



*Title:*

**EXECUTIVE SUMMARY OF THE WORK TO BE  
PERFORMED FOR THE LAKE COUNTY REQUEST  
FOR PROPOSALS FOR A CONSOLIDATION STUDY  
FOR LAKE COUNTY ETSB**

*Bid Number:*

**RFP#15027**

*Date:*

**MAY 16, 2016**

*submitted by:*



**IXP CORPORATION**

Princeton Forrestal Village

103 Main Street

Princeton, NJ 08540

609.759.5100 **phone** | 609.759.5099 **fax**

**WWW.IXPCORP.COM**

This Page Left Blank Intentionally

### BACKGROUND AND EXPERIENCE

IXP Corporation and Baker Tilly Virchow Krause (Baker Tilly) have proposed a teamed approach to conducting the consolidation study requested in the RFP. This approach will maximize the value of IXP's depth of experience and expertise in public safety communications governance, operations, technology and facilities and couple that with Baker Tilly's experience and expertise in financial analysis and economic modeling of government collaboration initiatives.

IXP and Baker Tilly have considerable experience working with public safety communications organizations and local governments in Illinois. This includes several engagements specifically in Lake County including the high-level PSAP consolidation feasibility work conducted in 2013, work currently underway with the Village of Gurnee to assist in strategic planning oriented around PSAP consolidation concepts, and a recently completed staffing and compensation study for the Lake County ETSB. Our team understands the local environment in Lake County, the shifting dynamics of State legislative processes that are addressing PSAP consolidation issues, and national and industry best practices in PSAP consolidation and shared services strategies. This combination of knowledge and experience are perfectly suited to the needs of the agencies in Lake County in this study.

### SEQUENCE OF WORK

The project will be sequenced through seven (7) phases of activity

#### PHASE 1 – PROJECT INITIATION AND TEAM ORIENTATION

During this phase of the project, the IXP project manager will coordinate with the ETSB's designated project manager to establish the detailed scheduling for all remaining phases of the project. During this period the formal stakeholder list will be established so that there is a clear understanding of the jurisdictions and agencies that will be participating in the study. IXP also encourages that a project leadership team be established, composed of the ETSB's designated project manager and a limited number of representatives of the law enforcement, fire service and emergency medical services communities. Phase 1 will conclude with a project kickoff workshop with members of the project leadership team.

#### PHASE 2 – FIRE SERVICE AND LAW ENFORCEMENT FOCUS GROUPS

A series of focus group workshops will be held in geographically diverse locations throughout the county to collect information and insights from the leadership of the law enforcement and the fire service/emergency medical services agencies participating in the study. Four workshops will be held for the law enforcement agencies and four workshops will be held for the fire service/EMS agencies. Prior to these workshops, an informational document will be distributed to workshop participants so they can prepare their thoughts in inputs in advance of the workshops. Following the workshops, summary documents will be prepared and circulated to workshop participants for review and feedback to make sure that the project documentation accurately captures their input.

#### PHASE 3 – ONSITE VISITS AND DOCUMENTATION OF INDIVIDUAL PSAPS

Each of the PSAPs in Lake County will then be visited to document their current organizational, operational, technological, facility and financial characteristics. Prior to these onsite visits the PSAPs will be provided with a Site Visit Guide that will outline all of the information they will need to assemble in advance of the site visit for review and sharing with the site visit team. At the conclusion of each site visit, a draft document will be prepared that summarizes the findings of the site visit and this document will be provided to the PSAP for review and feedback prior to integrating the information into the overall project documentation. Also during this Phase, information requests will also be sent to the PSAPs outside of Lake County that provide services to agencies within Lake County. This information will be compiled and integrated into the overall project documentation as well.

### **PHASE 4 – DETERMINE FACILITY, TECHNICAL AND OPERATIONAL REQUIREMENTS**

With the documentation of current operational, technological and facility characteristics in place, the IXP team will develop a set of 3 to 6 alternative models of how the PSAPs studied could benefit from some level of full consolidation, virtual consolidation or some other shared services relationships. The alternatives developed will fully take into consideration all of the specific elements outlined in the RFP.

### **PHASE 5 – DEVELOP ALTERNATIVE GOVERNANCE STRUCTURES**

As the possible consolidation or shared services models begin to take shape in the Phase 4 work, the IXP team will also be assembling potential governance models that would complement the operational models. We have found that thoughts and ideas about operational models or technology configurations often lead to certain governance considerations, and that governance concepts often help shape operational concepts. Therefore, the work of Phase 4 and Phase 5 will be closely integrated so that the alternative models reflect the best thinking on all elements of possible consolidations or shared services.

During the Phase 4 and Phase 5 work, we will conduct two workshop sessions with the designated project leadership team to review the findings from the PSAP data collection process, explain how that information was integrated into the alternative consolidate models, and discuss how each of the models could be governed and operated. This will allow the project leadership team to gain an in-depth understanding of the current conditions and how various consolidation or shared services models could work within the Lake County environment. It will also allow the project leadership team to select which of the alternative models will undergo in-depth financial analysis.

### **PHASE 6 – FINANCIAL ANALYSIS**

During this Phase, the IXP team will develop detailed financial projects for the selected consolidation or shared services models and evaluate those against the aggregated current costs of operations (collected and documented during Phase 3). Work will also be done to identify alternative cost allocation and funding mechanisms that could be used to both create the new consolidation models and to sustain their operations over time. At the conclusion of the analytical work, a workshop will be held with the project leadership team to review the financial data and assumptions and receive feedback in preparation of material for the final report and presentations.

### **PHASE 7 – FINAL REPORT**

By utilizing the series of workshops throughout the project, the leadership team will have had several opportunities to review information incrementally and assure that the direction and focus of the project was proceeding as they expect. Following the financial analysis workshop, the IXP team will assemble a draft of the final report which will include an executive summary and a proposed presentation package. This material will form the basis for one final workshop with the project leadership team for review and feedback prior to the completion of the final versions of the report, the executive summary and the presentation package. The IXP team will then work with the project leadership team to schedule and conduct the formal presentations needed to meet the needs of the stakeholders.

## **SUMMARY**

The IXP and Baker Tilly team are ready to commence work on this project immediately. The overall duration of the project is currently estimated at approximately 5 months from notice to proceed, and the total price for the project is \$355,000 as revised in our Best and Final Offer letter of April 7, 2015.

We look forward to working with you and the project partners as this project moves forward.