Regional 9-1-1 Consolidation

Lake County, IL

PSAP Consolidation Final Report and Transition Plan

April 05, 2024

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"Unleashing the Power of Technology"

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Background, Challenges, and Moving Forward

Federal Engineering *(FE)* is pleased to submit the final documents to the Lake County, IL PSAP Consolidation Committee (PCC) as part of the consolidation initiative. Since the acceptance of the PSAP Consolidation Options and Recommendations Report prepared by *FE* and accepted by the PCC on December 13, 2023, work has continued to further the consolidation efforts to establish Lake Consolidated Emergency Communications (LakeComm), the new consolidated Public Safety Answering Point (PSAP).

The continued work effort and the activities that the participating agencies must complete to transition to LakeComm have been detailed in this report. Included in this deliverable are the following:

- Task C – Implementing Intergovernmental Agreement (IGA) and Supporting Detailed Documents
- Task D – Final Report and Transition Plan

In addition, and separate from this deliverable, *FE* prepared and delivered a *LakeComm PSAP Consolidation Staffing Analysis Addendum* that includes the updates to the staffing recommendations for LakeComm based on changes to the participating agencies.

The efforts to arrive at this point in the project are commendable, and *FE* acknowledges the considerable and constructive work toward the desired goal to establish LakeComm and achieve the mutual benefits of consolidation for the public safety agencies and their residents. It is no small feat to accomplish what has been done to date. It takes vision, commitment, determination, and consistency to plan for and achieve consolidation and set up a new PSAP. To that end, and at all times, especially the turbulent ones, it is imperative that partners remember the purpose and the primary reason, the "Why," for starting and continuing on this critical endeavor. The *Why* is best described by the Lake County partner agencies depicted in Figure 1, the Consolidated Core Requirement "grey box" graphic:

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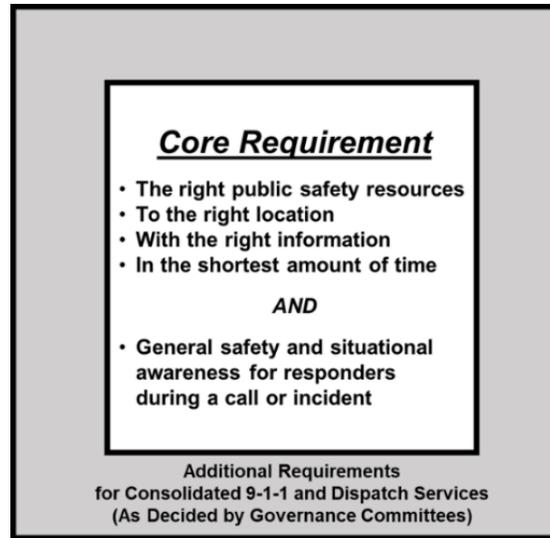
Figure 1 - Consolidation Core Requirement

During meetings this past year, *FE* has facilitated and participated in numerous working group sessions. During these meetings, the participants further defined their purpose with the following key points that reaffirm the importance of the LakeComm *Why.*

- Improved service delivery and safety across the County and municipalities within it – to get the right resource, to the right location, in the most efficient means possible

- Improved safety for responders – increased situational awareness and interoperability across jurisdictions and partner agencies.

- Increased professionalism and support of the public safety communications center and staff across all partner agencies

- Maintain focus on the "grey box" wherever possible and create a single PSAP across the region that can support efficient 9-1-1 call answering, processing, dispatching, and monitoring of response agencies while providing a high level of quality service to your communities.

Each of these builds on the original goals set forth in Spring of 2018, when 21 Lake County Public Safety Entities (PSEs) agreed through an IGA to participate in the 9-1-1 Consolidation Implementation Planning Project. The partners committed to the next phase of 9-1-1 consolidation efforts in Lake County and found it to be in the best interests of the health, safety, and general welfare of not only the residents served by each partner, but all residents of Lake County.

Together, these key points have been the *true north* and what has guided the purpose and direction of LakeComm consolidation. They have and will continue to keep consolidation on track when things may not go according to plan; refer to them at the beginning of every meeting and remember them. Remember the collective *Why* for initiating consolidation, continuing to participate, debating decisions for the collective good, and defining the best path forward for all involved, particularly the staff and communities that will derive the greatest benefit from this effort.

The middle part of consolidation, often referred to as transition, is the most challenging. In this phase, it is not uncommon for agencies, when presented with decisions that may not align with internal goals, to question the value of consolidation and decide whether to opt in or out of consolidation. Even though this has been one of the most collaborative processes that *FE* has observed in the consolidation effort for LakeComm, be assured that despite the best attempts to invite, include, inform, and consult participants throughout this initiative, some may still refrain from participating due to several reasons or contributing factors, each unique to the individual jurisdictions. In time and with more information, those who opt out may rejoin the effort; however, it should not derail the rest from the pathway to LakeComm consolidation.

Based on *FE's* experience with other consolidation efforts, *FE* recommends that partners not let the decisions of those who may opt out derail progress. Do not get caught up in rumination and repeatedly re-work decisions that have already been made with the intention of trying to anticipate what might prevent other partners from joining or leaving. Deconstructing decisions already made to research and identify alternative options must be carefully evaluated for actual return on investment relative to the core purpose of consolidation before they are acted on. As has been experienced in this project, any re-work creates additional time, effort, and resource demands. It can delay the transition to consolidation and create issues among the team. Instead, ask those who left for feedback on their decisions using the opportunity to correct any misinformation or misunderstandings. Ask partners who are still participating what would cause them to opt out if they have not already shared that information. Integrate that learning into the path forward to LakeComm.

PSAP consolidation is a complex process and one with the potential for some agencies and stakeholders to see consolidation negatively. As outlined in the *PSAP Consolidation Options and Recommendations Report Section 3.6 – Consolidation Roadblocks*, the viability of any consolidation model is directly connected to two factors: politics and cost. They often present themselves as roadblocks that can impede progress or cause stakeholders to question the original consolidation decision. These can overshadow the substantial benefit to the residents by eliminating 9-1-1 call transfers, and the improved life-safety benefits for public safety personnel that are derived in PSAP consolidation.

FE reminds its clients consolidating, that while consolidation offers economies of scale and cost efficiencies, the venture will not generate 'cost savings" for several years. Along with political will, cost is one of the primary factors that stalls consolidation efforts. Considering cost only is short sighted and does not reflect a true measure of long-term efficiencies and service delivery improvements that consolidation provides. Finally, the substantial cost-savings achieved through shared technology investments, e.g., the new Computer Aided Dispatch (CAD), and Motorola Starcom system purchased with J/ETSB funds from the Lake County ETSB for LakeComm or other costs to operate in a consolidated environment are often invisible or not passed along to agencies that are contracting services with another PSAP.

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1. Introduction

This detailed transition timeline has been organized based on the anticipated phases of the project. It is a baseline for the recommended actions and steps, in the order necessary, from the present day to cutover to the new LakeComm center in the Regional Operations and Communications (ROC) Facility. In each phase, a summary of pertinent information is provided, including background information to support the steps in the transition phase where appropriate and a table of the steps required to achieve it. In the PSAP Consolidation Report, use of the term "cutover" addresses the migration of the existing PSAP operations to LakeComm. In this context, cutover includes switching live operations, e.g., 9-1-1 call handling and dispatch operations, and, as applicable, equipment, software, and procedures from the existing PSAPs to LakeComm.

The intent of this deliverable is to provide a baseline and detailed transition timeline built on currently known information, recognizing there are still several decisions to be considered and made. In this Transition Plan and Timeline, *FE* has called out the critical decision points and sequencing activities to aid the partner agencies moving forward. As with the Options and Recommendation report, these are recommendations The input provided is based on extensive experience working with other jurisdictions consolidating dispatch operations, they are not intended to replace or be considered as required actions.

It is important to remember the transition timeline is a living document, and new information and conditions can have a direct impact on the steps taken as consolidation progresses. *FE* knows from experience that the stakeholders must actively maintain the timeline for it to be meaningful. Thus, as consolidation proceeds, LakeComm, its partner agencies, and the team can update it accordingly when decisions are made.

A key to success is maintaining a close relationship and alignment with the current partners (J)ETSBs as well as any future supporting (J)ETSBs.

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2. Transition Plan and Timeline

The *FE* team evaluated the best approach to present the transition plan and detailed timeline. Building on the phased approach and steps that were detailed in *Section 16 – Detailed Consideration and Transition Timeline* of the PSAP Consolidation Options and Recommendations Report – FINAL accepted on December 13, 2023, *FE* has prepared this detailed timeline breaking down the activities in phases.

In the report, *FE* recommended that initiation of the transition timeline should immediately begin upon final decisions by the Lake County partners. Figure 2 below highlights the high-level steps in recommended sequence to facilitate successful completion of required activities to align with the planned cutover to "live operations" of LakeComm at the new center on or about July 1, 2025. Those activities that must precede the steps that follow are highlighted in light green. Independently, each of the transition steps is essential to successful consolidation. However, timing specific activities to begin or complete is equally crucial.
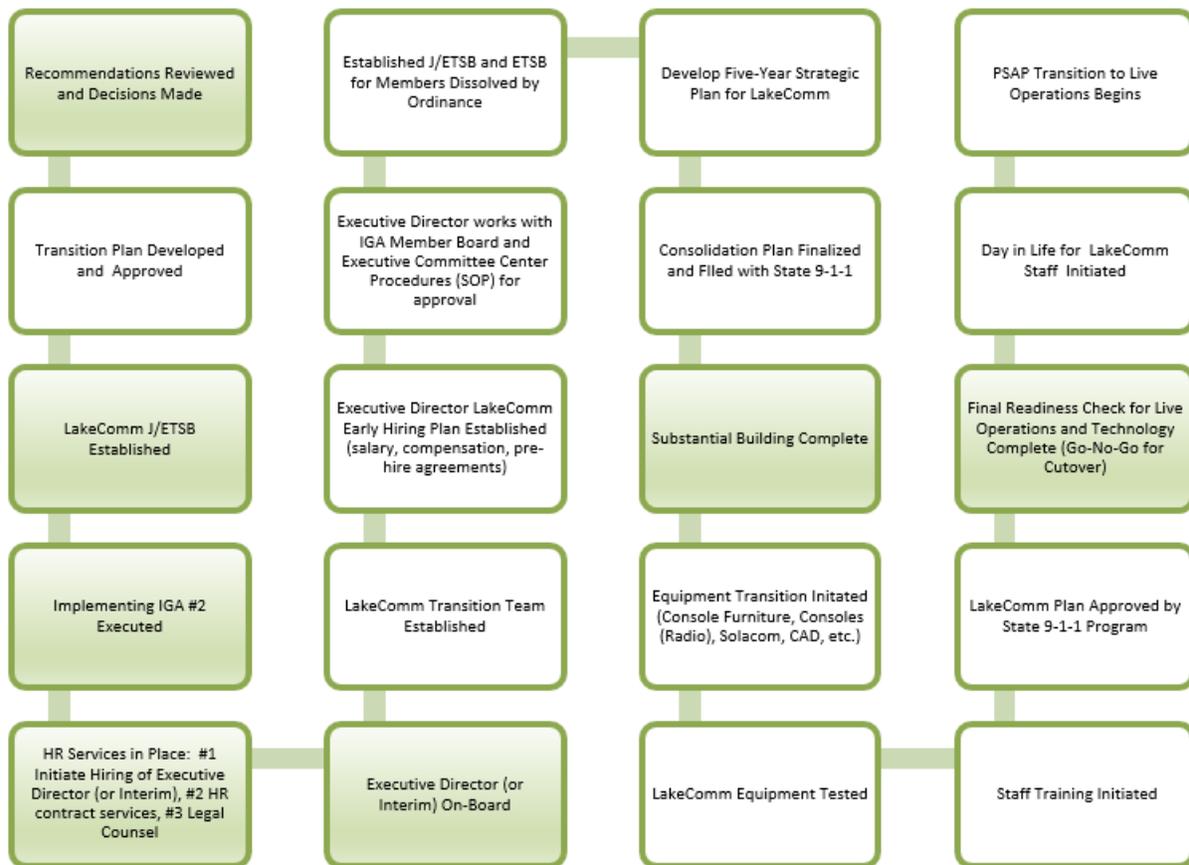

Figure 2 - Transition Steps from Options and Recommendations Report

Significant transition work was started and has continued by the stakeholders under the leadership of PSAP executives, the PSAP Consolidation Executive Agent, and other stakeholders. The Police and Fire chiefs (municipal and fire districts) are discussing future operations and related challenges for LakeComm. In addition, the telecommunicator supervisors and management are discussing LakeComm's core and ancillary duties, developing options, and making recommendations in preparation for decisions that will need to be made.

Finally, several smaller teams with focused objectives have been meeting regularly in the following areas:

- IGA #2 – Implementing IGA to Establish LakeComm (and Bylaws)
- IGA to Establish the JETSB of Lake County (and Bylaws)
- LakeComm Budget, including:
  - Baseline Budget
  - Personnel Staffing Cost
  - Cost-Sharing Model
  - Transition Budget

In the above-referenced working sessions, the *FE* team has shifted from the role of facilitator to a more passive participant, observing discussions, offering guidance and information based on industry standards and best practices in consolidation, and documenting processes that have informed the Final Report and Transition Plan, and supplemental documents. In addition, the *FE* team has continued to participate in and support the weekly Regional Operations and Communications (ROC) Facility design meetings and recurring Continuity of Operations (COOP) working group meetings. Both activities have informed the content of the transition activities and timeline.

The activities in each of these areas above are incorporated into the transition plan and timeline and in separate sections of this report.

As such, this section focuses exclusively on the LakeComm transition plan timeline.

2.1 LakeComm Transition Approach

The transition timeline is broken down into the following five (5) phases:

1. Phase 1 – First and Second Quarter 2024
2. Phase 2 – Second, Third, and Fourth Quarters 2024 to Substantial Building Completion

3. Phase 3 – Substantial Building Completion, building occupancy, testing, and training.

4. Phase 4 – First PSAP(s) Transition to LakeComm and Go-Live (target July 1, 2025)

5. Phase 5 – Post Cutover Phase

The timeline that is included in the LakeComm transition plan has begun and continues through July 1, 2025, when it is anticipated all transition activities will be completed, and the LakeComm center in the ROC Facility will be ready for occupancy. In preparation for LakeComm to be fully operational the following key milestones need to be met:

1. Enabling IGA (IGA#2) signed by participating agencies

2. Executive Director (or Interim) onboarded

3. Transition Team operational

4. Contracts executed for LakeComm technology installation and testing

5. J/ETSB IGA signed by Member Jurisdictions

6. LakeComm Consolidation Plan filed and approved by the State of Illinois 9-1-1

7. Member Board and Executive Committee established

8. LakeComm staff hired and trained

9. Substantial ROC Building Completion and readiness for occupancy

10. Technology for LakeComm installed and tested

11. Future LakeComm personnel hired

The effort to complete this work is substantial and will require the full commitment of all participating agencies to complete the tasks for each activity, many in parallel with each other, and on a strict timeline to meet these objectives and stay on track. This includes leadership at all levels with an emphasis on over-communicating wherever possible to avoid roadblocks that could otherwise compromise the transition process.

2.2 Phase I – Transition Details

This phase begins at quarter 1 (Q1) of calendar year 2024 until the LakeComm Executive Director is hired or an Interim Executive Director is appointed. From *FEs* experience there

is no higher priority than onboarding the LakeComm Executive Director. This position is essential for successful implementation. Only the LakeComm decision-makers can determine what activities in this Phase must be completed before a new Executive Director can be hired or whether the recruitment process can begin. As *FE* noted in the Options and Recommendations Report, one of the existing human resource agencies could be used to start the process or it could be contracted to a third party.

Phase 1 includes the transition items that can begin and continue in the absence of the Executive Director and in order to move consolidation forward.

Table 1 - Phase 1 Transition Activities/Timeline

PHASE 1	
Q1/Q2 2024 *(Executive Director Not Yet Hired)*	
Jan 1, 2024 – June 30, 2024	**Actions/Description**
General	**Recommendations Reviewed and Decisions Made** • Review recommendations in the PSAP Consolidation Options and Recommendations Report. • Continue working group concept and establish smaller working groups to review recommendations commensurate with their area (governance, operations, technology, facility, finance) • Discuss, decide, and take action/determine action needed to implement decisions
Governance	**Intergovernmental Agreements for LakeComm** • Prepare final IGA #2 and J/ETSB IGA Agreements based on legal review and stakeholder input stakeholders **(Q2 2024)** • Meet with participating agencies on IGA #2 approach and cost-sharing model to avoid misinformation and gain participating agency buy-in/support **(Q2 2024)** • Establish a small team of executives, e.g., administrators, chief's, executives, from the participating agencies to prepare background materials for participating agencies boards and socialize LakeComm and IGA #2 **(Q2 2024)**
Operations	**Establish Human Resources Services for LakeComm (Late Q1 2024)** • LakeComm Executive Director (or interim Executive Director) Hiring Plan established (salary, compensation, pre-hire agreements) **(Q1 2024)** • Initiate recruitment for LakeComm Executive Director **(Early Q2 2024)** • Hire and onboard new Executive Director **(Late Q2 2024)** • Identify IMRF requirements and initiate IMRF process to prepare participating agencies to transition **(Early Q2 2024)** • Develop hiring strategy for LakeComm Legal Counsel services (contract services). Of note, based on expertise, the contract services established through IGA #1 could be expanded to support transition activities **(Mid to Late Q2 2024)** • Finalize and socialize any existing PSAP Stay Agreements **(Q2 2024)**

PHASE 1
Q1/Q2 2024
(Executive Director Not Yet Hired)

Jan 1, 2024 – June 30, 2024	Actions/Description
	Transition Team (Late Q2 2024) • Finalize a plan to establish a LakeComm Transition Team and members required to support transition activities • Identify the scope and responsibilities for the Transition Team • Identify and ready space for the Transition Team to begin work and continue into Phase 2 **(Q2 2024)**
Technology	**LakeComm Technology Transition Activities (Q2 2024)** • Identify a technology transition schedule for vendors to install equipment in the ROC for LakeComm upon Substantial Building Completion **(Complete – Addendum A attached with Draft schedule)** • Prepare and execute technology vendor contracts for LakeComm technology **(Not Later than end of Q2 2024) Note**: Lake County ETSB is responsible for these agreements • Implement new CAD and RMS System **(Q2 2024)** • Finalize any radio tower modifications for LakeComm (if required) **(Q2 2024)** • Finalize Administrative Phone System decision and execute contract **(Q2 2024)**
Facility	**ROC Outfitting for LakeComm (Q1/Q2 2024)** • Support ROC design working group meetings and activities to ensure Substantial Building Completion schedule **(Ongoing – Managed by ROC Construction Manager and Design Owner team)** • Identify lead and track vendor installation and testing schedule (as defined in technology transition section) for equipment in the ROC for LakeComm upon Substantial Building Completion **(Q2 2024) Note**: Lake County ETSB is responsible for these agreements • Cost sharing agreement ("lease") for LakeComm use of the ROC completed **(Q2 2024)**
Finance	**LakeComm Cost Sharing (Q1/Q2 2024)** • Develop and socialize cost sharing models **(Q1 2024)** • Identify and gather data elements required for cost-sharing models **(Q1 2024)** • Develop and distribute cost-model worksheets to socialize approach and modeling options with participating agencies **(Q1/Q2 2024)** • Update IGA #2 or By-Laws with agreed upon Cost-Sharing Model **(Q2 2024)** • LakeComm Operations Budget finalized **(Q1 2024)** and socialized **(Q1/Q2 2024)** with participating agencies • Finalize transition formula and strategy for participating agencies **(Q1/early Q2 2024)** • Transition Funding: Finalize loan amortization formula(s) and prepare tools to approach/socialize and incorporate, as required, as part of IGA #2 **(Late Q1/Q2 2024)** • Define partner agency or entity providing fiduciary, financial services, payroll, and benefits for transition (with option of continuing once fully operational). **(Q2)**

In preparation for establishing a Transition Team, *FE* makes the following recommendation for LakeComm transition planning. For additional recommendations, and until the Transition Team is in place and a Transition Plan is created, refer to the Options and Recommendations report for further requirements.

RECOMMENDATION: Creating a consolidation transition team to provide change management, planning, testing, training, implementation, cutover, and post cutover subject matter expertise and assistance is essential. The LakeComm Transition Team should be a cross-section representation of staff from each of the participating PSAPs, response agencies, IT teams and any other center, agency, or municipality staff necessary. Consideration of the following roles for the LakeComm Transition Team include:

- Frontline call takers and dispatchers
- Line Supervisors
- Training and Quality Assurance program staff from each center
- PSAP leaders
- IT Team Members and Leaders
- Response Agency operational leaders/operational subject matter experts
- Facility Leaders/SMEs
- Human Resources labor representatives

This team would provide the LakeComm Executive Director (or Interim) with the support, expertise, and input necessary for decision-making and implementation of the new center. This could include:

- Change Management strategies and action plans
- Support in transition planning and implementation
- Policy and procedures for operational, facility, technology, and administrative functions
- End-to-end system testing
- Training development and delivery
- Cutover and post cutover support

In addition to leading a people-centric change management strategy, the LakeComm Transition Team would provide support for staff in existing PSAPs before, during and after transition to the consolidated PSAP. The LakeComm Transition Team members can serve as Subject Matter Experts (SMEs) and super-users for their respective agencies

and areas of focus. Some of these members could create and deliver training to their current agencies, while providing cross training for other agency staff to gain an understanding of existing PSAP-specific response agency dispatch procedures that will transition to LakeComm.

2.3 Phase 2 – Transition Details

Phase 2 begins once the LakeComm Executive Director (or interim Executive Director) is hired and onboarded planning activities in the first phase continue until building occupancy commences. The following covers transition planning based on Transition Team and other working group recommendations.

The transition from one live PSAP to LakeComm requires careful planning, and the necessary activities for Phase 2, outlined in Table 2, detailed below, build on the work initiated in Phase 1 and prepare the participating agencies for transition.

Each Phase activity in the LakeComm transition is essential for a smooth and successful transition. As the majority of the planning for execution of the LakeComm transition occurs in Phase 2, two activities are vital and must be completed to avoid significant delays. The first being the recruitment and onboarding of the future LakeComm Executive Director (or an interim). The second being the IGA documents being socialized and executed, by the participating agencies, at the start of the third quarter (Q3) 2024, July 1, 2024.

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Table 2 - Phase 2 Transition Activities/Timeline

PHASE 2	
Q3/Q4 2024 to SUBSTANTIAL BUILDING COMPLETION *(Executive Director (or Interim) Hired and onboarded)*	
July 1, 2024 – Dec 31, 2024	**Actions/Description**
General	**Recommendations Reviewed and Decisions Made** *(continuation from Q1/Q2 2024 and include LakeComm Executive Director once hired)* **(Ongoing)** • Evaluate recommendations from Options and Recommendations Report for transition activities in Phase 2 • Continue working groups to review recommendations commensurate with their area (governance, operations, technology, facility, finance) • Discuss, decide, and determine and take action, as required, to implement LakeComm • Transition funds must be available one IGA signed / executed
Governance	**Intergovernmental Agreements for LakeComm** • Implementing IGA #2 Executed – *a fully executed enabling entity IGA must be completed before the State Consolidation Plan can be submitted for approval* **(Q3 2024)** • LakeComm J/ETSB IGA executed by participating ETSB agencies **(Q3 2024)** **Establish Governance Boards for LakeComm Entity (Q3 2024)** • Supporting J/ETSB Established by IGA and LakeComm IGA #2 is fully executed. Note: This is a requirement for State 911 Consolidation Plan submittal **(Late Q3/Q4 2024)** • Implement the Member Board and Executive Committee for LakeComm (based on approved and executed IGA #2) **(Late Q3/Q4 2024)** • Implement Governing Board/Committee(s) for LakeComm J/ETSB (based on approved and executed IGA) **(Q4 2024)** • As appropriate, establish LakeComm Advisory Committees for Law Enforcement, Fire, Recruiting / HR, Budget, and Technology **(Early Q4 2024)**
Operations	**Transition Plan Developed and Approved (Early Q3 2024)** • Develop, socialize, approve, and implement a final transition plan based on latest transition timeline and supporting details, working group outputs, the Executive Director's review, input and recommendations, and PCC support to the Member Board/Executive Committee for IGA #2 (when executed) **Talk Group Consolidation Planning (Q3 2024)** • Continue LE and Fire /EMS Operations and Telecommunicator Operations meetings to finalize approach and plans for talk-group consolidation in LakeComm **(Ongoing Q3/Q4 2024)** • Identify any operational (first responder) policy or procedure changes needed **(Q4 2024)** • Review and evaluate existing Mutual Aid Agreements for any talk-group changes **(Q4 2024)** **Implement LakeComm Transition Team (Not Later than Q3 2024)** • Proceed with the establishment of the LakeComm Transition Team to provide change management, planning, testing, training, implementation, cutover, and post cutover subject

PHASE 2	
Q3/Q4 2024 to SUBSTANTIAL BUILDING COMPLETION	
(Executive Director (or Interim) Hired and onboarded)	

matter expertise and assistance to Executive Director and Executive Committee for LakeComm (IGA #2)

- o The team should be a cross-section representation of staff from each of the participating PSAPs, response agencies, IT teams and any other center, agency, or municipality staff necessary
- Provide regular reporting to stakeholders (Ongoing Q3/Q4 2024)
- Back up and contingency Concept of Operations (COOP plan with agreements).

Develop Five-Year Strategic Plan for LakeComm (Q3 2024)

Note: The new Executive Director will be required and central to preparing the LakeComm strategic plan to operationalize LakeComm

- This strategic plan is a requirement for filing and approval of the LakeComm Consolidation Plan in accordance with the State 9-1-1 Program requirements
- Include the essential stakeholders in developing the strategic plan as determined, such as participating PSAP and partners leadership, consolidation working group leads/representatives for operations, finance, facility, technology, and governance, etc.

Prepare and Submit LakeComm Consolidation Plan (Q3/Q4 2024)

- Review Consolidation Plan requirements to ensure all tasks are prepared in advance, or in parallel, with completion of the application
- Prepare LakeComm Consolidation Plan application (**Completed/Filed Not Later than End of Q4 2024)**
- Meet with LakeComm Member Board (IGA #2) and JETSB (based on executed IGA and By-Laws) **(Q3 2024)**
- Obtain JETSB approval to file the LakeComm Consolidation Plan with State 911

LakeComm Staffing Plan (Q3 2024)

- Hire HR Director (or Interim)
- Executive Director works with LakeComm HR to establish a staffing and hiring plan for LakeComm including:
  - o Review and consideration of any existing PSAP Stay Agreements
  - o Prepare any Pre-Hire agreements and plan for transitioning staff from existing PSAPs or new hires (based on hiring agreements) to LakeComm
  - o Finalize compensation: salary/benefits, etc.
  - o Staffing Plan and Positions Matrix for LakeComm
  - o The pre-hire agreements for existing staff must be completed as soon as possible to determine number of additional staff that need to be hired for LakeComm

	PHASE 2
	Q3/Q4 2024 to SUBSTANTIAL BUILDING COMPLETION
	(Executive Director (or Interim) Hired and onboarded)

	LakeComm New Hire/Additional Staff Recruitment Planning (Q3 2024)
	
	Executive Director works with HR to establish a staffing and recruiting plan for LakeComm including:
	• Recruiting strategy for hiring additional staff for LakeComm
	• Planning for training of new hires
	
	LakeComm Non-Telecommunicator Staff Hiring/Onboard Plan (Late Q4 2024)
	• Finalize the hiring plan to recruit and hire foundational LakeComm non-telecommunications staff and support positions including but not limited to:
	   ○ Deputy Director/Operations Manager
	   ○ Training Manager
	   ○ Quality Assurance/Improvement Manager
	   ○ Executive and Administrative Support staff
	• Transition and/or hire IT Support Team (recommended to transition of the Lake County ETSB staff and/any additional new hires to create the LakeComm IT Support Team)
	• Utilize as part of the Transition Team, the Lake County Construction Manager for the ROC Facility and LakeComm Transition activities
	• Conduct training for new staff Support Staff
	
	LakeComm Standard Operating Procedures (SOPs)
	• Executive Director (ED) leads the development of draft SOPs for the new center (Consolidation Transition Team members will be pivotal in providing information and support in creating the drafts.)
	• ED will work with Executive Committee to have draft SOPs reviewed and approved
	• This step must be completed (as much as possible) to create the training plan and training program for LakeComm staff. SOPs drive the training requirements in a PSAP.

Technology	**Finalize Technology Transition for LakeComm (Q4 2024)** • Prepare plans for Technology that will require transition from existing PSAPs to LakeComm **(Q4 2024)** • Coordinate with existing PSAPs to identify any legacy equipment transition dates to LakeComm **(Q4 2024)** • Evaluate existing identified Back-up satellite PSAPs to identify any legacy equipment needs **(Q4 2024)** • Prepare state of work and contracts with legacy vendors for movement of equipment to LakeComm **(Q4 2024)** • Coordinate and communicate LakeComm transition activities with other ROC Facility departments, e.g., Emergency Management **(Q4 2024)**
Facility	**Finalize ROC Transition for LakeComm (Q4 2024)** • Complete and obtain approval for all final Substantial Building Completion activities **(Q4 2024)** • Develop a ROC Facility Security Plan post Substantial Building Completion **(Q4 2024)**

PHASE 2
Q3/Q4 2024 to SUBSTANTIAL BUILDING COMPLETION
(Executive Director (or Interim) Hired and onboarded)

	• Continue recurring ROC Owner Design Meetings through Substantial Building Completion **(Q4 2024)**
Finance	Any Finance Transition activities are identified in the Final Transition Plan developed by the LakeComm Executive Director and approved by the LakeComm Member Board (or Executive Committee) based on actions requested from the LakeComm or J/ETSB Governance Boards. • Establish processes and procedures to spend and oversee funds. • Draft 2025-2026 LakeComm budget and "cash flow" analysis available by December 1, 2024 for LakeComm Member review. **(Q4 2024)** • Submit State 9-1-1 Consolidation Grant application. Application due February 1, 2025. **(Q4 2024)**

In preparation for cutover planning, *FE* makes the following recommendation for LakeComm consolidation. For additional recommendations, and until the Transition Plan is created, refer to the Options and Recommendations report for further requirements. Once decisions are made for cutover planning, the LakeComm Transition Plan should be the source document for all cutover planning activities.

RECOMMENDATION: Phased approach for PSAPs to cutover and go live in LakeComm where one agency or grouping of PSAPs (two to three at a time) would transition, rather than all of the PSAPs at once.

- This provides a much more manageable approach for isolating, identifying, and resolving any issues experienced in cutover, and reduces the system wide risks of all eight agencies moving at once.

- In a phased approach, there would be a set period of time between each of the cutovers to ensure system functionality is optimized, and the time and resources available to resolve any technology, operational, or system issues experienced in the previous cutover. We recommend a slightly longer time scheduled between the first and second cutover for contingency purposes.

Determine which agency(ies) will transition first, and in what order the remaining PSAPs will transition is best determined by the operational working groups under the direction and leadership of the LakeComm Executive Director, informed by PSAP operations leaders and decision-makers. The following should be considered to support decision making, but is not limited to:

- What factors are present that benefit a PSAP to transition early, including any operational, facility, technology, or financial reasons? For example, there is an

upcoming lease expiration date for CenCom in their current location facility; is it ideal for them to be among the first PSAPs to transition to LakeComm?

- Are there jurisdictional considerations where PSAPs already work closely together today and could benefit from being transitioned together?

- Are there specific events/date ranges that would place a PSAP and the agencies they serve at risk and should be avoided; major events that have been scheduled, planned annual events etc.) and require a considerable number of resources and planning to manage? These dates, events and PSAPs must be listed as risks and avoided when planning for PSAP transition to LakeComm.

2.4 Phase 3 – Transition Details

By Phase 3, in Quarter 1/Quarter 2 calendar year 2025, LakeComm transition activities focus on cutover planning and building occupancy activities with the completion of Phase 2 – Substantial Building Complete at the end of Quarter 4, Q4, 2024.

At this point in transition, Governance Agreements are fully executed, hiring for LakeComm staff is well underway, and equipment installation for LakeComm begins. Table 3 details the requisite activities and timeline for these activities in this phase.

Table 3 - Phase 3 Transition Activities/Timeline

PHASE 3 Q1/Q2 2025 PRE-CUTOVER (Building Occupancy, LakeComm Set Up, Testing, & Training)	
Jan 1, 2025 to ~ July 1, 2025	**Actions/Description**
General	**Pre-Cutover Activities (Ongoing during Q1/Q2 2025)** • LakeComm Transition Team will be required to meet frequently during Phase 3 **(Ongoing Q1/Q2 2025)** • Vendor equipment test plans for LakeComm technology, facility, and furniture are implemented **(Early Q1 2025)** • Testing and acceptance conducted for all new center technology, facility, and furniture • PSAP transition plan and dates finalized **(Early Q1 2025)** • Training program creation and executed during this Phase **(Q2 2025)** • Detailed LakeComm Go-Live/Cutover Plan (details in Operations Section of the Transition Plan) **(Q1 2025)**
Governance	**LakeComm Member Board and Executive Committee Actions (Q1/Q2 2025)** • Member Board meets to review and take action on any final cutover plans as dictated by the executed IGA #2

PHASE 3 Q1/Q2 2025 PRE-CUTOVER (Building Occupancy, LakeComm Set Up, Testing, & Training)	
Jan 1, 2025 to ~ July 1, 2025	**Actions/Description**
	• Executive Committee meets to review and take action at the direction of the LakeComm Member Board, as required • LakeComm Advisory Committees meet to review and take action, as required, and at the direction of the LakeComm Executive Director and/or Executive Committee • Review and approve 2025-2026 LakeComm budget **(Early Q1 2025)**
Operations	**PSAP Consolidation Plan Approval** • State reviews, returns to submitting party (LakeComm rep) for any missing information or clarification required **(Q1 2025)** • State of Illinois Commerce Commission provides a technical review **(Q1 2025)** • Administrative Law Judge reviews plan **(Q1 2025)** • Advisory Board presentation delivery required by LakeComm (Public Hearing) **(Q2 2025)** • LakeComm Consolidation Plan Approved (decision/granted) Note: approval must be received prior to Go-Live in LakeComm (**Q2 2025**) **LakeComm New Staff Recruiting, Hiring & Training (Q1/Q2 2025)** • Recruiting, selection, and hiring of LakeComm staff (in accordance with the Hiring Plan) should be near complete at the beginning of **Phase 3 (Q1 2025)** • In parallel, the new recruit training program design for classroom and practical portions should be well underway and ready to deliver to the first round of recruits near the beginning of this phase • Planning/scheduling of new staff training must also begin **ROC Facility System Testing & Acceptance (Q1 2025)** • Conduct testing and acceptance for facility and technology including: • CAD, Call Handling and Radio technology, Station Alerting, and other public safety specific technology testing and acceptance • Business computers, audio visual equipment, applications and additional equipment testing and acceptance • Software, applications, and other ancillary technology and systems testing and acceptance • Building, furniture, and other facility testing and acceptance **LakeComm Telecommunicator Training (Q2 2025)** • Existing staff and new hire training program created and finalized • Training delivered at new LakeComm center – to be delivered as close to cutover as possible • Day In the Life Training created and scheduled for within the week prior to go live for each PSAP who is transitioning first – other PSAPs will be scheduled for the week prior to their planned go live dates • Day In the Life Training delivered **Legacy PSAP Cutover Plans Developed for Each PSAP Transitioning to LakeComm (Early Q1 2025)**

PHASE 3 Q1/Q2 2025 PRE-CUTOVER (Building Occupancy, LakeComm Set Up, Testing, & Training)	
Jan 1, 2025 to ~ July 1, 2025	**Actions/Description**
	• Step by step operations and logistics plans must be drafted and finalized during this phase • The PSAPs who are first to transition must have a plan completed, approved by the Executive Director, and reviewed by existing PSAP staff **(Not Later than Q1 2025)** • Plans must be developed and approved for each of the PSAPs/grouping of PSAPs going live in the first, second and/or third go live rounds **(Not Later than Q1 2025)** • Develop a community public notification strategy regarding LakeComm transition (Q1 2025) to be executed at the direction of the LakeComm Executive Committee / Executive Director and legacy PSAP municipalities **(Late Q1/Early Q2 2025)** **System Review and Issues Report Process** • Communicate the SOP and pathway for issues reporting and resolution process to all staff • Encourage staff to report issues immediately when they are occurring • Impress upon the need for response and resolution to the supervision and IT support teams • Communicate how the issues list and resolutions, lessons learned, etc. will be shared across the entire team for learning **Go/No Go Decision for LakeComm Cutover** • Prepare Go-Live Readiness Checklist **(Q1 2025)** • Conduct Final Readiness Check for Go Live in Accordance with Cutover Plan **(Q2 2025)** • Address any deficiencies/resolutions if necessary • Make go/no go decision **(30-days prior to Go-Live)**
Technology	**LakeComm Technology Transition (Start of Q1 2025 – following Substantial Building Completion Sign-off)** • Implementation of LakeComm technology begins at the start of this phase once building occupancy is permitted) **(Q1 2025)** • Testing Plans commence for technology and systems based on coordinated Test Plan for equipment **(Q1 2025)** • All system testing/acceptance must be completed • Prepare fallback plan for LakeComm technology based on pre-approved plans **(Q2 2025)** **Sunset Plan for PSAPs Transitioning to LakeComm (Q1 2025)** • Prepare plan to sunset PSAPs post transition (Q2 2025) • Identify any costs associated with sunset of existing PSAPs **Back-Up Center Testing (Q1/Q2 2025)** • Execute plans to test back-up center operational plans in preparation for Go-Live **Technology Readiness Go/No Go Decision (Q2 2025)** • Conduct Final Readiness Check for Go Live • Make go/no go decision • Address any deficiencies/resolutions if necessary • Plan for technology at sunsetting PSAPs (repurpose or disposal plan)

PHASE 3 Q1/Q2 2025 PRE-CUTOVER (Building Occupancy, LakeComm Set Up, Testing, & Training)	
Jan 1, 2025 to ~ July 1, 2025	**Actions/Description**
Facility	**ROC Facility Occupancy Initiated (Early Q1 2025)** • Equipment transition initiated **(Q1 2025)** • Center furniture (e.g., console workstations, chairs, office furniture, kitchen, and break room furniture) is moved into LakeComm locations **(Not Later than Q1 2025)** • Technology and equipment (CAD, Radio, Call Handling Solutions, A/V equipment, etc.) installation begins upon available occupancy **(Q1 2025)** • Backup center plans for commissioning and testing should begin at the start of this phase if not already in progress **Facility Testing (Established Intervals during Q1/Q2)** • Conduct any business continuity and facility system testing and acceptance such as: power supply and automatic failover, load testing, HVAC system, UPS, etc. **Go/No Go Decision (Q2 2025)** • Conduct Final Readiness Check for Go Live • Make go/no go decision • Address any deficiencies/resolutions if necessary
Finance	• Any Finance Transition activities are identified in the Final Transition Plan developed by the LakeComm Executive Director based on actions requested from the LakeComm Member Board (or Executive Committee) or J/ETSB Governance Boards • Manage transition budget

The following considerations are provided for context to the activities in this phase. Modifications to these will be informed by the LakeComm Executive Director and LakeComm Transition Plan. Although the planning for these activities occurs in Phase 2, the execution of the training occurs in Phase 3.

2.4.1 Transition Training

Whenever possible, training for LakeComm staff should be provided at the new center before it is operational. Introducing staff to the future PSAP prior to cutover, as many times as possible, in the room and at the console workstations where they will be moving to is an integral part of supportive change management process for employees. Having the ability to learn their new workflow, technology, and operations in a simulation-based setting, without the pressure of being in a live environment creates confidence and reduces anxiety about their actual first day on duty in the new center. This supports change management efforts and provides staff with an opportunity to become acquainted with their surroundings.

To accomplish this, and support this activity, *FE* recommends that the Transition Plan include a training strategy that allows for this pre-orientation to the LakeComm facility to occur. The costs to allow for this training, whether overtime in the existing PSAPs, or other costs should be accounted for in the Transition Budget.

2.4.2 Training Requirements

Following is an outline of the fundamental training requirements necessary for LakeComm staff. Training would include classroom, theoretical training, and a practical, simulation-based training component in the new Emergency Communications Center (ECC).

Consolidated Center Transition Training	
LakeComm Orientation	• Orientation training including building familiarity, safety training, any administrative items such as: time entry, schedule, payroll, benefits, vacation, sick time, performance management, etc. • Receive uniforms, swipe card/building access • Administrative and human resource policies • Employee expectations, job description review, etc. • Center layout • Workstation operations and orientation, • LakeComm facilities such as kitchen, break room, gym, quiet room, locker room/showers • Any orientation items that a new employee would be provided in this new organization should be included here
Center Operational/Call Model	• Center call model • Center workflow • Center design and workstation layout • Center policy and procedure • Service levels and standards for call answer, processing, and dispatch
Technology	• 9-1-1 and Administrative Call Handling Solution • CAD • Radio integrated Automated Dispatch Technology • Radios • Mapping and GIS applications • Logging Recorder Technology • Mass Notification System • Any applications, software, or technology staff are required to use through the course of their work • Center technology support procedure/matrix
Call Answer, Call-taking, and Processing	• IAED™ Emergency Medical, Fire and Police Dispatch protocol training and certification • Emergency call-taking procedures, process, and protocol – theory and practical training • Administrative and non-emergency call-taking • Overall call flow process, with a focus on call-taking

Consolidated Center Transition Training	
	• Standards and service level requirements for call answer, call processing/protocol, and dispatching • Specific procedure, protocol, and process for each discipline: police, fire, or medical calls
Dispatching	• Overall call flow process, with a focus on the dispatch component • Dispatch workstation assignment and talk group responsibilities • Response agency specific operational and special situation/events dispatch procedures • Direction and training on any technology, applications or software use required for dispatching • Radio procedure and protocol • Warning siren procedures • Any other dispatch specific functions and responsibilities identified for transition, i.e., ancillary duties
Ancillary Duties	• Direction and training on any ancillary duties the center provides, and the technology, procedure, and process to support it
Supervision	• On duty supervision requirements • Oversight and responsibilities in the center • Any other Supervisor specific certifications and training the center includes in their requirements and training
Emergency Operating Procedures	• Evacuation/relocation procedures and process • Shelter in Place procedures • Any contingency or business continuity process
Quality Assurance and Quality Improvement	• IAED™ Emergency Dispatch Quality Assurance for Police, Fire, and Medical Protocol (for any staff who will be conducting quality assurance reviews for call-taking)
Facility	• Any facility specific information and requirements
Transition Plan and Cutover/Go Live Day	• Overview of step-by-step cutover process, transition plan, what support is on site, and any employee specific requirements or information • Employees should know what will happen that day, what is required of them

2.4.3 Day in the Life Training

'Day in the life' (DIL) training is separate from the foundational training staff receive for new center operations and technology. DIL training typically occurs between the foundational training completion and within a week of transitioning to LakeComm. This training day is exactly like it sounds – a mock training day that would mirror an actual day working in LakeComm, but without the stress of a live environment. This training is not limited to center frontline staff and supervisors; response agencies, administrative staff, IT support teams and any other group who leads, supports, or would have regular interaction with the PSAP during routine operations should be included.

Aside from providing effective end to end testing to iron out any issues before actual go live, this is an excellent method for staff to build 'muscle memory' of new operations and

reduce anxiety for actual go live days. DIL training should take place the week immediately before transition occurs for staff in those agencies; avoid any significant gaps in the time DIL occurs and cut over for that group of staff.

- Staff would be scheduled for a six-hour shift in the center, allowing a "shift change" at the end of the first shift when the "next shift" comes in for their 6-hour DIL shift.

- Staff arrive at the new building and park in their assigned areas, wear their new uniforms, go to the locker room to put their belongings away

- They would use the kitchen: put their lunches in the refrigerator, get their coffee/water filled before start of shift

- Staff will sit down and log in at the consoles based on their call-taking or dispatching assignment. They would take mock calls and enter them in CAD, dispatch them, communicate on the radio, incorporate scenarios where all applications in the new center get to be "tried on" during scenarios so staff have a few hours working and building muscle memory without the pressure and stress of a live environment.

- Response agency operational staff should be included in DIL training and would be communicating via radio for the mock calls they are being dispatched to, using MDTs, after incident reporting/RMS, etc.

- Center staff would rotate workstation assignments throughout the shift, so they have a chance to experience call-taking, dispatch, and any ancillary duties and additional work the center provides.

- Breaks should be scheduled as they normally would during shift, so it is as close to a "real" shift as possible.

- Shift change and a report out to the incoming shift as per new center procedures should be provided.

Following the DIL shift, all staff participating in that shift, along with the transition support team working with them should meet for a debrief and post training analysis to identify successes, any issues experienced, and discussion about this session and their upcoming transition to the new center.

2.5 Phase 4 – Transition Details

The activities in Phase 4 support cutover to LakeComm. The following are high-level transition activities based on industry experience and the work that *FE* has done with the LakeComm working groups.

Table 4 - Phase 4 Transition Activities/Timeline

PHASE 4 (CUTOVER (First PSAP(s) Transition To LakeComm & Go Live)	
~July 1, 2025	**Actions/Description**
Governance	**LakeComm Member Board and Executive Committee Actions (Q1/Q2 2025 and start of Q3) 2025)** • Member Board meets to review and take action on any final cutover plans as dictated by the executed IGA #2 • Executive Committee meets to review and take action at the direction of the LakeComm Member Board, as required • LakeComm Advisory Committees meet to review and take action, as required, and at the direction of the LakeComm Executive Director and/or Executive Committee
Operations	**First PSAPs Go Live (Execution Start of Q3 2025)** • First scheduled PSAPs Transition and Go Live in LakeComm center • Secondary and subsequent PSAPs cutover in LakeComm in accordance with the Cutover Plan • Fallback plans remain at the ready should there be any issues to avoid interruption of 9-1-1 services • All back-up centers are active and prepared should they become needed **Continuous Review & System Issues Reporting/Resolution** • Encourage staff to report issues immediately when they are occurring • Ensure timely response and resolution to issues from the supervision and IT support teams • Document, share and communicate issues, resolution, and learnings to the entire team **Prepare for Go Live (Q2 and Execution start of Q3 2025)** • Review plan approved in Q1 2025 • Conduct training and Day in the Life sessions for next group of PSAPs to transition • Finalize and review each PSAPs Transition Plans for Cutover Day • Monitor and review system issues and resolutions, ensure system readiness/capacity for onboarding other PSAPs can be maintained. If not, communicate why and the estimated go live date
Technology	Go-Live activities detailed in the final Transition and Cutover Plans.
Facility	Go-Live activities detailed in the final Transition and Cutover Plans.
Finance	Go-Live activities detailed in the final Transition and Cutover Plans.

2.6 Phase 5 – Post LakeComm Cutover Details

Consolidation is not complete once cutover and go-live for LakeComm occurs. It is **FEs** experience that it is approximately two-thirds (2/3) complete in most instances. Post

cutover is a critical phase in consolidation and sets the foundation for LakeComm and informs the way forward. This period of time is critical in establishing the agency's professional culture and building a cohesive team to best support the success of LakeComm, its employees, and the agencies/communities it serves.

The following key factors should be considered in post cutover support and success:

- Review and assess what has been created, decided, and implemented in each area (governance, operations, technology, facility, and finance) to ensure it is operating as intended. This can be conducted through the already established working groups, governance, the LakeComm Transition Team, and the Member Board for LakeComm.

- Ensure there is little chance for siloed information or action taking – the collective learning at this phase is paramount to continued success and good decision making early on that supports efficiency in operations and service delivery. Be certain process, procedure, communication, review, and shared learning is achieved across all parties.

- Establish consistent agreed upon time periods for review and reporting on system status. This cadence should be frequent in the preliminary stages post go live and can have longer intervals as issues are resolved and the new way of operating in LakeComm is established and running smoothly.

- The Quality Assurance and Quality Improvement process, identifying issues, discussing, and implementing resolutions creates the collective learning system wide that is imperative in this first year and after the full cutover has completed.

- Responsive acknowledgement and resolution of issues is imperative to effective change management, service delivery, staff confidence in the new consolidated center, staff well-being, retention, and overall LakeComm effectiveness and reputation.

3. Implementing IGA to Establish LakeComm (IGA#2)

The culmination of several months of work (both onsite and remote) with the Governance Working Group and COOP Working Group facilitated by the *FE* team, with tremendous collaboration, resulted in a recommended intergovernmental agreement (IGA #2) and related draft By-Laws. *FE* prepared the near-final IGA #2 documents and supplied them to the PSAP Consolidation Executive Agent for legal counsel review on November 30, 2023.

The PCC authorized available funds, and IGA #1 was amended to hire a legal counsel representative experienced in the region's intergovernmental agreements. No additional meetings with the Governance Working Group are required as the suggestions by legal counsel were minimal. The PSAP Consolidation Executive Agent is in possession of the proposed IGA #2 documents.

The following are highlights of the proposed IGA #2 required under Task C – Supplemental Consolidation documents.

3.1 IGA #2

- Enabling Legislation: The Members have authority to enter into this Intergovernmental Agreement (IGA) under the Article VII, Section 10, of the Constitution State of Illinois, 1970, and is a "public agency" as defined in the Intergovernmental Cooperation Act, 5 ILCS 220/1 et seq., and Article VII, Section 1050, 50 ILCS 750/15.4a – Consolidation, Ill. Admin. Code tit. 83, § 1324.200 Intergovernmental Cooperation Act, 5 ILCS 220/1 et seq; ILCS 120/2(c)(1) (11),

- Membership: All cities, villages, fire protection districts, the County, and other units of local government that directly provide public safety service, that are located, wholly or partly within Lake County, Illinois or geographically adjoin the boundaries of a then existing PSAP Member ("Member Agency") and that are permitted by the Intergovernmental Cooperative Agreement ("Agreement") to contract and associate with other units of local government are eligible for membership and participation in the LakeComm.

- Organization: Member representatives include a Member Board of Directors, an Executive Committee, and an Executive Director for LakeComm. The Chair and Vice-Chair of the Member Board of Directors shall also serve as the Chair and Vice Chair of the Executive Committee.

- The Executive Committee is established to provide broad policy, timely resources, oversight, and guidance for the LakeComm Executive Director. The Executive Committee does not manage daily operations of LakeComm. The Executive

Committee shall make recommendations to the Member Board and shall carry out such other functions as assigned to it by the Member Board as determined and defined in the By-Laws of the Agreement.

Figure 3 depicts the proposed governance structure for LakeComm through IGA #2. A recent addition under consideration is the addition of a Treasurer and Secretary to the Member Board. These individuals would have no voting authority.

- **Powers, Duties, and Responsibilities:** Powers, Duties, and Authorities: The Member Board shall have all powers, express and implied, consistent with the laws of the Constitution of the State of Illinois, 1970, et all. The Member Board is responsible for fulfilling the following:

  o Elect a Chair and Vice Chair as well as the other officers and Members of the Executive Committee as defined in the Agreement and the By-Laws.
  o Adopt the annual budget of LakeComm.
  o Approve the hiring or removal of the Executive Director as recommended by the Executive Committee.
  o Accept the annual audit of LakeComm.
  o Approve amendments to the LakeComm By-Laws and other Exhibits to this Agreement.
  o Approve new Members and expel existing Members in accordance with this Agreement.
  o Establish rules and procedures governing its conduct.
  o Fulfill any additional authorities or responsibilities as defined in the LakeComm By-Laws.
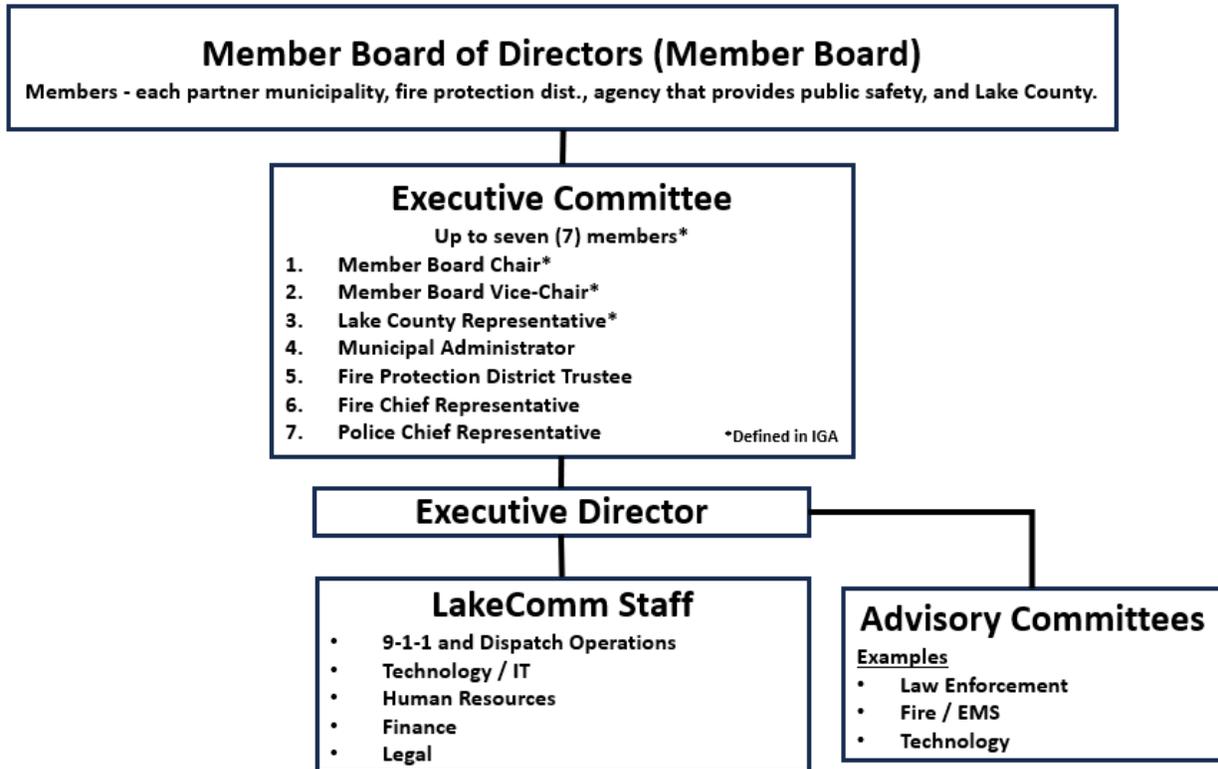
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Figure 3 - Proposed Implementing IGA #2 Governance Structure

3.2 IGA #2 By-Laws

The corresponding LakeComm By-Laws were prepared inclusive of the day-to-day responsibilities and activities of the implementing IGA. The By-laws include the rules and processes established to govern IGA #2 internal operations and management. These rules outline the rights, responsibilities, and procedures for the organization's members, directors, officers, and other stakeholders.

Together with IGA #2, the final proposed By-Laws were prepared and submitted for initial legal counsel review on November 30, 2023. The PSAP Consolidation Executive Agent is in possession of the proposed LakeComm By-Laws.

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4. IGA to Establish the New JETSB of Lake County

The IGA to establish the new JETSB of Lake County is an internal activity that is being managed by the participating agencies and existing ETSB and J/ETSB representatives. *FE* has participated in the internal meetings established to discuss and prepare a draft IGA for the new JETSB of Lake County in support of LakeComm. To date, the role of the *FE* team has been informational for tracking of activities and timelines in preparation of the Final Report. Observations of the J/ETSB IGA draft preparation have been extremely productive and the collaboration should produce a quality agreement.

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5. LakeComm Organization Chart

As part of the Governance Working Group and the staffing recommendations outlined by *FE* in Section 8 – LakeComm Organization and Structure in the *PSAP Consolidation Options and Recommendations Report.* The proposed structure represents the decisions to date on the LakeComm organization. The PSAP Consolidation Executive Agent prepared the proposed Organization Structure depicted in Figure 4 as part of PCC Project Status briefings, for planning purposes, and in outreach discussions with participating agencies. The titles for the position are suggested based on industry-wide job titles and will be decided upon as part of LakeComm transition planning.
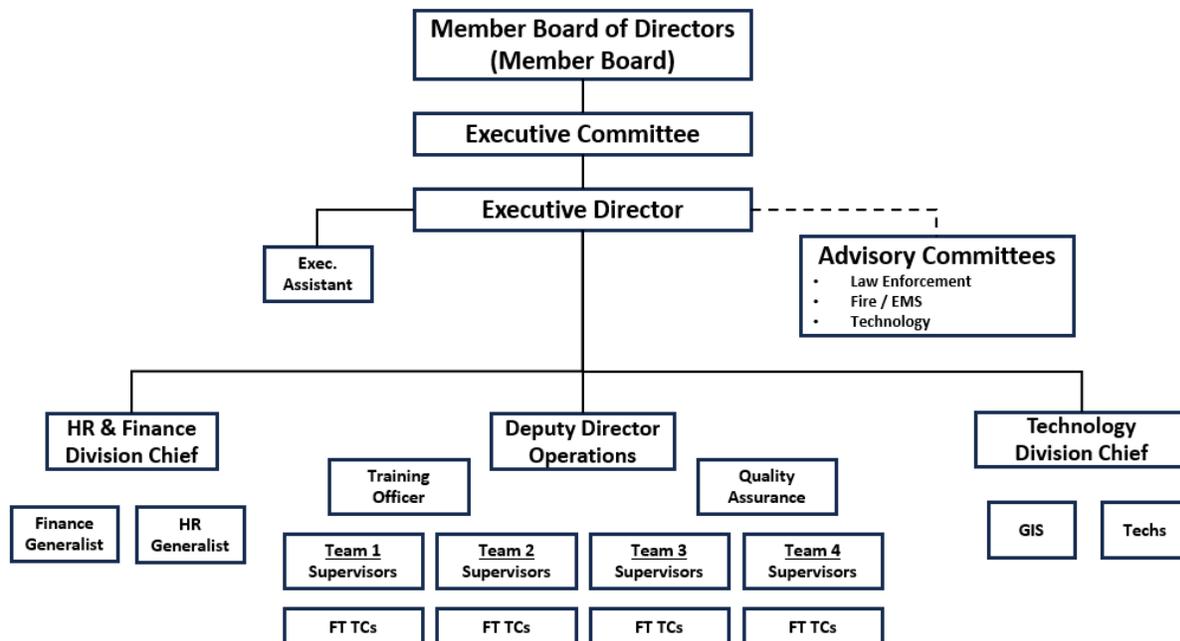

Figure 4 - Proposed LakeComm Organization

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6. LakeComm Budget

Substantial work has been completed by a smaller team of Finance Directors (Finance Tiger Team), the COOP working group, PSAP Consolidation Executive Agent, and the *FE* team. Although it is continuing to evolve as the estimated budget, cost-sharing formulas, and smoothing to assist jurisdictions that will experience cost increases is being developed, the following summarizes the progress to date. The Finance Directors have been briefed and are reviewing the data, and the information is under review by the PCC. To support the process, the Finance Tiger Team has developed several dynamic spreadsheets with tools that allow modeling of cost-sharing options for use in the review to socialize the expected baseline budget and cost-sharing options.

This section is a blend of figures from presentations currently being reviewed and provided as informational. As such, this information is subject to change as continued outreach and endorsement by the PCC is considered.

Budget Estimate

The approach used for the budget estimated used a three "building block" approach that included:

- Identify variables, options, and decision points
- An "all in" budget for planning
- Goal to provide an estimated budget and cost range

The following outlines the estimated "All In" LakeComm budget with the breakdown of the core budget and personnel costs detailed in the sections below.

- **Block #1**: Core Budget
  - **$3,600,000* to $4,100,000**

- **Block #2**: Telecommunicator and Shift Supervisor staffing options:
  - **$14,600,000   - 109 TCs and Shift Supervisors (FE Min model)**
  - **$14,000,000* - 104 TCs and Shift Supervisors (Mod Min model)**   — **Range for planning**
  - **$13,400,000   - 99 TCs and Shift Supervisors (Hybrid 99 model)**

- **Total/gross budget estimate (full cost, 104 TCs, 116 total pers, no MDCs)**
  - **$17,600,000***

6.1 Building Block #1 (Minus Personnel)

For the Core LakeComm budget (minus personnel) the following was considered:

- Technology
- Administrative expenses
- Personnel budget
- Multiple staffing options provided
- "Cross walk" with scope of services

Core Budget (minus personnel) - $3.6M to $4.1M

- $3.6M includes:

  o Professional services, debt service, capital, training, maintenance, network, etc.

- $4.1M includes:

  o $3.6M listed above
  o MDCs ($500k capital covered by 9-1-1 surcharge funds)

6.2 Building Block #2 (Personnel Budget)

1. 12 FTE for leadership and operations support staff (for planning)
2. $1.8M (salary and benefits)

   - Operations (assumptions for planning):

   - 9-1-1 for member service areas (to include unincorporated)

   - Emergency dispatch for four (4) teams each covering a 12-hr shift

3. Required Positions "On Shift"

   - Shift Supervisors: Three (3)

   - Dispatchers (TC 2): Eleven (11) includes 3-4 Fire/EMS and 6-8 LE

   - Call Taker (TC 1):   Four to Ten includes eight on average

4. Telecommunicator and Shift Supervisor options:

- 109 TCs and Shift Supervisors (FE Min model)

- 104 TCs and Shift Supervisors (Modified Min model)

- 99 TCs and Shift Supervisors (Hybrid 99 model)

Figure 5 shows the breakdown of personnel for Building Block #2.

Title	Division	Qty.
Executive Director	Administration	1.0
Administrative Assistant	Administration	0.5
HR / Finance Director	Administration	1.0
Finance Analyst	Administration	0.0
HR Analyst	Administration	0.5
Deputy Director / Operations Manger	Operations	1.0
QA/QI Manager	Operations	1.0
Training Manager	Operations	1.0
Shift Supervisor	Operations	0.0
Telecommunicator 2 (Dispatch + CT)	Operations	0.0
Telecommunicator 1 (Call Taker)	Operations	0.0
Alarm Board Operators (PT)	Operations	0.0
Technology Director	Technology	1.0
GIS Coordinator	Technology	1.0
IS Technician	Technology	4.0
Total		12.0

Figure 5 - Personnel Budget (Building Block #2)

The following figures (Figure 6 through Figure 8) shows the personnel budget and breakdown of LakeComm staffing using the *FE* minimum recommended staffing of 109 telecommunicators, 104 telecommunicators, and a Hybrid staffing model of 99 telecommunicators. The 99 telecommunicator model uses a vertical dispatch model which is not recommended by *FE* for LakeComm.

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6.3 LakeComm Personnel Budget – 109 Telecommunicators

$14,600,000 Total personnel cost ($14,100,000)

- **Each team (4 teams):**
  - **Shift Supervisors:**   4.5
  - **Dispatchers (TC 2):**   12.75
  - **Call Taker (TC 1):**   10

- **Positions "On Shift"**
  - **Shift Supervisors:**   3
  - **Dispatchers (TC 2):**   11
  - **Call Taker (TC 1):**   4-10 (8 Average)

Title	Division	Qty.
Executive Director	Administration	1.0
Administrative Assistant	Administration	0.5
HR / Finance Director	Administration	1.0
Finance Analyst	Administration	0.0
HR Analyst	Administration	0.5
Deputy Director / Operations Manger	Operations	1.0
QA/QI Manager	Operations	1.0
Training Manager	Operations	1.0
Shift Supervisor	Operations	18.0
Telecommunicator 2 (Dispatch + CT)	Operations	51.0
Telecommunicator 1 (Call Taker)	Operations	40.0
Alarm Board Operators (PT)	Operations	0.0
Technology Manager	Technology	1.0
GIS Coordinator	Technology	1.0
IS Technician	Technology	4.0
Total		**121.0**

Figure 6 - 109 Telecommunicators

6.4 LakeComm Personnel Budget – 104 Telecommunicators

$14,000,000 Total personnel cost ($13,500,000)

- **Each team (4 teams):**
  - **Shift Supervisors:**   3.5
  - **Dispatchers (TC 2):**   12.5
  - **Call Taker (TC 1):**   10

- **Positions "On Shift"**
  - **Shift Supervisors:**   3
  - **Dispatchers (TC 2):**   11
  - **Call Taker (TC 1):**   4-10 (8 Average)

Title	Division	Qty.
Executive Director	Administration	1.0
Administrative Assistant	Administration	0.5
HR / Finance Director	Administration	1.0
Finance Analyst	Administration	0.0
HR Analyst	Administration	0.5
Deputy Director / Operations Manger	Operations	1.0
QA/QI Manager	Operations	1.0
Training Manager	Operations	1.0
Shift Supervisor	Operations	14.0
Telecommunicator 2 (Dispatch + CT)	Operations	50.0
Telecommunicator 1 (Call Taker)	Operations	40.0
Alarm Board Operators (PT)	Operations	0.0
Technology Manager	Technology	1.0
GIS Coordinator	Technology	1.0
IS Technician	Technology	4.0
Total		**116.0**

Figure 7 - 104 Telecommunicators

6.5 LakeComm Personnel Budget – Hybrid 99 Telecommunicators

$13,400,000 Total personnel cost ($12,900,000)

- Each team (4 teams):
  - Shift Supervisors: 3
  - Dispatchers (TC 2): 12.25
  - Call Taker (TC 1): 9.5

- Positions "On Shift"
  - Shift Supervisors: 2 or 3
  - Dispatchers (TC 2): 10
  - Call Taker (TC 1): 8 or 10

Title	Division	Qty.
Executive Director	Administration	1.0
Administrative Assistant	Administration	0.5
HR / Finance Director	Administration	1.0
Finance Analyst	Administration	0.0
HR Analyst	Administration	0.5
Deputy Director / Operations Manger	Operations	1.0
QA/QI Manager	Operations	1.0
Training Manager	Operations	1.0
Shift Supervisor	Operations	12.0
Telecommunicator 2 (Dispatch + CT)	Operations	49.0
Telecommunicator 1 (Call Taker)	Operations	38.0
Alarm Board Operators (PT)	Operations	0.0
Technology Director	Technology	1.0
GIS Coordinator	Technology	1.0
IS Technician	Technology	4.0
Total		**111.0**

Figure 8 - Hybrid 99 Telecommunicators

6.6 9-1-1 Surcharge Revenue

The following is a breakdown of 9-1-1 Surcharge Revenue and how the use of these funds is being proposed for LakeComm.

Assumption:

- $8M to $8.5M per year of 9-1-1 surcharge funds

- $7.5M approved for authorized LakeComm expenses

  o $2.1M for PSAP technology and 9-1-1 systems (Mobile Data Computers not included

  o $5.4M for staff and operations

- Budget:

  $17,600,000 – Total/Gross Budget
  - $7,500,000 – Surcharge Revenue

  $10,100,000

- Additional revenue - $1,000,000

  - Lake County "share"

  - Additional surcharge funds for authorized expenses

  - Non-partner share of technology expenses (CAD, etc.)

  - Reserves, contingency, deferred payment for debt service

    Additional budget reductions

- Budget:

  $10,100,000
  - $1,000,000 – Additions, Revenue, offset

  $ 9,100,000 – Net Budget to be split between all agencies

6.7 Building Block #3 – Cost Sharing Variables

The following four (4) variables are included in Building Block #3 and detailed in the sections that follow.

- Variable 1: Percentage of total cost for Fire/EMS and LE

- Variable 2: Fire/EMS data points and percentage applied to determine share

  - Percentage of CFS, population, EAV, other

  - Does not need to be the same as LE

- Variable 3: LE data points and percentage applied to determine share

  - Percentage of sworn, population, EAV, other

  - Does not need to be the same as Fire/EMS

- Variable 4: If needed, options to ease initial financial burden for partners with larger increases in the annual cost

- Decision: Data points and percent applied

Figure 9 shows the breakdown of the various blend models for Fire/EMS and the identification of Blend #3 as the suggested approach.
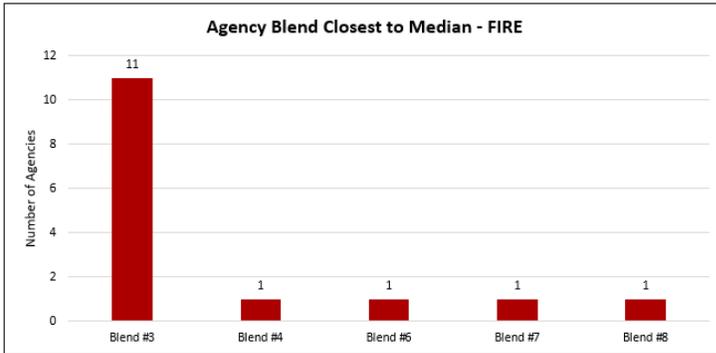
BLEND #1	Calls/Sworn - 50%, Population - 50%, EAV - 0%
BLEND #2	Calls/Sworn - 50%, Population - 0%, EAV - 50%
BLEND #3	Calls/Sworn - 39%, Population - 39%, EAV - 22%
BLEND #4	Calls/Sworn - 45%, Population - 45%, EAV - 10%
BLEND #5	Calls/Sworn - 50%, Population - 25%, EAV - 25%
BLEND #6	Calls/Sworn - 25%, Population - 50%, EAV - 25%
BLEND #7	Calls/Sworn - 60%, Population - 20%, EAV - 20%
BLEND #8	Calls/Sworn - 20%, Population - 60%, EAV - 20%
BLEND #9	Calls/Sworn - 35%, Population - 35%, EAV - 30%

Figure 9 - Fire Blend

#3 Law Enforcement
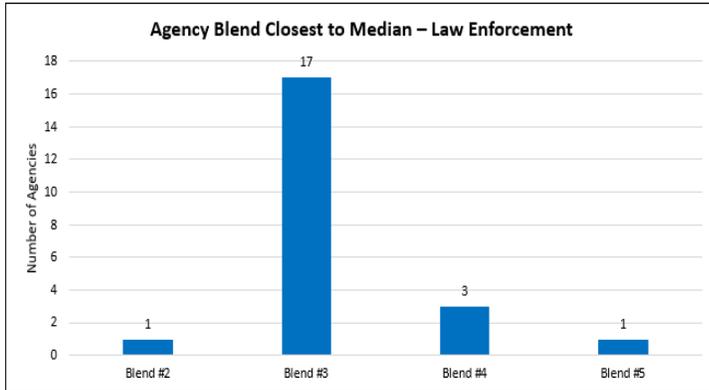
- Currently, three data points are recommended:

  o Sworn Officers (4 PT = 1 FT)

  o Population (most recent census data)

  o EAV

- Decision: Data points and percent applied

Figure 10 shows the breakdown of the various blend models for LE and the identification of Blend #3 as the suggested approach.

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Figure 10 - Law Enforcement Blend

6.8 Proposed Cost-Share Solution – Common Blend

The most common median costs include:

- Blend for the majority of all partner jurisdictions (of 9 measured)

  39% Activity – 39% Population – 22% EAV

- Same Blend identified for both Fire and LE jurisdictions

  o Eleven (11) Fire jurisdictions shared the common Blend as their median

  o Seventeen (17) LE jurisdictions shared the common Blend as their median

  o Remaining partner jurisdictions had median blends close to the Common Blend

  Remaining agencies within +/- .13% of weighted cost share of Common Blend

- No other Blend close to serving as a Common Blend

Challenge: Annual Share Comparison

- Current cost: Total (Gross) vs. Out of Pocket (Net after 9-1-1 surcharge applied)

- Numerous methods of applying 9-1-1 surcharge funds for agency or PSAP needs

  o Offset agency cost for dispatching

  o Capital – PSAP and/or agency

- o PSAP operational costs

- o Reserve

Difficult to get to an "apples to apples" comparison

Variable #4 – "Smoothing" to Ease Larger Financial Increase (If Needed)

If needed, options to ease initial financial burden - options could include

- Provide 3 to 5 years to incrementally move to full cost share

- Incrementally increase or decrease from current cost / price to true cost share

- Supplement / defer a percentage of agency cost with a required pay back

- Short-term use of reserves or transition funding

- Loans or grants

6.9 Budgetary Planning Assumption Summary

The following represents the core assumptions used in the budgetary planning to date. These are important to understand when considering the cost sharing approach.

- All current partners are participating (FTE and expenses can be scaled if needed)

- All partner and County 9-1-1 calls answered at LakeComm (minimizing 9-1-1 call transfers)

- Consolidation into a new single supporting (J)ETSB – new IGA, new Board

  - o $8.0M - $8.5M of surcharge funds available for authorized expenses

- Horizontal dispatch model

- Staffing FTE based on 12-hour shifts (for planning) - Hybrid to include 8-hour shifts an option

- Consolidation of radio talk groups occurs

- $7.5M of 9-1-1 surcharge funds applied to authorized LakeComm expenses

- $1.0M in additional revenue

- Lake County "share", additional surcharge funding, additional budget reductions, etc.

- $500k shifted from personnel to reserve / contingency for "vacancy savings"

- Functional split: 25% Fire/EMS and 75% Law Enforcement

- Annual Share formula: 39% Activity – 39% Population – 22% EAV

- IMRF employer

- Benefits, finance support, and payroll through Lake County

- Transition / startup funds available through "loan" or line of credit (up to $6.0M)

- MDCs not provided to agencies in this estimated budget

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7. LakeComm Human Resources Strategy

The *FE* team has facilitated several discussions with the Human Resources (HR) Working Group. The information gathered through these discussions has informed the personnel (staffing) costs for the LakeComm budget. Some near-term activities should begin as soon as possible as part of the Transition Plan. *FE* recommends forming a smaller group of Human Resource representatives to work on these activities as part of transition.

Tremendous work been completed by the existing PSAP leadership (all represented on the COOP Working Group) who meet twice a month and discuss, amongst other consolidation priorities, sustainability planning. This work enables them to collaborate and share internal best practices to retaining the existing telecommunicators during this transition and identifying ways to reduce and ease the stress and concern over the sunset of the existing PSAP operations and movement to LakeComm. These are all internal decisions, impacted by labor representation, and recruiting and training challenges that exist.

As part of detailed transition planning, *FE* recommends the following begin as soon as possible.

7.1 HR Planning

- An option to expedite the transition planning process and to aid in making decisions that will support the future PSAP operation, conduct interviews amongst the qualified PSAP management personnel in the existing PSAPs, and have them serve as an Interim Executive Director until IGA #2 is signed and/or a recruitment can begin, selection, hiring, and onboarding of a permanent Executive Director can be made. Having interacted with existing PSAP leadership, *FE* is comfortable making this recommendation. It could take months to complete the process for a new Executive Director, time that is essential to the transition planning process.

- One of the highest priorities of an Interim Executive Director should include continuing to advocate and support future decisions for the operation, preparation of interim schedule options that can optimize the use of available staff and provides maximum flexibility to support retention. ECC scheduling is a unique skillset that requires specialized expertise and understanding of the operations and could help ease concerns that existing telecommunicators may feel about 12-hour shifts, the transition from vertical dispatch to horizontal dispatch, training need evaluation, and related hiring considerations. This work effort could help to solidify the staffing needs at cutover.

That said, *FE* is firm in its recommendation that carefully weighing the risk of understaffing the operation could pose to the successful LakeComm operation. Experience has show that adequate staffing is *critical* to an ECC operation, and there is no more important time than when a new operation is starting up.

- Finalize discussion with law enforcement and fire operations leadership on ancillary duties and core responsibilities for LakeComm

- Implement a competitive wage and compensation for public safety communications employees in LakeComm. The LakeComm employees should have a wage scale, compensation, and benefits program that is commensurate with the duties and responsibilities of LakeComm with equal access to training, development, and promotion.

- Decide whether contract HR services should be considered or, if possible, personnel hired as part of transition to support this activity. This can be done pre- or post- Interim Executive Director. This position(s) should focus on total compensation, salary, and benefits, as well as hiring telecommunications staff. This resource or resources should work closely with existing PSAP HR personnel to avoid disrupting existing operations.

7.2 LakeComm Compensation and Benefits

Additional transition considerations that were outlined in the Lake County PSAP Consolidation Options and Recommendations that should be started as soon as possible, and considered include:

- Initiate Illinois Municipal Retirement Fund (IMRF) process during the transition timeline and in accordance with IMRF requirements.

- Existing personnel be offered assurances that compensation will not be lower than it is today. A tiered compensation structure is common in consolidation operations during transition period.

- Consideration of how best to address benefits during transition, these are local decisions, but agencies will oftentimes use pre-hire agreements or evaluate in-lieu compensation, e.g., compensatory time off or buy-out agreements for sick leave or vacation balances.

The suggested activities have been incorporated into the appropriate transition phases and detailed transition timeline.

8. LakeComm Executive Director

One of the highest transition priorities is onboarding the future Executive Director (or interim Executive Director) for LakeComm. *FE* prepared a suggested job description for this position to accelerate the hiring process and provided the executive director job description developed with input from the COOP working group, governance, and human resources working groups, which was included in the PSAP Consolidation Options and Recommendations report.

Significant activities necessitate involvement by the future LakeComm Executive Director or interim Executive Director. As such, *FE* recommends expediting this process as soon as possible and has identified in the Transition Plan for this activity to begin in Q2 2024. The HR entity handling the recruitment should update the job description below.

Overview

Operating under an Intergovernmental Agreement that includes more than 30 cities, villages, fire protection districts, Lake County, and other units of local government that directly provide public safety service, that is located, wholly or partly within Lake County, Illinois, or geographically adjoin the boundaries situated in Lake County. This newly established 9-1-1 and emergency dispatch center (LakeComm) represents the latest in technology, and the members are seeking a founding Executive Director with the right blend of leadership, vision, and skill to lead and unify this new emergency communications operation through shared values. This opportunity offers a great location, environment, and place to live, with competitive compensation commensurate with this executive-level position.

Reporting directly to an Executive Committee, the Executive Director is responsible for operating within the framework established by the Member Board of Directors through the Executive Committee, which sets the broad policy, timely resources, oversight, and guidance for the Executive Director. The Executive Committee does not manage the daily operations of LakeComm.

The Executive Director leads a centralized 9-1-1 and emergency dispatch center responsible for dispatching Member Agency law enforcement, fire, and ambulance services within Lake County.

Position Summary

This position is responsible for the staffing, supervision, direction, training, and administration of LakeComm. LakeComm is staffed with 100 full-time front-line telecommunicators and supervisors. The founding Executive Director will work closely with Law Enforcement, Fire, and EMS (municipal and fire protection district) leaders to

establish and maintain the highest quality of emergency services provided to the agencies supported by the LakeComm PSAP.

This position requires a high level of responsibility, flexibility, and attention to detail, so identifying the right leader is imperative. This individual should be able to assume the responsibilities on day one, possess a collaborative mindset, and work with and report to a multi-member board while leading an operational team and providing excellence in service delivery.

The Executive Director will be readying LakeComm for full operation, bringing six (6) existing 9-1-1 and emergency dispatch operations into a new consolidated center. Below are attributes the Executive Director should possess.

Desired Skills and Attributes

- Team builder, innovative, leader, (proven), collaborative

- Individual familiar with state-of-the-art technology in a new facility

- Experience to identify talent and know how to position team members well for success of the new center

- Experience in the field is important; ideal candidate would have experience leading a large to medium-scale public safety communications center

- Ability to develop, manage, use team members to promote collaboration, expertise, and success

- Desire to provide better service to the residents and visitors in the communities served by LakeComm. With many diverse communities, leaders, and conditions, this leader must recognize and be able to support needs of all communities, and not one municipality or agency

Duties and Responsibilities

- Responsible for all activities of LakeComm, including but not limited to oversight of call-taking, dispatching, records (custodian), recording, staffing, training, and security.

- Operating LakeComm PSAP within the approved annual budget.

- The Executive Director shall have the authority to hire, retain, and promote LakeComm staff.

- Preparing a proposed budget for Executive Committee review and Member Board approval and appropriation.

- Working closely with the Executive Committee and the supporting Joint Emergency Telephone System Board ("JETSB") regarding the 9-1-1 system, equipment, training, and other issues for which 9-1-1 funds can be used to maintain the best available technology and training to best serve resident.

- Establishing and using performance standards for employees. The Executive Director shall actively and continually consider and evaluate all means and opportunities toward the enhancement of operational effectiveness of emergency communications for the benefit of the public and emergency response agencies.

- Authority for developing, enforcing, and updating all LakeComm operating protocols and procedures.

- Responsible to review and evaluate proposals from Advisory Committees for changes to service levels, performance standards, and/or public safety service delivery procedures for LakeComm.

- Responsible for maintaining the safety, security and confidentiality of the reports, the records, the building, and the grounds surrounding LakeComm PSAP.

- Researches, prepares, and communicates strategic long-term plans LakeComm.

- Prepares reports, attends, and actively participates in all Advisory Committee, Executive Committee, and Member Board meetings.

Knowledge, Skills, Abilities and Other Characteristics

- Has the willingness and flexibility to continually learn new regulations, procedures, equipment, and systems and has the ability to train others.

- Has excellent problem-solving skills in stressful emergency situations and can react quickly and accurately to the situation.

- Work in an executive-level capacity to build a knowledgeable team with a strong work ethic to meet department requirements and deadlines.

- Has the technical knowledge of emergency procedures and documentation required by state and federal regulatory agencies.

Minimum Requirements

- Education: Bachelor's Degree, Master's (desirable, not required), or equivalent years of experience for education consideration. Consideration allowable for an associate degree, a combination of relevant certifications, education, sand experience.

- Experience: Ten years of progressively responsible experience in public safety, emergency communications or public/government sector, with three years of senior management experience for a comparably sized organization or as a director for a smaller organization; or any equivalent combination of education, training and experience which provides the requisite knowledge, skills, and abilities for this job.

- Knowledge: Must possess a comprehensive knowledge of the functions and responsibilities of a regional 9-1-1 center and its programs, and knowledge of applicable local, state, and federal laws, regulations, standards, mandates, and best practices.

- Certifications: Within a defined period of time candidate must be able to attain Association of Public Safety Communications Officials (APCO) Certified Public-Safety Executive Program Certification. Requirements for consideration by APCO:

  o Registered Public Safety Leader plus 8 years of full-time experience in public safety communications, with at least 4 years full-time as a supervisor, manager, or director (must be current position).

  o Associate degree plus 6 years of full-time experience in public safety communications, with at least 3 years full-time as a supervisor, manager, or director (must be current position).

  o Bachelor's, Master's, or higher degree plus 4 years of full-time experience in public safety communications, with at least 2 years full-time as a supervisor, manager, or director (must be current position).

- Must possess and maintain a valid Illinois driver's license.

- Must possess and maintain the following certifications or attain within six months: CJIS/NCIC, successful background check.

The qualifications listed above are intended to represent the minimum skills and experience levels associated with performing the duties and responsibilities contained in this job description. The qualifications should not be viewed as expressing absolute

employment or promotional standards, but as general guidelines that should be considered along with other job-related selection or promotional criteria.

This job description is not an all-inclusive list of duties and/or skills and is not to be considered a contract of employment. Selected candidate must pass a criminal background check.

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9. Transition Funding Plan

One of the essential components to preparing for and standing up a LakeComm operation is ensuring there are adequate resources that are on-boarded at key intervals in order to determine timelines to complete critical and time-sensitive tasks. The timing for on-boarding these key transition resources and the mechanism to fund these essential resources are decision points that decision-makers will have to consider.

The following is a high-level overview of what transition items in *FE's* experience are included and should be considered in preparing a budget for transition to LakeComm. When preparing a budget, it is important to consider having sufficient monies available to keep forward momentum. Although continuing with the model of in-kind contribution of staff participation that has been successfully used in the PSAP Consolidation effort to date, and is an option, however, it is not recommended by *FE*. Instead, a specific allocation and Transition Budget as outlined in Table 5 is recommended.

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Table 5 - LakeComm Transition Budget Estimate

Core Budget Estimates - LakeComm Transition	Expense Class	Estimated Expense	Assumption(s)
Commodities			
Office Space (Dedicated for Transition Team) - No Lease Space	Facility	$ 0.00	Existing Space until Substantial Building Completion (Dec 31, 2024)
Data/Telecommunications - Cellular Phones	Network	$ 1,000.00	Transition Team
Computers and Software	Network	$ 100,000.00	Transition Team - Uses Existing Network Access
Transition Team Office and Related Supplies	Facility	$ 3,000.00	Transition Team
Commodities Subtotal		**$ 104,000.00**	
Contractual			
Labor Attorney	Professional Services	$ 25,000.00	18 mos. (Jul 1 2024 to Nov 2025)
HR/Finance	Professional Services	$ 50,000.00	18 mos. (Jul 1 2024 to Nov 2025)
Contractual Subtotal		**$ 75,000.00**	
Personnel			
Executive Director (or Interim)	Personnel	$ 339,337.50	Total Comp (Salary & Benefits) for 18 mos. (Nov 2025)
Administrative Assistant (or Interim)	Personnel	$ 85,665.00	Total Comp (Salary & Benefits) for 18 mos. (Nov 2025)
Training Manager	Personnel	$ 206,700.00	Total Comp (Salary & Benefits) for 18 mos. (Nov 2025)
Technology Director	Personnel	$ 295,125.00	Same as above. Currently paid by Lake County ETSB
GIS Coordinator	Personnel	$ 189,015.00	Same as above. Currently paid by Lake County ETSB
IS Technician	Personnel	$ 685,320.00	Same as above. Currently paid by Lake County ETSB
Personnel Subtotal		**$ 1,801,162.50**	
Total Transition Budget		**$ 1,980,162.50**	

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10. History of Consolidation Efforts

Since 2013, the County, municipalities, Fire Protection Districts, and Emergency Telephone Systems Boards (ETSB) have invested time and resources into consolidating more than a dozen independent primary and secondary Public Safety Answering Points (PSAP) in Lake County to enhance the service these PSAPs provide, while also more efficiently providing 9-1-1 service.

The following highlights the significant achievements and efforts toward consolidation and establishment of LakeComm as a new consolidated PSAP. The events are prepared in reverse chronological order with the most recent achievements and activities first.

- April 2024, scheduled presentation of the Lake County PSAP Transition Plan and project deliverable summary in preparation for endorsement by the PSAP Consolidation Committee (PCC).

- December 13, 2023, the PCC accepted the Lake County PSAP Consolidation Options and Recommendations Report.

- December 6, 2023, *FE* delivered Lake County, IL PSAP Consolidation Options and Recommendations Report.

- November 30, 2023, the Governance Working Group completed IGA #2 Draft and *FE,* on their behalf, submitted the draft for legal review.

- June to November 2023, *FE* facilitates, or supports Working Group meetings related to deliverables.

- July 7, 2023, Regional 9-1-1 consolidation partners and the Lake County Board joined together to celebrate the groundbreaking of the new Regional Operations and Communications (ROC) Facility. The facility is designed to house a consolidated PSAP (LakeComm), the County's Emergency Management Agency, and the supporting staff and ETSB technologies.

- June 13, 2023, *FE* facilitates three days of onsite meetings with Working Groups to gather information for Options and Recommendations, and IGA #2 preparation.

- February 13, 2023, Lake County on behalf of the PCC executed a contract with Federal Engineering to provide a series of deliverables to further consolidation efforts.

- September 1, 2022, eight PSAPs from the 9-1-1 Consolidation Implementation Planning Project (2018 IGA) agreed to the next phase of Regional 9-1-1 / PSAP Consolidation in Lake County. The eight participating PSAPs committed to develop an Implementing Intergovernmental Agreement ("Implementing IGA") that establishes a NEW CONSOLIDATED PSAP organization in Lake County to replace and consolidate the PSAPs operated by the Parties to the Agreement.

- October of 2021, the Lake County Board authorized entering into an agreement for architectural and engineering design services for a consolidated 9-1-1, ETSB, and Emergency Management Agency (EMA) facility on the County campus in Libertyville, Illinois. This ROC Facility will provide co-located space for LakeComm, Lake County EMA, and the future Joint ETSB (J/ETSB) of Lake County.

- September of 2021, a second 12-month extension was approved, extending the IGA through September 6, 2022.

- May of 2021, the Consortium took a significant effort towards technology consolidation and standardization with the release of a joint Request for Proposal (RFP) and procurement of a scalable, shared, integrated, enterprise family of systems / software that includes Computer Aided Dispatch (CAD), mobile data, Law Enforcement Records Management System (LE RMS), Jail Management System (JMS), Electronic Crash, and Electronic Ticket Systems to support 9-1-1 services, emergency dispatch services, and records management for partner municipalities and agencies throughout Lake County.

- August of 2020, the Consortium unanimously approved extending the original IGA 12 months, through September 6, 2021, in order to continue progress on initiatives in the approved *Implementation Plan*.

- December of 2019, the Consortium's Implementation Plan (the Regional 9-1-1 Consortium Concept of Operations and Implementation Plan) was approved by the Governance Committees.

- 2018 – the initial IGA established a two-tier governance structure (Governance Committees) to serve as the decision-making body on behalf of all participating entities. The approved governance structure was comprised of a Policy Committee (elected officials, village managers) and an Operations Committee (public safety professionals).

- Spring of 2018, 21 Lake County Public Safety Entities (PSEs) agreed through an IGA to participate in the *9-1-1 Consolidation Implementation Planning Project*. The partners (the Consortium) committed to the next phase of 9-1-1 consolidation

efforts in Lake County and found it to be in the best interests of the health, safety, and general welfare of not only the residents served by each partner, but all residents of Lake County.

- o 2018 IGA / Consortium partners were: Barrington, CenCom E9-1-1, Countryside Fire Protection District (FPD), Fox Lake, Grayslake FPD, Greater Round Lake FPD, Gurnee, Lake County, Lake County ETSB, Lake County Sheriff's Office, Libertyville, Lincolnshire, Mundelein, North Chicago, Northeast Lake County Consolidated JETSB, Round Lake, Round Lake Beach, Vernon Hills, Vernon Hills and Libertyville JETSB, Wauconda FPD, and Waukegan

- April 2017, the County, and the Lake County ETSB received a report they had commissioned *(the 9-1-1 Consolidation Report)*, which included an assessment of the PSAPs in Lake County and the communities they serve. The 9-1-1 Consolidation Report concluded that dispatch consolidation is a mutually beneficial path for public safety entities in Lake County.

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Appendix A - LakeComm Technology Transition Schedule

The ROC Design team has prepared the following transition schedule to outline the activities in the ROC Facility to prepare for Substantial Building Completion and transition requirements for vendors to move equipment and test in preparation for LakeComm post Substantial Building Completion.

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Figure 11 - Construction/Technology Transition Schedule

ID	ID	Task Name	Duration	Start	Finish
1	1	Project Start	0 days	Wed 1/3/24	Wed 1/3/24
2	2	**Building Construction**	**503 days**	**Wed 1/3/24**	**Fri 12/5/25**
3	3	Area A Building Construction Activities	136 days	Wed 1/3/24	Wed 7/10/24
4	4	Area B Building Construction Activities	162 days	Wed 1/3/24	Thu 8/15/24
5	5	IntA-1320 Area A - Install Resilient Flooring	15 days	Thu 7/11/24	Wed 7/31/24
6	6	IntA-1320 Area B - Install Resilient Flooring	15 days	Fri 8/16/24	Thu 9/5/24
7	7	IntA--1330 Area A - Install Carpet Flooring	10 days	Fri 9/20/24	Thu 10/3/24
8	8	IntB--1330 Area B - Install Carpet Flooring	10 days	Fri 10/4/24	Thu 10/17/24
9	9	MDF Room Buildout (Plywood on Wall)	5 days	Fri 9/6/24	Thu 9/12/24
10	10	Auxcom Room Buildout Complete	0 days	Thu 4/11/24	Thu 4/11/24
11	11	Building Switchboard Deliveries	0 days	Thu 8/15/24	Thu 8/15/24
12	12	MEP1160 Elec-Install Switchboards/Panelboards/Breakers/SPDs	17 days	Fri 8/16/24	Mon 9/9/24
13	13	IntA-1430 Area A - Building Systems Switches & Servers	5 days	Tue 9/10/24	Mon 9/16/24
14	14	IntB-1430 Area B - Building Systems Switches & Servers	5 days	Tue 9/17/24	Mon 9/23/24
15	15	MEP 1260 Elec - Trim and Test Equipment	5 days	Fri 9/13/24	Thu 9/19/24
16	16	MEP 1290 Elec-Perform Power Shutdowns/Transfers/Emergency T<	5 days	Fri 9/20/24	Thu 9/26/24
17	17	MEP 1310 Elec - Network Online (Local In-Building Only)	0 days	Thu 9/26/24	Thu 9/26/24
18	18	Public (non secure) internet access (required for equipment installer startups OR they bring a thumb drive and work off a	5 days	Fri 9/27/24	Thu 10/3/24
19	19	Patch security (CCTV) network switch to Lake County network	2 days	Fri 10/4/24	Mon 10/7/24
20	20	Patch all equipment related IP drops AND convenience outlets to BAS network switch	4 days	Fri 9/20/24	Wed 9/25/24
21	21	MEP 1300 - Complete BAS Network Connectivity	0 days	Thu 9/26/24	Thu 9/26/24
22	22	Comm--1030 Perform Intrusion Detection System, CCTV, and PA Readiness Tests	5 days	Tue 10/8/24	Mon 10/14/24
23	23	Building Substantial Completion	0 days	Fri 1/10/25	Fri 1/10/25
24	24	Owner Furnished FFE Procurement (Includes Trash Cans, keyboar	70 days	Mon 11/18/2<	Fri 2/21/25
25	25	Owner Furnished FFE Installation	10 days	Mon 2/10/25	Fri 2/21/25
26	26	Punch List	20 days	Mon 1/13/25	Fri 2/7/25
27	27	Warranty period prior to walk-through	230 days	Mon 1/13/25	Fri 11/28/25
28	28	11-month warranty walk-through	5 days	Mon 12/1/25	Fri 12/5/25
29	29	**PV Array Construction**	**197 days**	**Wed 1/3/24**	**Thu 10/3/24**
30	30	PV Array Construction Activities	164 days	Wed 1/3/24	Mon 8/19/24
31	31	PV Array Switchboard Delivery	0 days	Mon 8/19/24	Mon 8/19/24
32	32	Activities to Liven PV Array Switchgear	5 days	Tue 8/20/24	Mon 8/26/24
33	33	MEP1270 Elec-Provide PV Array Connections (CT Cabinet)	5 days	Fri 9/13/24	Thu 9/19/24
34	34	PV Array Network Tie-In	5 days	Tue 8/20/24	Mon 8/26/24
35	35	PV Array Electrical Testing	2 days	Tue 8/27/24	Wed 8/28/24
36	36	PV Array Final Inspections	2 days	Tue 8/27/24	Wed 8/28/24
37	37	PV Array Start-Up and Commissioning	7 days	Fri 9/20/24	Mon 9/30/24
38	38	Com Ed Permission to Operate	3 days	Tue 10/1/24	Thu 10/3/24
39	39	PV Array Substantial Completion	0 days	Thu 10/3/24	Thu 10/3/24
40	40	PV Array Online	0 days	Thu 10/3/24	Thu 10/3/24
41	41	**Radio Tower Construction**	**183 days**	**Wed 1/3/24**	**Fri 9/13/24**
42	42	Radio Tower Construction Activities	83 days	Wed 1/3/24	Fri 4/26/24
43	43	MEP1280 Elec-Provide Radio Tower Connections	1 day	Fri 9/13/24	Fri 9/13/24
44	44	Radio Tower Substantial Completion	0 days	Fri 4/26/24	Fri 4/26/24
45	45	**Auxcomm Room Specialty Work**	**177 days**	**Wed 1/3/24**	**Thu 9/5/24**
46	46	Auxcomm Room Design Phase	39 days	Wed 1/3/24	Mon 2/26/24
47	47	Auxcomm Room Procurement Phase (Lake County)	60 days	Tue 2/27/24	Mon 5/20/24
48	48	Antenna Structural Analysis	60 days	Mon 4/29/24	Fri 7/19/24
49	49	Auxcomm Room NTP	3 days	Tue 5/21/24	Thu 5/23/24
50	50	Auxcomm Room Submittals	20 days	Fri 5/24/24	Thu 6/20/24
51	51	Auxcomm Room Procurement (Contractor)	20 days	Fri 6/21/24	Thu 7/18/24
52	52	Auxcom Room Electrical Installation	25 days	Fri 7/19/24	Thu 8/22/24
53	53	LCSO & AuxCom Antenna Mounts and Distribution	10 days	Mon 7/22/24	Fri 8/2/24
54	54	Auxcomm Room Trim	5 days	Fri 8/23/24	Thu 8/29/24
55	55	Auxcomm Room Test	5 days	Fri 8/30/24	Thu 9/5/24
56	56	Auxcomm Room SC	0 days	Thu 9/5/24	Thu 9/5/24
57	57	**Keying Activities**	**85 days**	**Mon 9/23/24**	**Fri 1/17/25**
58	58	Keying Meeting	0 days	Mon 9/23/24	Mon 9/23/24
59	59	Keying Submittals	30 days	Mon 9/23/24	Fri 11/1/24
60	60	Core Procurement	50 days	Mon 11/4/24	Fri 1/10/25

ID	ID	Task Name	Duration	Start	Finish
61	61	Core Installation	5 days	Mon 1/13/25	Fri 1/17/25
62	62	Key Turnover (Laforce to LC)	0 days	Fri 1/17/25	Fri 1/17/25
63	63	**Dispatch, Auxcomm, and North Wall of Roll Call Room Furniture**	**227 days**	**Wed 1/3/24**	**Thu 11/14/24**
64	64	Dispatch Furniture PO	30 days	Wed 1/3/24	Tue 2/13/24
65	65	Dispatch Furniture Units Procurement	70 days	Wed 2/14/24	Tue 5/21/24
66	66	Dispatch Furniture Units Installation	10 days	Fri 10/4/24	Thu 10/17/24
67	67	Dispatch Furniture Units Trim	15 days	Fri 10/18/24	Thu 11/7/24
68	68	Dispatch Furniture Units Test	5 days	Fri 11/8/24	Thu 11/14/24
69	69	Auxcomm Furniture Installation	2 days	Mon 4/29/24	Tue 4/30/24
70	70	Auxcomm Furniture Trim	5 days	Fri 8/23/24	Thu 8/29/24
71	71	Auxcomm Furniture Test	5 days	Fri 8/30/24	Thu 9/5/24
72	72	**EOC and All Remaining Furniture**	**278 days**	**Wed 1/3/24**	**Fri 1/24/25**
73	73	Remaining BOS Furniture Design Decisions and PO	30 days	Wed 1/3/24	Tue 2/13/24
74	74	EOC Furniture Units Procurement	70 days	Wed 2/14/24	Tue 5/21/24
75	75	EOC Furniture Units Installation	10 days	Fri 10/18/24	Thu 10/31/24
76	76	EOC Furniture Units Trim	15 days	Fri 11/1/24	Thu 11/21/24
77	77	EOC Furniture Units Test	5 days	Fri 11/22/24	Thu 11/28/24
78	78	General Furniture Procurement	70 days	Wed 2/14/24	Tue 5/21/24
79	79	General Furniture Installation	10 days	Mon 1/13/25	Fri 1/24/25
80	80	**Building Commissioning Requirements**	**122 days**	**Thu 9/26/24**	**Fri 3/14/25**
81	81	Equipment Startup	10 days	Thu 9/26/24	Wed 10/9/24
82	82	TAB Review	5 days	Thu 10/10/24	Wed 10/16/2
83	83	Functional Testing (First Pass)	10 days	Thu 12/5/24	Wed 12/18/2
84	84	Generator Black-Out Test	5 days	Thu 9/26/24	Wed 10/2/24
85	85	IAQ Flush Out (13 days vs. 39.1 days)	15 days	Mon 2/24/25	Fri 3/14/25
86	86	**Enterprise BACnet Coordination**	**110 days**	**Thu 10/10/24**	**Wed 3/12/25**
87	87	Confirm Device Communication and Graphics	40 days	Thu 10/10/24	Wed 12/4/24
88	88	Monitoring and Reporting Review	60 days	Thu 12/19/24	Wed 3/12/25
89	89	**Network Gear Installation (Phase 2 - Non-Path)**	**30 days**	**Mon 1/13/25**	**Fri 2/21/25**
90	90	Network Gear Installation (Phase 2 - ETSB)	15 days	Mon 1/13/25	Fri 1/31/25
91	91	Network Gear Trim (Phase 2 - ETSB)	10 days	Mon 2/3/25	Fri 2/14/25
92	92	Network Gear Test (Phase 2 - ETSB)	5 days	Mon 2/17/25	Fri 2/21/25
93	93	Network Gear Installation (Phase 2 - Logicalis)	15 days	Mon 1/13/25	Fri 1/31/25
94	94	Network Gear Trim (Phase 2 - Logicalis)	10 days	Mon 2/3/25	Fri 2/14/25
95	95	Network Gear Test (Phase 2 - Logicalis)	5 days	Mon 2/17/25	Fri 2/21/25
96	96	**AT&T Installation**	**30 days**	**Fri 9/13/24**	**Thu 10/24/24**
97	97	AT&T Wire Pull	15 days	Fri 9/13/24	Thu 10/3/24
98	98	AT&T Trim	10 days	Fri 10/4/24	Thu 10/17/24
99	99	AT&T Test	5 days	Fri 10/18/24	Thu 10/24/24
100	1...	AT&T Ready for Network Active	0 days	Thu 10/24/24	Thu 10/24/24
101	1...	**Comcast Installation**	**30 days**	**Fri 9/13/24**	**Thu 10/24/24**
102	1...	Comcast Wire Pull	15 days	Fri 9/13/24	Thu 10/3/24
103	1...	Comcast Trim	10 days	Fri 10/4/24	Thu 10/17/24
104	1...	Comcast Test	5 days	Fri 10/18/24	Thu 10/24/24
105	1...	Comcast Ready for Network Active	0 days	Thu 10/24/24	Thu 10/24/24
106	1...	**Monitoring & Opening Activities**	**409 days**	**Thu 12/5/24**	**Tue 6/30/26**
107	1...	ILFI – "Audit Ready" Start	121 days	Mon 1/13/25	Mon 6/30/25
108	1...	Ribbon Cutting	0 days	Mon 6/30/25	Mon 6/30/25
109	1...	ROC Facility Opening	0 days	Mon 6/30/25	Mon 6/30/25
110	1...	ICECF NetZero Monitoring Period	261 days	Tue 7/1/25	Tue 6/30/26
111	1...	Training (Building Construction)	30 days	Mon 1/13/25	Fri 2/21/25
112	1...	Training (LakeCom)	20 days	Mon 5/5/25	Fri 5/30/25
113	1...	Training (Building Operations) - NetZero Energy	10 days	Thu 12/5/24	Wed 12/18/2
114	1...	**ETSB Installation**	**141 days**	**Fri 10/18/24**	**Fri 5/2/25**
115	1...	Motorola Antenna Installation	10 days	Fri 10/25/24	Thu 11/7/24
116	1...	Motorola MDF Room Installation	15 days	Mon 1/13/25	Fri 1/31/25
117	1...	Motorola Dispatch Floor Installation - Xybix Furniture	20 days	Fri 10/18/24	Thu 11/14/24
118	1...	Motorola Installation Complete	0 days	Fri 1/31/25	Fri 1/31/25
119	1...	Solocom MDF Room Installation	10 days	Mon 2/3/25	Fri 2/14/25
120	1...	Solocom Dispatch Floor Installation - Xybix Furniture	15 days	Fri 11/15/24	Thu 12/5/24
121	1...	Solocom General Building Installation	5 days	Mon 2/17/25	Fri 2/21/25
122	1...	Solocom Installation Complete	0 days	Fri 2/21/25	Fri 2/21/25
123	1...	ETSB Relocate IT Infrastructure from CPF ro ROC	10 days	Mon 2/17/25	Fri 2/28/25

ID	ID	Task Name	Duration	Start	Finish
124	1...	Owner furnished AV system related computers	5 days	Mon 1/13/25	Fri 1/17/25
125	1...	ETSB Dispatch Floor Monitors	10 days	Mon 3/17/25	Fri 3/28/25
126	1...	ETSB CAD CPU Installation	5 days	Mon 3/31/25	Fri 4/4/25
127	1...	ETSB Move into IT Services Room	20 days	Mon 3/3/25	Fri 3/28/25
128	1...	MDF Room Lockdown	0 days	Fri 3/28/25	Fri 3/28/25
129	1...	ETSB Operational Readiness Testing (30 day period)	20 days	Mon 4/7/25	Fri 5/2/25
130	1...	ETSB Complete (60-90 days prior full occupancy)	0 days	Fri 5/2/25	Fri 5/2/25

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Appendix B - Transition Plan Overview

The following provides an overview of the LakeComm Transition Plan. Phase 1 includes the transition items that can begin and continue in the absence of the Executive Director and in order to move PSAP Consolidation forward.

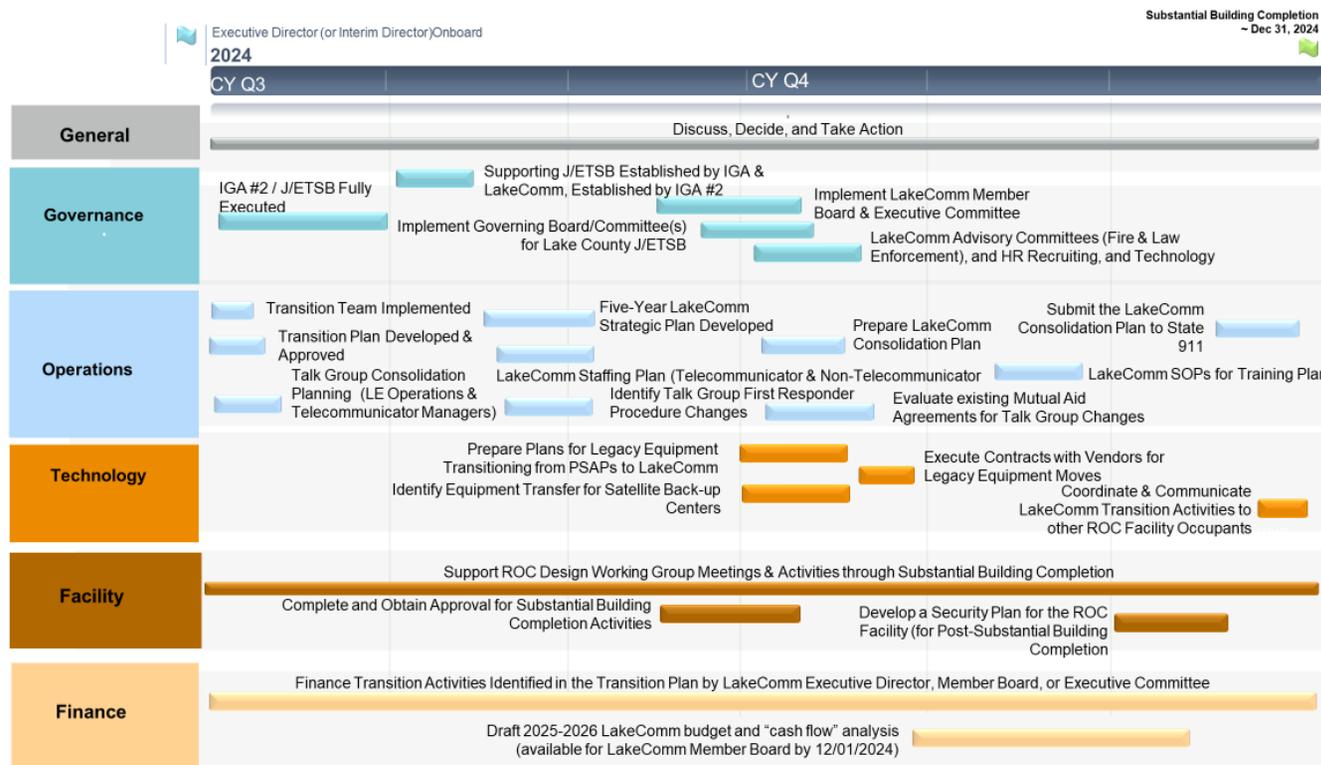## LakeComm Transition – Phase 1
(Jan 1, 2024 – June 30, 2024)
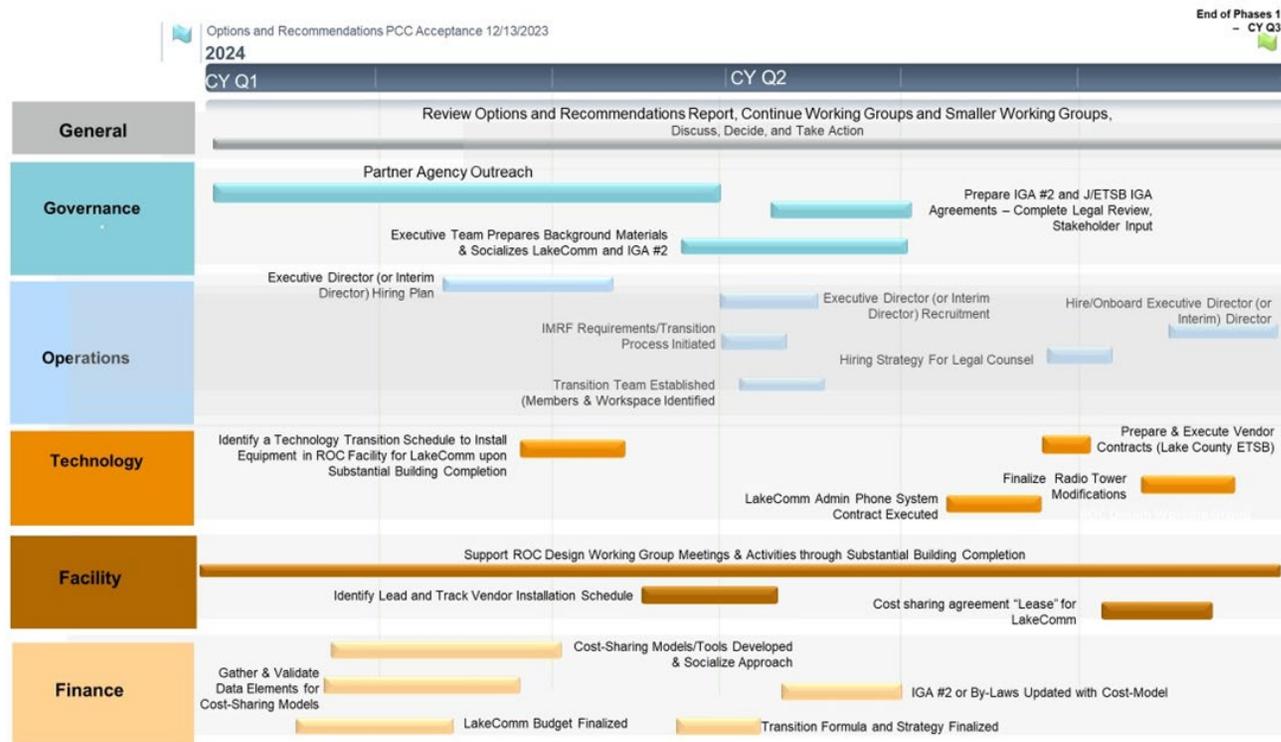
Note: quarters are on a calendar basis, e.g., Q1 is considered, January through March

Phase 2 begins once the LakeComm Executive Director (or Interim) is hired and onboarded, Implementing IGA #2 is executed, and planning activities in the first phase continue until ROC Facility occupancy commences. The following covers transition planning based on Transition Team and other working group recommendations.

LakeComm Transition – Phase 2
**(July 1, 2024 to Substantial Building Completion)**

Note: quarters are on a calendar basis, e.g., Q1 is considered, January through March

By Phase 3, in Quarter 1/Quarter 2 2025, LakeComm transition activities focus on cutover planning and ROC Facility for LakeComm occupancy activities with the completion of Phase 2 – Substantial Building Complete at the end of Quarter 4, Q4, 2024.

LakeComm Transition – Phase 3
(Jan 1, 2025 to LakeComm Cutover)
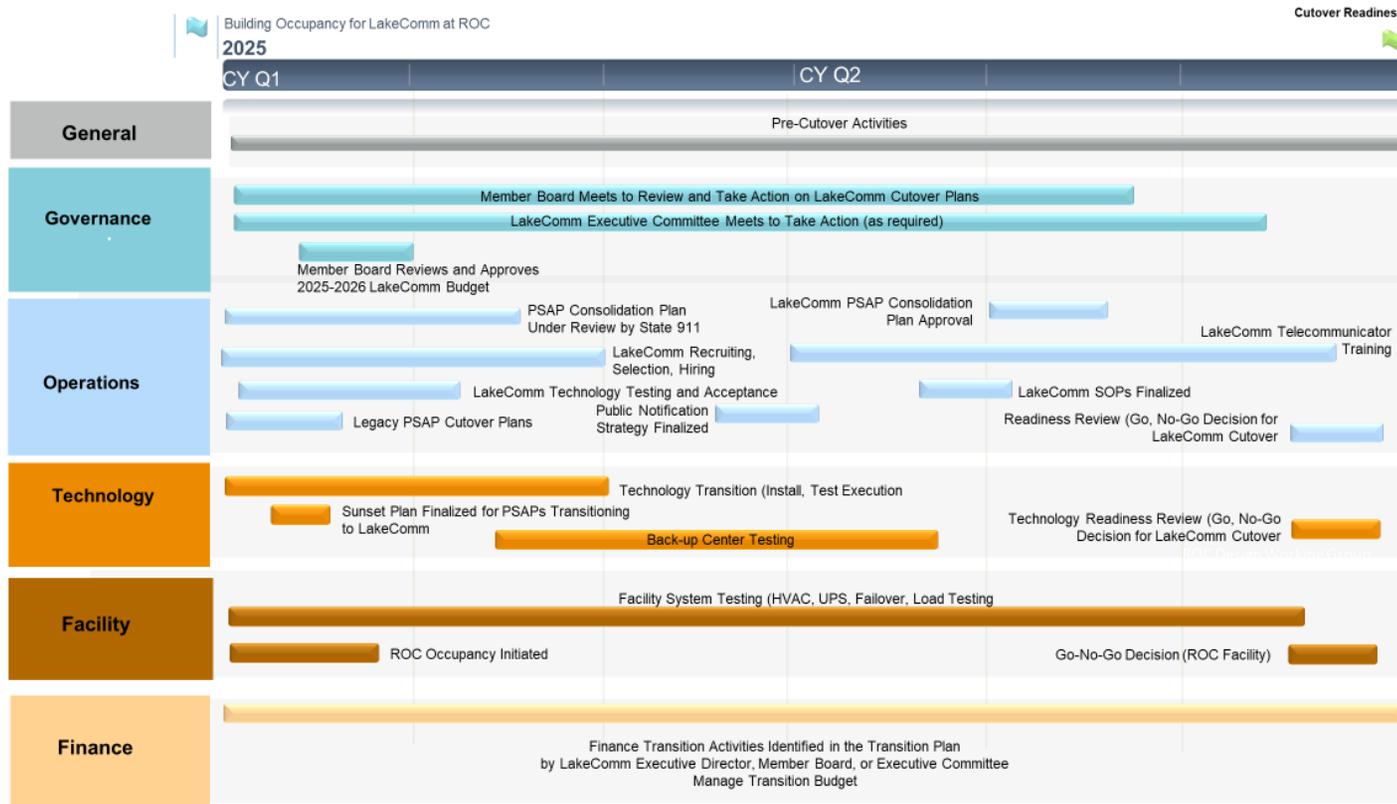
Note: quarters are on a calendar basis, e.g., Q1 is considered, January through March

The activities in Phase 4 support cutover to LakeComm. The following are high-level transition activities based on industry experience and the work that *FE* has done with the LakeComm working groups.

LakeComm Transition – Phase 4
(~ July 1, 2025 to LakeComm "Live Operations")

Note: quarters are on a calendar basis, e.g., Q1 is considered, January through March

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