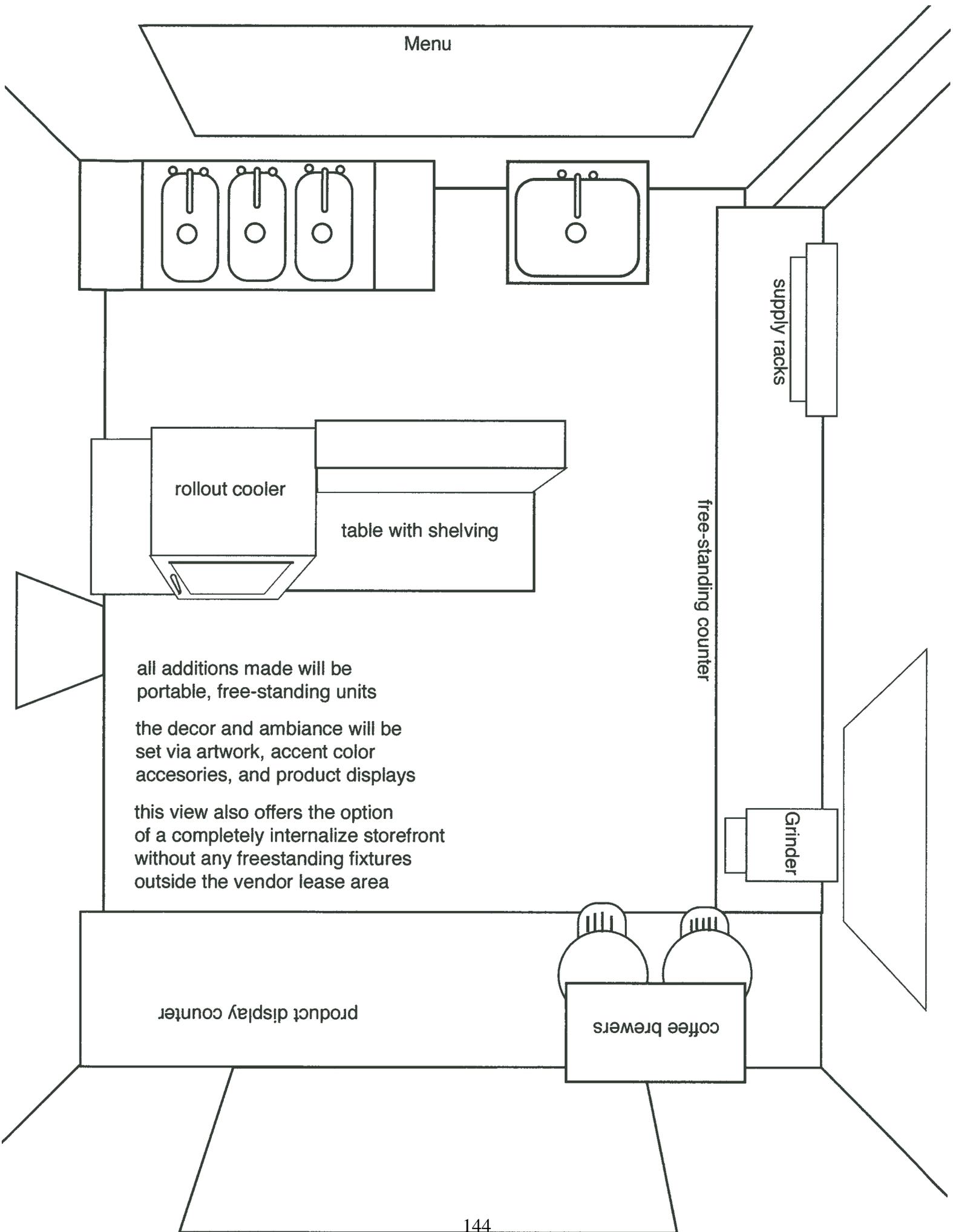


Color Palette:

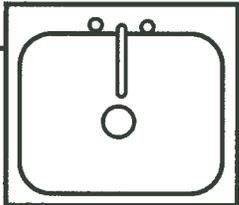
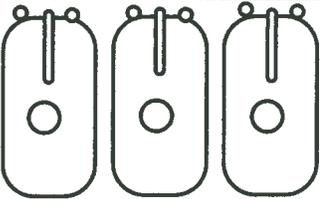


Accent colors:





Menu



supply racks

rollout cooler

table with shelving

free-standing counter

all additions made will be portable, free-standing units

the decor and ambiance will be set via artwork, accent color accesories, and product displays

this view also offers the option of a completely internalize storefront without any freestanding fixtures outside the vendor lease area

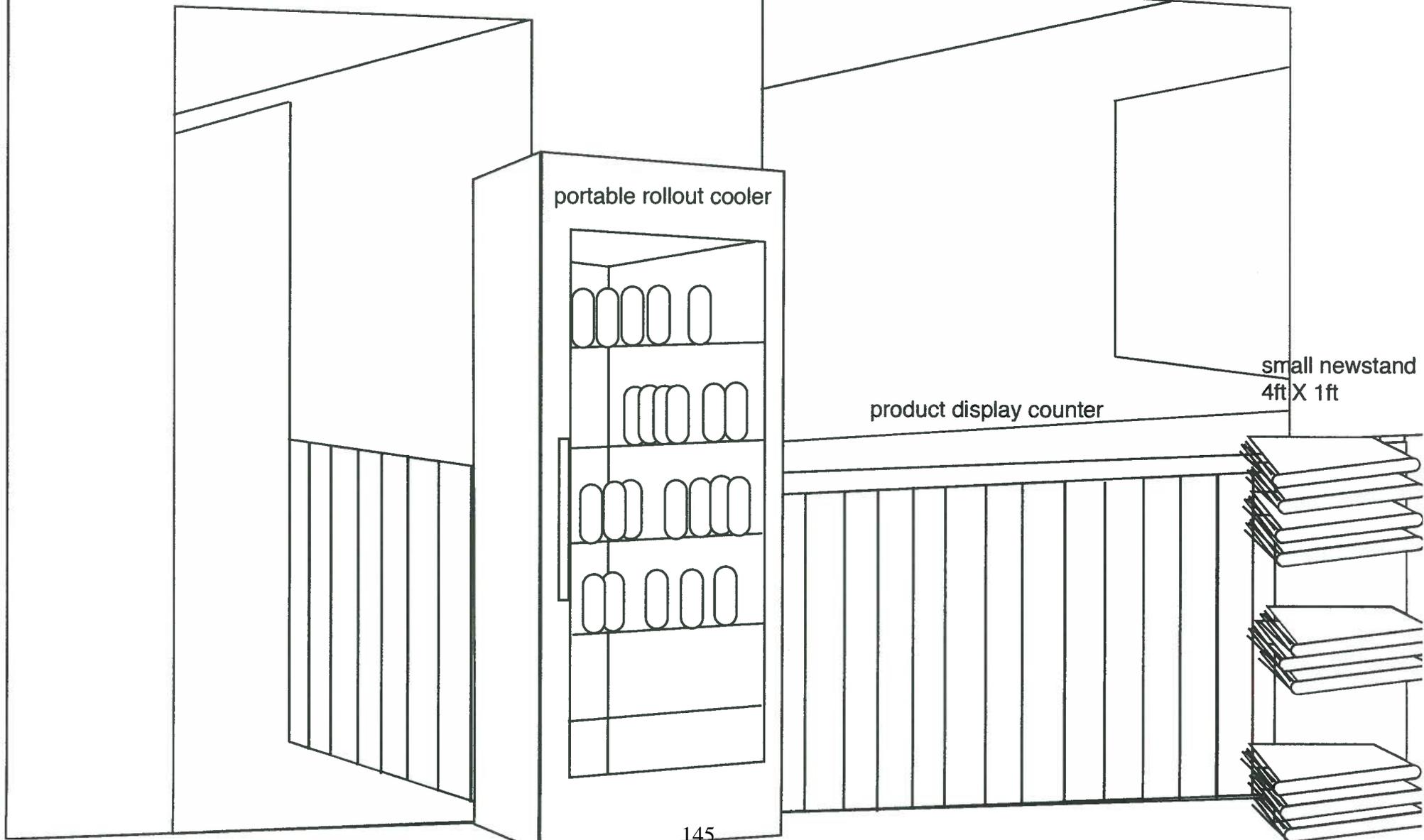
Grinder

product display counter

coffee brewers

This view shows an option in which there are product display on the external storefront in order to engage the commuter

all external displays will be removed and stored within the vendor lease area at the end of the day











Proposal # 4

October 12, 2011

Mr. Brian Norkus
The Village of Winnetka
510 N. Green Bay Road
Winnetka, IL 60093

Dear Mr. Norkus,

Thank you for taking the time to review our proposal as application to be the Coffee and Food Service Operator at the Winnetka Metra Station. As you peruse our proposal, I believe you will find our party possesses the required knowledge, background and enthusiasm required to succeed at this opportunity.

Railway Cafe will be co-owned by Robin A. Comerford and Harvey Gladman. Both myself and Mr. Gladman have extensive experience in the restaurant/food service industries. We share a love of coffee and, in the few years we've been acquainted, we've acquired several pieces of cafe equipment.

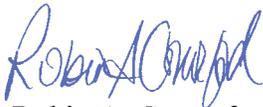
Harvey, a resident of Winnetka for several years, owned and operated Cafe Samovar in Montreal for four years before selling to outside interests. The Cafe is still in operation 27 years later. He has worked at several restaurants in the Chicagoland area and recently assisted Tim Lennon opening Fuel, a restaurant adjacent to the Wilmette train station.

Additionally, Harvey attended Vieux Bois, in Geneva, Switzerland for two years, obtaining a technical degree in Hotel/Restaurant Management.

I possess a Bachelor's degree with honors in both Marketing and History from Barat College in Lake Forest, Illinois. My entire college career, I worked as a waitress at a fast-paced local restaurant. Upon graduating, I became a Sales/Event Planner for Restaurant Development Group, based in Chicago, and held that position for three years.

Thank you for your time and consideration. We look forward to working with you and the Village of Winnetka.

Best Regards,



Robin A. Comerford Harvey Gladman
enclosures

Railway Cafe Equipment

The Following Items are New and Paid-in-Full:

La Marzocco Cappuccino Machine	\$8,500.00
Fetco Coffee Brewing Machine	\$2,000.00
Grindmaster Espresso Grinder	\$750.00
Regular Coffee Grinder	\$700.00
Moving Sign Unit *	\$1000.00
Cash Register	\$300.00
2 Small Refrigerators	<u>\$275.00</u>

Total \$13,525.00

The moving sign unit is a multicolor unit. Railway Cafe would like to promote any Village of Winnetka events, Chamber of Commerce events, or any other news the Village deems important and appropriate.

Equipment still needed:

Menu Board
Small *Railway Cafe* sign
Water filtration system

Other internal items such as cups, lids, sleeves, filters, small display units for non-perishable food items.

Railway Cafe Product Line

Coffee Beverages

Regular Coffee

Espresso

Cappuccino

Latte

Non-Coffee Beverages

Freshly Squeezed Orange Juice

Tea's

Bottled Water

Hot Chocolate

Food Items

Fresh Fruit

Granola/Nutrition Bars

Muffins/Croissants/Cookies

Limited amount of whole bean and ground coffee for sale.

All Village of Winnetka employees will be entitled to one medium cup of coffee for \$1.00

Railway Staffing Proposed Rent and Hours

Railway Cafe is prepared to pay a rent of \$425.00 monthly with a two-year lease.

Railway Cafe is proposing to begin hours of operation at 5:30 a.m. until 11:00 a.m Monday through Saturday. If deemed necessary and beneficial, the Railway Cafe will consider extending their hours.

Although we will be closed on major holidays, we will open for any special events in the Village, such as the Annual Tree Lighting.

Railway Cafe Staffing

The Railway Cafe in the Winnetka Metra Station will be staffed by it's two owners;

Mr. Harvey Gladman
700 Green Bay Road
Winnetka, IL 60093
Home - 847-441-4040
Cell - 773-220-3033
Harvey.Gladman@gmail.com

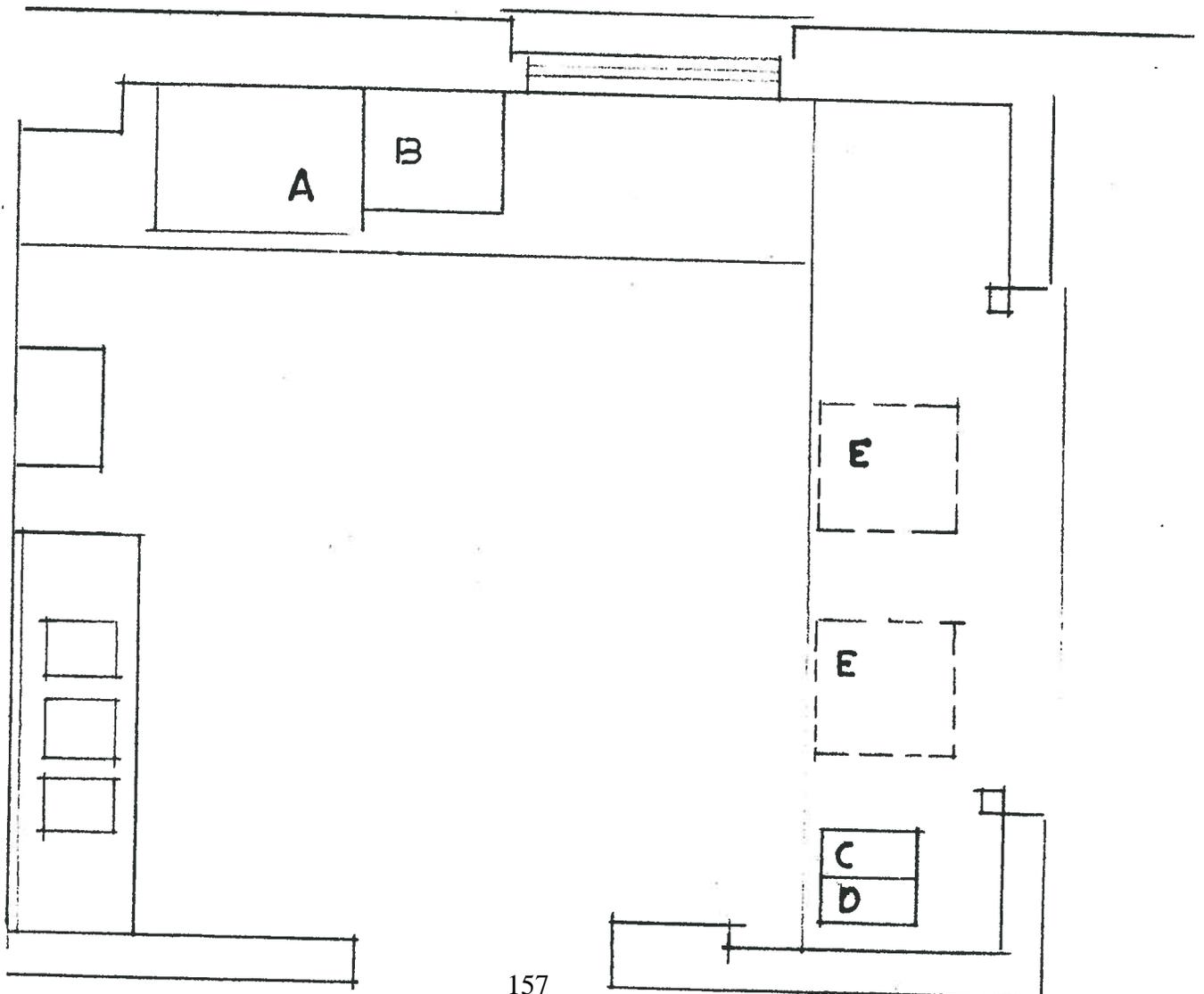
Robin A. Comerford
775 N. McKinley Road
Lake Forest, IL 60045
847-363-6412
racomerford@gmail.com

It is important to note that Mr. Gladman lives within walking distance of the train.

Ms. Comerford will strongly consider relocating to Winnetka once contract is rewarded.

EQUIPMENT SCHEDULE

- A CAPACINO MACHINE
- B COFFEE BREWER
- C COFFEE GRINDER
- D COFFEE GRINDER
- E UNDER COUNTER REFRIGERATOR



REQUEST FOR PROPOSALS



VILLAGE OF WINNETKA

Incorporated in 1869

Request for Proposals RFP #011-005 WINNETKA METRA STATION - COFFEE & FOOD SERVICE OPERATOR

The Village of Winnetka is soliciting competitive sealed proposals from qualified firms or individuals to provide coffee / pastry / food service at the Winnetka METRA station, 754 Elm St., Winnetka IL 60093. Proposals documents are attached. Questions may be directed to the Purchasing Agent by calling 847/716-3504.

Proposal Submission: Proposals shall be submitted to the Purchasing Agent at the Winnetka Village Hall, 510 Green Bay Rd., Winnetka IL 60093; by **11:00 a.m., on Thursday, October 13, 2011.** Three (3) copies of the proposal must be furnished.

Facsimile or emailed proposals will not be accepted, and proposals received after the above deadline will be rejected and returned unopened to the sender.

Proposals will be opened and evaluated in private and proposal information will be kept confidential until an award is made.

The Village of Winnetka reserves the right to reject any or all proposals in whole or in part, to waive or not to waive any informalities therein, and to accept the proposal considered to be in the best interest of the Village of Winnetka.

ALL proposals should be submitted in a sealed envelope and addressed as follows:

<p><i>PROPOSAL</i></p> <p><i>Coffee and food service operator</i></p> <p><i>Winnetka METRA Station</i></p>
--

All Proposers are encouraged to attend an optional pre-proposal inspection of the premises on Tuesday, October 4, 2011, from 10:00 am to 11:00 am.

Raymond D. Restarski, CPPO
Purchasing Agent

510 Green Bay Road, Winnetka, Illinois 60093
Administration and Finance (847) 501-6000 Fire (847) 501-6029 Police (847) 501-6034
Public Works (847) 716-3568 Water and Electric (847) 716-3558 www.villageofwinnetka.org

GENERAL INSTRUCTIONS

Before submitting a proposal each vendor shall examine all documents carefully as no allowance shall be made on the grounds of the lack of knowledge as to the content of the document. The submission of a proposal shall be considered conclusive evidence that the proposer has made such examination.

1. PROPOSALS AND AFFIDAVITS must be signed in ink by an authorized officer or employee of the company and returned in a sealed envelope marked plainly "SEALED PROPOSAL", with the PROPOSAL TITLE and the due date.

The proposal envelopes MUST be received in the PURCHASING OFFICE before the stated time and date. Proposals received after the time and date stated, will be returned unopened and will not be considered.

Each respondent shall submit the number of proposals as enumerated on the cover page herein, one (1) of which shall be the original. Any proposal submitted unsealed, unsigned, fax transmissions or received subsequent to the aforementioned date and time, will be rejected and returned to the sender.

2. ALL COSTS INCURRED IN THE PREPARATION and submission of the Request for Proposal shall be borne by the respondent. The Village of Winnetka shall be under no obligation to return any responses or materials submitted by a respondent as a result of this Request for Proposal. The Village shall not compensate the vendor for any travel costs incurred in the delivery of this Request for Proposal. The vendor certifies that in performing this contract, they will comply with all applicable provisions of the federal, state and local laws, regulations, rules and orders.
3. DEFAULT may cause the Village of Winnetka to procure services from other sources. In such cases, the Village may deduct from any unpaid balances due the vendor, or may deduct from a bond or surety for any excess cost incurred.
4. THE USE OF THE NAME OF THE VILLAGE OF WINNETKA is prohibited in any form or medium for public advertising, unless express permission is granted by the Village of Winnetka.
5. THE VILLAGE OF WINNETKA RESERVES THE RIGHT TO REJECT ANY AND ALL PROPOSALS, or any part thereof, or to accept any proposal or any part thereof, or to waive any informality, deemed to be in the best interest of the Village of Winnetka. Proposals may not be withdrawn for a period of ninety (90) days from the submittal due date without the written consent of the Village of Winnetka. Offerors are cautioned to verify their proposals prior to submission. Negligence on the part of the offeror in preparing the proposal confers no right for withdrawal or modification of the proposal. The Village shall not be obligated to accept the lowest priced proposal, but will make an award in the best interests of the Village of Winnetka after all factors have been evaluated.
6. THE PURCHASING AGENT SHALL EXAMINE THE PROPOSALS to determine the validity of any written requests for nondisclosure of trade secrets and other proprietary data identified. After award of the contract, all responses, documents and materials submitted by the offeror pertaining to this RFP, will be considered public information and will be made available for inspection unless otherwise determined by the Purchasing Agent. All data, documentation and innovations developed as a result of these contractual services shall become property of the Village. Based upon the public nature of RFP's, an offeror must inform the Village in writing of the exact materials in the offer which cannot be made a part of the public record in accordance with the Illinois Freedom of Information Act.

7. THE VILLAGE RESERVES THE RIGHT TO TERMINATE the whole or any part of this contract, upon written notice to the Contractor, in the event that sufficient funds to complete the contract are not appropriated by the Winnetka Village Council; provided that in the event of such termination, the Contractor shall be paid promptly for all services rendered by the Contractor through the effective date of termination.
8. TECHNICAL QUESTIONS PERTAINING TO THIS REQUEST FOR PROPOSAL MUST BE IN WRITING AND ADDRESSED BY FAX (847/446-1139) OR EMAIL (rrestarski@winnetka.org) TO RAY RESTARSKI, PURCHASING AGENT. QUESTIONS RECEIVED AFTER 3:00 P.M. (local time), FRIDAY, OCTOBER 7, 2011, WILL NOT BE ANSWERED.

Project Objective:

The Village intends to engage the services of a retail vendor to provide beverage and light food service to Metra commuters (the "Services"). The overall objective of this project is to add a convenience to the Winnetka Metra Station.

Scope of Agreement:

1. Successful respondent will sign a maximum two (2) year lease ("*Initial Lease*") with the Village of Winnetka, with a mutually optional two (2) year renewal period ("*Optional Two-year Renewal*").
2. Upon completion of the *Initial Lease* and an *Optional Two-year Renewal*, the Village of Winnetka may elect at its discretion to (a) offer a renewal of the original lease to the successful respondent, or (2) renegotiate the terms of the lease with the successful respondent, or (3) terminate the lease and re-offer the facilities in a subsequent open proposal process.
3. In furtherance of the Village's economic development objectives, The Village will agree to an early termination, without penalty, of any *Optional Two-year Renewal* in the event the approved tenant elects to execute a minimum one-year lease within the Village of Winnetka for purposes of relocating and establishing a retail food and/or beverage business in the Village. Early termination under this provision will be subject to a minimum 120 days notice to the Village.
4. Minimum rental rate is \$30 per square foot, for an annual total of \$3,600 (\$300 per month). This proposed rent is the desired minimum. **If a proposal includes a rent higher than this amount, then the increase will be taken into consideration.**
5. Utilities are included in base rent, including (a) weekly rubbish collection, (b) water service, (c) electricity, (d) sewer, and (e) heat.
6. Successful respondent will be responsible for cleaning leased premises and maintaining that area in a clean and sanitary condition. Adjacent station lobby and restroom are cleaned under a separate Village contract.

Facilities:

7. Premises consist of approximately 120 square feet of finished space renovated in 2010, as depicted in attached "*LEASE AREA EXHIBIT*". Space is outfitted with open stainless counter area with locking retractable gate, hand sink/soap

dispenser/towel dispenser unit, and three compartment sink with integral drain tray, and grease trap.

8. Lease Area does not include station lobby area.
9. Restroom and janitorial facilities are outside lease area in adjacent station common areas.
10. Display of merchandise such as newspapers, magazines, or other convenience items from wall or floor mounted shelving is not contemplated under this lease, but may be permitted subject to approval by the Village of Winnetka, and METRA and the Union Pacific Railroad.
11. Adjacent parking area is signed exclusively for commuter parking; as a result, operator and employee(s) wishing to park a motor vehicle will be required to secure Village employee parking permits and park in remote "Employee parking" lots.
12. Station is currently staffed by METRA ticket agent, and open to the public from 5:30 am to 1:00 pm.

Limitations:

13. Exterior signage is limited under the Village sign code to window graphics occupying not more than 10% of the window area.
14. Exterior wall mounted signs are not contemplated under this lease. Exterior wall mounted signage is subject to approval by the Village of Winnetka, and METRA and the Union Pacific Railroad.
15. Interior signage shall be confined to interior of lease area; no wall signs are contemplated for walls in common lobby area.

Evaluation of Proposals:

16. Respondents will be evaluated based on (a) proposed rental rate; (b) proposed hours of operation; (c) extent and quality of food and beverage services offered; (d) extent and quality of sundry convenience retail items offered; (e) staffing and experience in food service and sanitation, and (f) evidence of adequate financial resources to fund start up costs and monthly obligations;

Submission of Statement of Proposal

The Village requires that each Vendor submit three (3) copies of vendor's Proposal, in a sealed envelope, marked "PROPOSAL – Coffee and food service Operator – Winnetka METRA Station".

The proposal should include, at a minimum, the information described in the following section. The inclusion of any additional information that will assist in the evaluation is encouraged.

1. Business Concept and Plan

- a.* Cover letter introducing company and qualifications
- b.* Vendor Product Plan
- c.* Vendor Staffing Plan
- d.* Proposed hours of operation
- e.* Proposed facility layout and/or equipment schedule, including any planned capital improvements to the facility
- f.* Proposed Rent
- g.* Minimum of three (3) references, including name, address and contact information

2. Vendor's Financial Information

- a.* Submit a financial statement indicating total net worth. The statement should correspond to the most recent full calendar or fiscal year. An audited financial statement is preferred.
- b.* Provide a minimum of three credit references.
- c.* Indicate if the Vendor is involved in any litigation or other disputes that could affect its ability to execute and/or undertake this concession agreement.
- d.* Indicate if the Vendor has ever filed for bankruptcy or had projects that have been foreclosed. If applicable, list the dates and circumstances.
- e.* Submit any other documents or reports that would assist in determining the financial condition of the Proposer.
- f.* The Village will conduct a credit check and a background check on the Vendor.

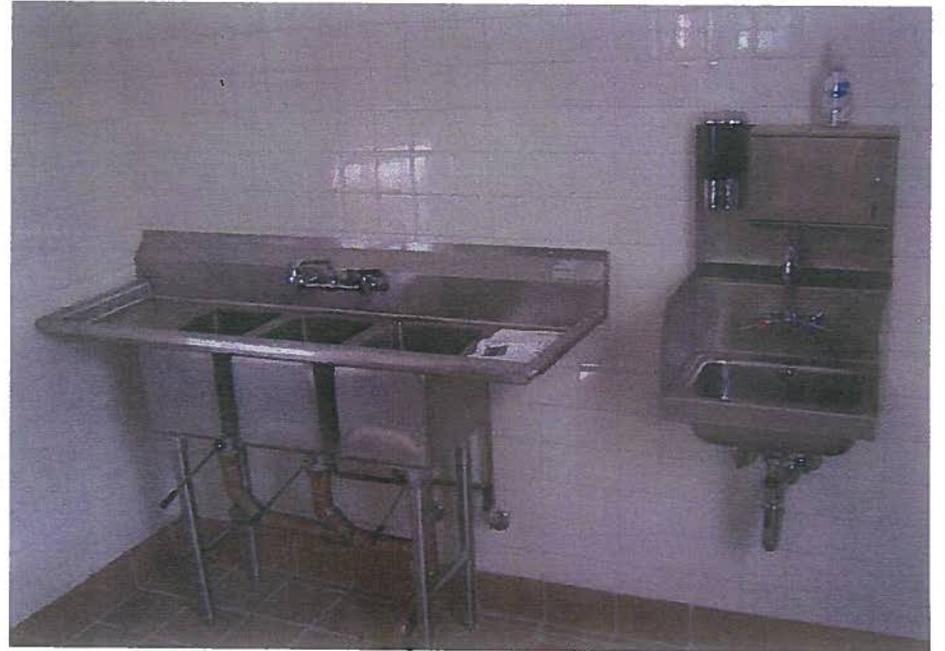
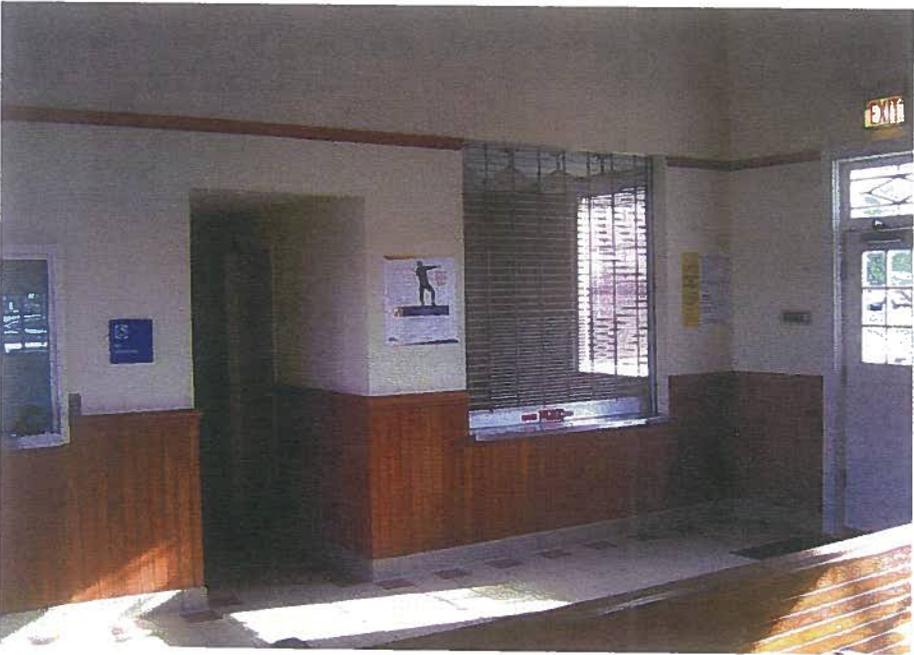
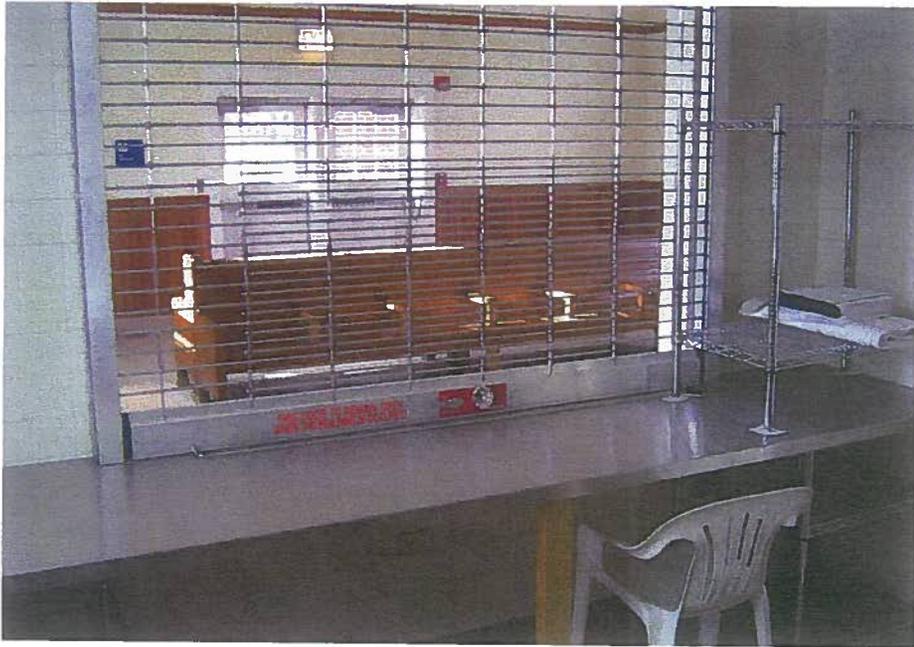
Selection Process

Qualifications may be reviewed by a Village review team, comprised of Village Staff. As part of any review of the Proposals, the Review Team may select a maximum of three vendors for interviews. The Review Team may also provide to the Village Council its recommendation of the most qualified vendor.

Selection of the preferred vendor will be the determination of the Village Council. Upon such selection, such vendor will be invited to enter negotiation for a contract with the Village.

Rights Reserved

The Village reserves the right to reject the qualifications of any or all contractors, to waive technicalities in the qualification and contract award process, or to proceed with the proposed work by other methods, if, in the judgment of the Review Team, Village Manager, or Village Council the best interest of the Village will be promoted.



COMPLIANCE AFFIDAVIT

As a condition of entering into a contract with the Village of Winnetka, and under oath and penalty of perjury and possible termination of contract rights and debarment, the undersigned deposes and states that he has the authority to make any certifications required by this Affidavit on behalf of the bidder, and that all information contained in this Affidavit is true and correct in both substance and fact.

Section 1: BID RIGGING AND ROTATING

1. This bid is not made in the interest of, or on behalf of an undisclosed person, partnership, company, association, organization or corporation;
2. The bidder has not in any manner directly or indirectly sought by communication, consultation or agreement with anyone to fix the bid price of any bidder, or to fix any overhead profit or cost element of their bid price or that of any other bidder, or to secure any advantage against the Village of Winnetka or anyone interested in the proper contract;
3. This bid is genuine and not collusive or sham;
4. The prices, breakdowns of prices and all the contents quoted in this bid have not knowingly been disclosed by the bidder directly or indirectly to any other bidder or any competitor prior to the bid opening;
5. All statements contained in this bid are true;
6. No attempt has been or will be made by the bidder to induce any other person or firm to submit a false or sham bid;
7. No attempt has been or will be made by the bidder to induce any other person or firm to submit or not submit a bid for the purpose of restricting competition;
8. The undersigned on behalf of the entity making this proposal or bid certifies the bidder is not barred from entering into this contract as a result of violations of either Section 33E-3 or Section 33E-4 of the Illinois Criminal Code.

Section 2: TAX COMPLIANCE

1. The undersigned on behalf of the entity making this proposal or bid certifies that neither the undersigned nor the entity is barred from contracting with the Village of Winnetka because of any delinquency in the payment of any tax administered by the State of Illinois, Department of Revenue, unless the undersigned or the entity is contesting, in accordance with the procedures established by the appropriate revenue act, liability of the tax or the amount of tax;

2. The undersigned or the entity making this proposal or bid understands that making a false statement regarding delinquency of taxes is a Class A Misdemeanor and in addition voids the contract and allows the municipality to recover all amounts paid to the entity under the contract in civil action.

Section 3: EQUAL EMPLOYMENT OPPORTUNITY

This EQUAL OPPORTUNITY CLAUSE is required by the Illinois Human Rights Act, 775 ILCS 5/101 et seq.

In the event of the contractor's non-compliance with any provision of the Equal Employment Opportunity Clause, the Illinois Human Rights Act, or the Rules and Regulations for Public Contracts of the Department of Human Rights, the contractor may be declared non-responsive and therefore ineligible for future contractor subcontracts with the State of Illinois or any of its political subdivisions or municipal corporations, and the contract may be canceled or voided in whole or in part, and such other sanctions or penalties may be imposed or remedies involved as provided by statute or regulations.

During the performance of this contract, the contractor agrees:

1. That it will not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin or ancestry; and further that it will examine all job classifications to determine if minority persons or woman are underutilized and will take appropriate action to rectify any such underutilization;
2. That, if it hires additional employees in order to perform this contract, or any portion hereof, it will determine the availability (in accordance with the Department's Rules and Regulations for Public Contract's) of minorities and women in the area(s) from which it may reasonably recruit and it will hire for each job classification for which employees are hired in such a way that minorities and women are not underutilized;
3. That, in all solicitations or advertisements for employees placed by it or on its behalf, it will state all applicants will be afforded equal opportunity without discrimination because of race, color, religion, sex, marital status, national origin or ancestry, age, physical or mental handicap unrelated to ability, or an unfavorable discharge from military service.
4. That it will send to each labor organization or representative of workers with which it has or is bound by a collective bargaining or other such agreement or understanding, a notice advising such labor organization or representative of the contractor's obligation under the Illinois Human Rights Act and the Department's Rules and Regulations for Public Contract. If any such labor organization or representative fails or refuses to cooperate with the contractor in its efforts to comply with such Act and Rules and Regulations, the contractor will promptly so

notify the Department and contracting agency will recruit employees from other sources when to fulfill its obligation thereunder.

5. That it will submit reports as required by the Department's Rules and Regulations for Public Contracts, furnish all relevant information as may from time to time be requested by the Department or contracting agency, and in all respects comply with the Illinois Human Rights Act and the Department's Rules and Regulations for Public Contracts.
6. That it will permit access to all relevant books, records, accounts, and work sites by personnel of the contracting agency and the Department for purposes of investigation to ascertain compliance with the Illinois Human Rights Act and the Departments Rules and Regulations for Public Contracts.
7. That it will include verbatim or by reference the provisions of this Equal Opportunity Clause in every subcontract it awards under which any portion of the contract obligations are undertaken or assumed, so such provisions will be binding upon such subcontractor. In the same manner as the other provisions of this contract, the contractor will be liable for compliance with applicable provisions of this clause by such subcontractors; and further it will promptly notify the Department in the event any subcontractor fails or refuses to comply therewith. In addition, the contractor will not utilize any subcontractor declared by the Illinois Human Rights Department to be ineligible for contracts or subcontracts with the State of Illinois or any of its political subdivisions or municipal corporations.

Section 4: ILLINOIS DRUG FREE WORK PLACE ACT

The undersigned will publish a statement:

1. Notifying employees that the unlawful manufacture, distribution, dispensation, possession, or a use of a controlled substance is prohibited in the work place;
2. Specifying the actions that will be taken against employees for violating this provision;
3. Notifying the employees that, as a condition of their employment to do work under the contract with the Village of Winnetka, the employee will:
 - A. Abide by the terms of the statement;
 - B. Notify the undersigned of any criminal drug statute conviction for a violation occurring in the work place not later than five (5) days after such a conviction.
4. Establishing a drug free awareness program to inform employees about:
 - A. The dangers of drug abuse in the work place;

- B. The policy of maintaining a drug-free work place;
 - C. Any available drug counseling, rehabilitation or employee assistance programs;
 - D. The penalties that may be imposed upon an employee for drug violations.
5. The undersigned shall provide a copy of the required statement to each employee engaged in the performance of the contract with the Village of Winnetka, and shall post the statement in a prominent place in the work place.
 6. The undersigned will notify the Village of Winnetka within ten (10) days of receiving notice of an employee's conviction.
 7. Make a good faith effort to maintain a drug free work place through the implementation of these policies.
 8. The undersigned further affirms that within thirty (30) days after receiving notice of a conviction of a violation of the criminal drug statute occurring in the work place he shall:
 - A. Take appropriate action against such employee up to and including termination;
or
 - B. Require the employee to satisfactorily participate in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency.

Section 5: SEXUAL HARRASSMENT POLICY

The undersigned on behalf of the entity making this proposal or bid certifies that a written sexual harassment policy is in place pursuant to Public Act 87-1257, effective July 1, 1993, 775 ILCS 5/2-105 (A).

This Act has been amended to provide that every party to a public contract must have written sexual harassment policies that include, at a minimum, the following information:

1. The illegality of sexual harassment;
2. The definition of sexual harassment under State law;
3. A description of sexual harassment, utilizing examples;
4. The vendor's internal complaint process, including penalties;

5. The legal recourse, investigative and complaint process available through the Department of Human Rights, and the Human Rights Commission;
6. Directions on how to contact the Department and Commission;
7. Protection against retaliation as provided by 6-101 of the Act.

Section 6: VENDOR INFORMATION

1. Is the bidder a publicly traded company? (yes or no) _____
If the answer is yes, state the number of outstanding shares in each class of stock.
Provide the name of the market or exchange on which the company's stock is traded.

2. Is the bidder 50% or more owned by a publicly traded company? (yes or no) _____
If the answer to the above question is yes, name the publicly traded company or companies owning 50% or more of your stock, state the number of outstanding shares in each class of stock and provide the name of the market or exchange on which the stock of such company or companies is traded.

IT IS EXPRESSLY UNDERSTOOD THAT THE FOREGOING STATEMENTS AND REPRESENTATIONS AND PROMISES ARE MADE AS A CONDITION TO THE RIGHT OF THE BIDDER TO RECEIVE PAYMENT UNDER ANY AWARD MADE UNDER THE TERMS AND PROVISIONS OF THIS BID.

SIGNATURE: _____

NAME: _____ TITLE: _____
(print or type)

Subscribed and sworn to me this _____ day of _____,

20____, A.D.

By:
(Notary Public)

-Seal-