

BARRINGTON HILLS

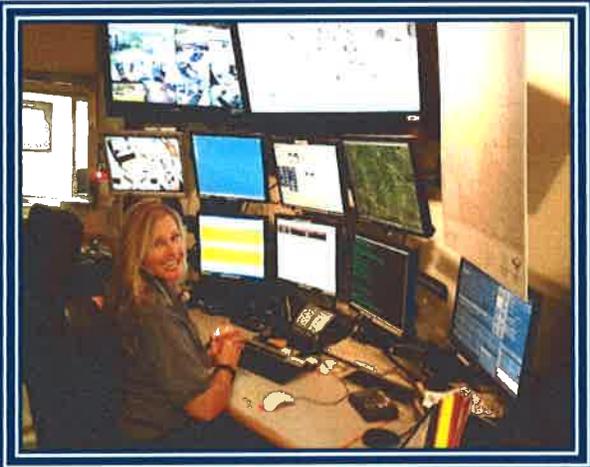
PSAP

CONSOLIDATION

FEASIBILITY STUDY



Barrington Hills Facility



Barrington Hills PSAP



QuadCom Facility



QuadCom PSAP

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EXECUTIVE SUMMARY

Purpose of this Report

To conduct a study in order to assess the feasibility of Emergency Services Police Dispatch Consolidation for service area of Barrington Hills.

PSAP Concepts and Solutions LLC, (PCS), a public safety communications consultancy located in the Chicago (Illinois) metro area, is pleased to provide this report regarding the feasibility requirements of consolidating the 9-1-1 public safety communications centers' operations currently serving the Barrington Hills.

The feasibility study and subsequent report is based on the evaluation of a possible consolidation of 9-1-1 public safety communication services. This report is an appropriate first step in the due diligence required to properly evaluate the short-term and long-term benefits from an operational, financial and administrative perspective that would serve the residents of the Barrington Hills.

The feasibility study and report will facilitate assessment by the Barrington Hills Police Department to ultimately determining the value associated with regionalization of 9-1-1 services in the following areas:

- What is the value in consolidation with a regional 9-1-1 communications center?
- What are the associated costs and cost savings?
- What is the best form of governance of a regional communications dispatch facility?
- What equipment, systems, and facilities would be required to be procured, upgraded, or replaced to ensure efficient and reliable services?
- What would be required to ensure interoperability between systems and agencies?

PCS wishes to sincerely thank the individuals and agencies who provided data, opened their facilities and dispatch operations for PCS staff to conduct observations, and the willingness of those involved in this study to objectively look at this project.

A special thanks to the Village management, command staff who manage their Public Safety Answering Point (PSAP), the communications personnel and vendors for the excellent cooperation that PCS received while conducting this study. All involved are to be commended for providing significant information and data, while responding quickly to questions and interviews conducted by the PCS staff.

Barrington Hills:

Director of Administration Robert Kosin, ENP, AICP

Police Chief Michael Murphy

Police Deputy Chief Richard Semelsberger

Police Lieutenant Joseph Colditz
Communications Supervisor JoAnne Gumprecht
Police Assistant Eric Babcock
Police Assistant Tamera Huls
Police Assistant Tracy Morey
Police Assistant Kim Roel
Police Assistant Kathleen Schultz
Police Assistant Gail Young

QuadCom:

Executive Director Beth Heitkamp

AT&T:

John VanderWerken
John Honan

Chicago Communications:

Tom Treichler

Word Systems:

Tim Walker

Study Methodology

The approach used by PCS in completing the tasks for this study required a collection of statistical data, review of documents, interviews with stakeholders and key staff members, supplemented by on-site observations of the PSAP facilities and dispatch operations. PCS utilized the outcomes of the interviews, data collection, analysis, and operational observations to develop this report and the findings therein.

Project Approach

The agencies' consolidation analysis followed a standardized and methodical project management approach as noted in the following stages:

Stage One: Project Launch Meeting

PCS began the project with a meeting of key leaders for Barrington Hills to discuss the process PCS intends to use and the objectives of the study.

The project launch meeting included:

- Introductions of the project team
- Review of project goals
- A discussion of the work plan and methodology
- A discussion of responsibilities of the PCS team and the client representatives
- A discussion of the estimated project time frames

Stage Two: Survey

PCS circulated a survey form to Barrington Hills to gather relevant data to better understand operational requirements and considerations to add the "Agency" communications operation, including:

Human Resources / Staffing:

- Current staffing levels
- Scheduling and shift coverage
- Current console coverage assignments

Operations and Systems:

- 9-1-1 call volumes
- Number of ten-digit administrative calls
- Alarm monitoring
- CAD generated call volumes and events
- Number of units to be tracked
- Two-way radio system information and frequencies utilized
- Two-way radio system coverage area gaps or issues
- Ancillary systems being utilized (i.e.: outdoor warning sirens, public emergency warning systems, CCTV systems)

PCS analyzed the survey results from Barrington Hills and identify any critical missing information and note discrepancies and anomalies. PCS will identify how QuadCom would provide similar call answering and dispatch services to Barrington Hills should the consolidation take place.

Stage Three: Follow-up Interviews and Observation

To further understand the perspectives and expectations of the stakeholders in this project, PCS completed interviews with the Barrington Hills village administrator, communications supervisor, and other police leaders who were identified by Barrington Hills as critical to the successful outcome of the project.

The PCS team also visited the communication center in order to obtain a first-hand feel for operational considerations and to identify policy, procedure and process requirements that may impact the integration of the Agency.

At the stage three level, PCS also:

- Attempts to resolve discrepancies or apparent anomalies in the written survey data
- Collects documentation concerning dispatch operations policies and procedures
- Collects current budgetary information for the communications section operation
- Collects information on primary and ancillary duties currently being provided by the communications staff (i.e., records bureau work, answering administrative lines) that may need to be addressed as the result of a consolidation with QuadCom.
- Radio protocol procedures
- Radio frequency configurations

Stage Four: Progress Reports and Meetings

To ensure Barrington Hills was kept up to date on the project status PCS reported to the communication supervisor on a regular basis. In addition a face-to-face progress and update meeting was held to review a draft of the study before the final report was presented.

Stage Five: Final Analysis and Draft Report

PCS took the survey information, interviews, and observations and develop a final comprehensive report that will include the following elements:

Stage Six: Follow Up and Final Report Revisions

The delivery of the final draft report and briefing will allow Barrington Hills an opportunity to raise questions, identify any discrepancies or additional information requirements for addressing and inclusion in the final report.

Report Format

The assessment components represented in this report are grouped by functional core components:

- Staffing
- Facilities
- Technologies
- Governance & Financial

Each of these components is of foundational importance in conjunction with the others in order to evaluate the consolidation into a regional PSAP approach. In addition, PCS compared assessment observations with applicable standards of best practices from industry recognized associations and commissions including:

- National Emergency Number Association (NENA)
- Association of Public-Safety Communications Officials (APCO)
- Commission on Accreditation for Law Enforcement Agencies (CALEA)
- National Fire Protection Association (NFPA)
- Commission on Fire Accreditation International (CFAI)

The criteria for the standards of best practices were developed nationally over the last thirty years and include generally accepted practices within the 9-1-1 public safety communications industry.

Each assessment area provides the reader with general information about that element, as well as specific observations and analysis of any significant issues or conditions that are pertinent to expansion considerations. Observations were supplemented by data collected as part of the survey and the stakeholder interview process.

Culminating this process PCS provides relevant findings, conclusions, and recommendations to address identified issues and concerns in this report.

Summary of Findings

PCS believes either the 14.25 number of personnel from Proposal A (adding 3 employees and staffing 3 positions all the time) and the 13.25 number of personnel from Proposal B (adding 2 employees and staffing 2.75 positions) would be more than a sufficient number of employees needed to staff the consolidated PSAP as indicated in Section; A. "Total Number of Dispatchers".

Pros: Even if QuadCom does not increase personnel at this time, once Barrington Hills is a member they will have input on staffing levels.

Cons: Dispatchers are no longer under Barrington Hills' direct control.

PCS believed that the issue of a possible "Buy In" and current QuadCom debt had to be addressed by the QuadCom Board before all the potential costs for Barrington Hills would be known. QuadCom currently has a loan through First American Bank for their new phone and radio systems. The principal sum was \$742,118.00. It is a 7-year loan at 7.12% and will be fully paid in October 1, 2020.

On August 27, 2014 the QuadCom Board of Directors approved a new policy to address a Buy In issue titled "New Agency Reserve Contribution Buy-In Costs". This policy, the costs and terms included have provided the necessary information to complete the financial analysis.

Barrington Hills will have a buy in fee totaling \$142,470, but will have 2-years of monthly payments to pay that debt, starting within 30-days of dispatching services. The monthly amount is \$5,936.25.

PCS believes that the new buy in policy for Barrington Hills, which requires them to pay \$142,470 is beneficial to Barrington Hills since it will entitle them to a portion of all of QuadCom's assets.

Pros: Barrington Hills will have 2-years of monthly payments to pay that debt, starting within 30-days of dispatching services, to pay that debt.

Cons: It will take two budget years before Barrington Hills realizes the maximum annual savings to their budget.

PCS believes that even with the potential increase of personnel for QuadCom by one, the buy in and conversion costs, and Barrington Hills keeping 2 out of the 6 police assistants, the consolidation with QuadCom saves Barrington Hills a substantial amount of money over the next 10-years. The chart below includes a 1.5% increase for each year for all categories:

Budget Year	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total
Estimated Cost Per Year for Barrington Hill and QuadCom											
Personnel only	\$527,460	\$535,372	\$543,402	\$551,554	\$559,827	\$568,224	\$576,748	\$585,399	\$594,180	\$603,092	\$5,645,258
Equipment only	142,267	144,401	146,567	148,766	150,997	153,262	155,561	157,894	160,263	162,667	1,522,644
Total Barrington Hills Costs	\$669,727	\$679,773	\$689,969	\$700,319	\$710,824	\$721,486	\$732,308	\$743,293	\$754,443	\$765,759	\$7,167,902
Estimated Costs to Move to QuadCom Starting 11/1/14											
QuadCom Costs (1 additional)	\$186,447	\$189,244	\$192,082	\$194,964	\$197,888	\$200,856	\$203,869	\$206,927	\$210,031	\$213,182	\$1,995,490
Buy in + Keeping 2 Employees	\$247,055	\$249,692	\$181,134	183,851	186,609	189,408	192,249	195,133	198,060	201,031	\$2,024,222
4-Months before 2015/16 Budget	\$66,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Data Conversion	\$44,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cost Estimates for QuadCom	\$544,102	\$438,936	\$373,217	\$378,815	\$384,497	\$390,264	\$396,118	\$402,060	\$408,091	\$414,212	\$4,130,313
Potential Savings (Estimates assuming a 1.5% annual increase)											
Estimates	\$125,625	\$240,837	\$316,753	\$321,504	\$326,327	\$331,222	\$336,190	\$341,233	\$346,351	\$351,547	\$3,037,589

Figure 1

Pros: Potential costs savings every year with substantial savings starting at year three.

Cons: Dispatchers are not under Barrington Hills direct supervision/control

PCS believes that current Barrington Hills employees who wish to transition to QuadCom possess the same skill sets and complete the same testing process that new applicants would be required to take.

Pros: The telecommunicators at QuadCom have met certain standards by having gone through the agency's testing process.

Cons: Some current Barrington Hills police assistants may not pass QuadCom's testing.

PSC believes that the number of administrative calls received in Barrington Hills could require at least one police assistant on day shift and one on afternoons, in addition to the communications supervisor to staff the Barrington Hills Police Department.

Pros: Retaining a couple of police assistant to staff Barrington Hills' records department during certain hours will allow Barrington Hills to provide quality customer service for non-emergency communications.

Cons: This service will not be available 24x7 as it is when police assistants are on all shifts.

PCS believes that all employees who are transitioned from Barrington Hills' current center or hired for the regional PSAP, pass the APCO 40-hour Public Safety Telecommunicator course.

Pros: This requirement will increase the level of training for those employees.

Cons: None apparent.

PCS believes that QuadCom has addressed best practices in a number of areas including:

- **9-1-1 and public safety dispatch facilities must provide a functional and secure environment for public safety dispatch operations.**
- **The PSAP must sustain 9-1-1 and emergency dispatch operations in the event of diverse operational issues.**
- **An alternative communications or backup plan (Emergency Operations Contingency Plan) requires a well-written document detailing required actions to communication. The plan details specific events as well as steps to follow for evacuation of disaster anticipated threats and defines what steps it will take to maintain public access to emergency communications during the recovery phase.**

Pros: Following best practices is a good way of ensuring the center is adhering to proven policies and standards.

Cons: None apparent.

PCS believes that based on the annual cost estimates received from QuadCom (personnel costs only, Figure 1.) for the three possible staffing scenarios provides for a potential savings of approximately \$303,537 to \$435,143 in personnel costs for the 2015/2016 budget year.

Pros: If Barrington Hills does not keep 2 police assistants, the savings will be higher.

Cons: Without keeping some staff to address the day to day non-emergency business of the police department, the level of service could be diminished.

PCS believes that even if Barrington Hills were to become a member before the 2015-2016 fiscal year begins, with the responsibility for a number of costs (for that limited time) such as their 9-1-1 trunk circuits, PL Lines, radio circuits for receivers and licensing for software, they would still experience a substantial savings in personnel, equipment and maintenance cost even that first partial year.

Pros: The sooner Barrington Hills begins being dispatched by QuadCom the sooner they will begin saving money.

Cons: Depending upon how Barrington Hills addresses their current number of police assistants, their first year's savings might not be as substantial as the subsequent years.

PCS believes that if Barrington Hills were to join QuadCom on November 1st (1/2 through the 2014/2015 budget year) their costs for the first six months could range between approximately \$89,000 and \$114,000; and the subsequent 2015/2016 budget year costs would be in the \$179,000 to \$227,000 range.

Pros: Savings will be realized immediately.

Cons: Barrington Hills will not see the best level of savings until the third budget year.

PCS believes that since Barrington Hills has a land line 9-1-1 surcharge more than the original QuadCom agencies enacted, and if a similar arrangement regarding wireline surcharge fees such as South Barrington has with QuadCom, it would mean Barrington Hills would be required to commit \$.63 per month per wireline connection or approximately \$14,878 for 2014 to QuadCom's JETS Board. Barrington Hills could use the remaining surcharge amount of approximately \$20,546 annually to pay for dispatch services; thereby reducing the amount of property taxes needed to pay for QuadCom's services.

Pros: This is a wise and appropriate use of those funds.

Cons: None apparent.

PCS conferred with QuadCom to determine if all of the CALEA standards concerning emergency communications were met.

Pros: Barrington Hills Police Department is rightfully proud of its designation as CALEA certified. If consolidation is chosen, that accreditation will remain intact.

Cons: None

Considerations

Staffing & Human Resources

PCS provides an estimate of the number of line, administrative and support staffs that will be needed to adequately operate public safety communications for Barrington Hills and how that compares to staff requirements needed at QuadCom should Barrington Hills consolidate. The staffing analysis is primarily based on current and anticipated 9-1-1 call volumes and the number of dispatched incidents. The recommended configuration of dispatch positions is based on the realities and/or the possible combination of dispatching multiple departments at a single or multiple dispatch positions. Such combinations yield a significant economy of scale that potentially can have a dramatic impact on the cost of operation. For the purpose of this report, the terms police assistant (Barrington Hills), emergency communications operator (QuadCom) and telecommunicator (common terminology) all refer to the personnel who answer 9-1-1 and other in-coming phone calls, in addition to dispatching the first responders.

Facility / Space Needs

Based on the analysis concerning console positions and staffing needs, PCS provides recommendations on space needs required for Barrington Hills in an effort to come to a solution on the amount of space necessary either in their current facility or for the integration of Barrington Hills into the QuadCom PSAP. Consideration of potential growth is another area of concern in adequately planning for the future.

Financing

Identifying and understanding the costs associated with the initial integration and ongoing operation of an additional agency is a critical aspect of ensuring the overall financial viability of a consolidated communications center.

To facilitate that understanding PCS has worked closely with Barrington Hills to review the related financial implications in the development of an appropriate financing arrangement. It is our understanding that if Barrington Hills desires to become a part of the existing QuadCom Regional Communication PSAP that QuadCom already has a defined financial and assessment structure in place. PCS has taken a close look at the current structure in an effort to determine suitability for Barrington Hills or if some alteration in the formula might better serve the interests of all participants.

This effort also encompassed an examination of assets, debts and equity of QuadCom and how the Barrington Hills may need to participate. Additionally, due consideration has been given to user fees and revenue that might be generated by alarm monitoring or other functions. PCS developed a projected budget and assessment formula for Barrington Hills including any estimated one-time capital costs along

with projections going forward for three years. This analysis also offers a gain / loss projection for Barrington Hills.

Governance

Based on preliminary discussions, PCS is aware that QuadCom has a governance model in place and it is our expectation that Barrington Hills could simply be folded into the existing structure, or as an alternative QuadCom can provide the service under contract without agency membership. However, PCS carefully examined any factors that may be questionable to either party and offer recommendations where appropriate.

Equipment

PCS noted that QuadCom currently has modern communications equipment that should be able to be expanded to accommodate the integration of Barrington Hills into the QuadCom system with minimal cost. Nonetheless, care must be taken to examine the following:

- PCS evaluated changes to existing equipment or planned new equipment and the network to accommodate the consolidation.
- Plotted the configuration of radio frequencies, and known coverage area issues, in terms of how the Barrington Hills system can be most effectively integrated into the QuadCom system. PCS did not propose to conduct a propagation coverage engineering analysis for this study.
- The need for establishing remote RF (radio frequency) access
- The need for additional console(s) and console controller capacity

Illinois Commerce Commission 9-1-1 Plan Modification

Illinois Administrative Code, 83 Illinois Part 725 Requirements Review:

PSC notes in the report that any modification to the 9-1-1 Plans on file with the ICC for both Barrington Hills and QuadCom must be approved by the ICC prior to a PSAP closing and consolidation/migration. While this task goes beyond the scope of this report, it would need to be addressed by both the Barrington Hills ETSB and the QuadCom JETS Board. PCS can offer assistance with this task, as extra work, if desired by the parties.

Implementation Project Management

Upon approval of the consolidation feasibility plan, and should the decision be made to consolidate into QuadCom, the next step will be the actual integration of the Barrington Hills operation. PCS highly recommends that a qualified project manager be selected to accomplish the multitude of related tasks required for a successful consolidation. PCS has not included project management services in this proposal which, if desired, can be quoted as a separate proposal. Barrington Hills may also wish to solicit the professional services of other individuals or firms that specialize in this arena.

Findings

Barrington Hills Demographics

Website: <http://www.barringtonhills-il.gov/>

Population:

- 4,209 (U.S. Census Bureau, 2010)
- Median Household Income: \$145,330 (U.S. Census Bureau, 2000)
- Tax Rate Per \$100 Assessed Value: 5.989% to 6.449% (2000 Lake County Clerk Tax Extension)
- The Village of Barrington Hills was incorporated in 1957 and by referendum became a Home Rule municipality. The Village straddles approximately 30 square miles in Kane, Lake, Cook and McHenry counties.

Details:

- [Profile of General Demographic Characteristics, 2000 & 2010](#)

Recreation

- The residents of the Village are served by one of three park districts: Barrington, Barrington/Countryside or Dundee.
- Forest Preserve facilities available through the counties of Cook and Kane.

Schools

- Students in Barrington Hills attend Barrington Unit School District #220 and Carpentersville District #300, which includes grades K-12.
- One parochial school serves the Barrington area.

Housing

Barrington Hills offers only single-family houses predominantly situated on five-acre lots. The 2000 median house value was \$661,500 and the median rent cost was \$1,792 (U.S. Census Bureau, 2000).

Government Services

- The Barrington Countryside Fire Protection District has approximately 70 firefighters and two stations. Its protection covers part of the Village. Other portions of the Village receive fire protection from the Fox River Grove, Algonquin, Carpentersville and Dundee Fire Protection Districts.
- Barrington Hills has its own police department and dispatch center, which is located at the Village Hall. The center directly receives both wire-line and wireless 9-1-1 emergency telephone calls.

Transportation

- Metra commuter trains from Barrington reach the Loop in 46 minutes. Residents are also in close proximity to the Fox River Grove station.
- For those driving, access to Interstate 90 provides rapid highway travel to Chicago, other suburbs, Rockford, and Milwaukee.
- Distance to the Chicago Loop: 38 miles
- Distance to O'Hare Airport (Chicago): 28 miles
- Distance to Mitchell Field (Milwaukee): 68 miles

The following chart shows the police assistant personnel costs for Barrington Hills:

Barrington Hills Personnel Costs	Current Year Costs	10-Year Costs @ 1.5% Annual Increases¹
Salaries	\$379,158	\$4,360,317
Uniforms	\$2,000	\$23,000
Benefits	\$146,302	\$1,682,473
Total of Personnel Costs	\$527,460	\$6,065,790

Figure 2

Staffing & Human Resources

Based on the data collected and best practices, PCS will provide an estimate of the number of line and supervisory personnel that will be needed to adequately staff the addition of Barrington Hills into the regional communications center (QuadCom). The staffing analysis is primarily based on current and anticipated service demands such as the number of dispatched incidents and 9-1-1 call volumes. The recommended number and configuration of dispatch positions will be based on the realities of multiple radio channels and/or the possible combination of dispatching several departments on a single frequency

¹ The 1.5% increases per year are not compounded, so this is the most conservative costs estimates assuming no changes to the number of personnel are initiated over the next ten-years.

at multiple dispatch positions. Such combinations, where applicable, yield a significant economy of scale that potentially has a dramatic impact on the cost of operation.

The following is a summary of the QuadCom estimates and Barrington Hills' current and estimated annual costs:

Barrington Hills Estimated Annual Costs for Full Membership in QuadCom	Operations 2014-2015 Budget	First Years Buy In	Total First Year Costs	Potential Savings to Barrington Hills
First 2-years				
QuadCom with no additional staff	\$178,543.93	\$71,235.00	\$249,778.93	\$363,907.07
QuadCom with one additional staff	\$186,446.63	\$71,235.00	\$257,681.63	\$356,004.37
QuadCom with two additional staff	\$200,149.97	\$71,235.00	\$271,384.97	\$342,301.03
Current Barrington Hills Dispatch Costs	\$613,686.00		\$613,686.00	
After Buy In Costs Are Paid and Assuming a 1.5% Increase				
	Future Operations Budget	Buy In	Total First Year Costs	Potential Savings to Barrington Hills
QuadCom with no additional staff	\$205,325.52	\$0.00	\$205,325.52	\$500,413.38
QuadCom with one additional staff	\$214,413.62	\$0.00	\$214,413.62	\$491,325.28
QuadCom with two additional staff	\$230,172.47	\$0.00	\$230,172.47	\$475,566.43
Current Barrington Hills Dispatch Costs	\$705,738.90		\$705,738.90	

Figure 3

Figure 2 is a chart depicting the three possible annual charges provided by QuadCom for Barrington Hills to be a member, and the current costs for Barrington Hills to provide its own dispatching services. It is important to note that the costs provided by QuadCom include personnel costs only in these estimates. QuadCom did not include the costs for adding the Barrington Hills 9-1-1 trunks, radio circuits for receivers or licensing for CAD software.

Note: These are rough estimates and show no increases for the second year, but a 1.5% increase for year 3 only. PCS believes that the Barrington Hills police calls for service will be less than estimated therefore their costs will most likely not exceed these amounts.

Additionally, if Barrington Hills were to become a member before the 2015-2016 fiscal year began they would be responsible for a couple of costs, such as those mentioned in the previous paragraph, until that budget takes effect. Normally these types of costs would be covered by the QuadCom budget, but because that budget is already set and any additional costs would have to be borne by the new member.

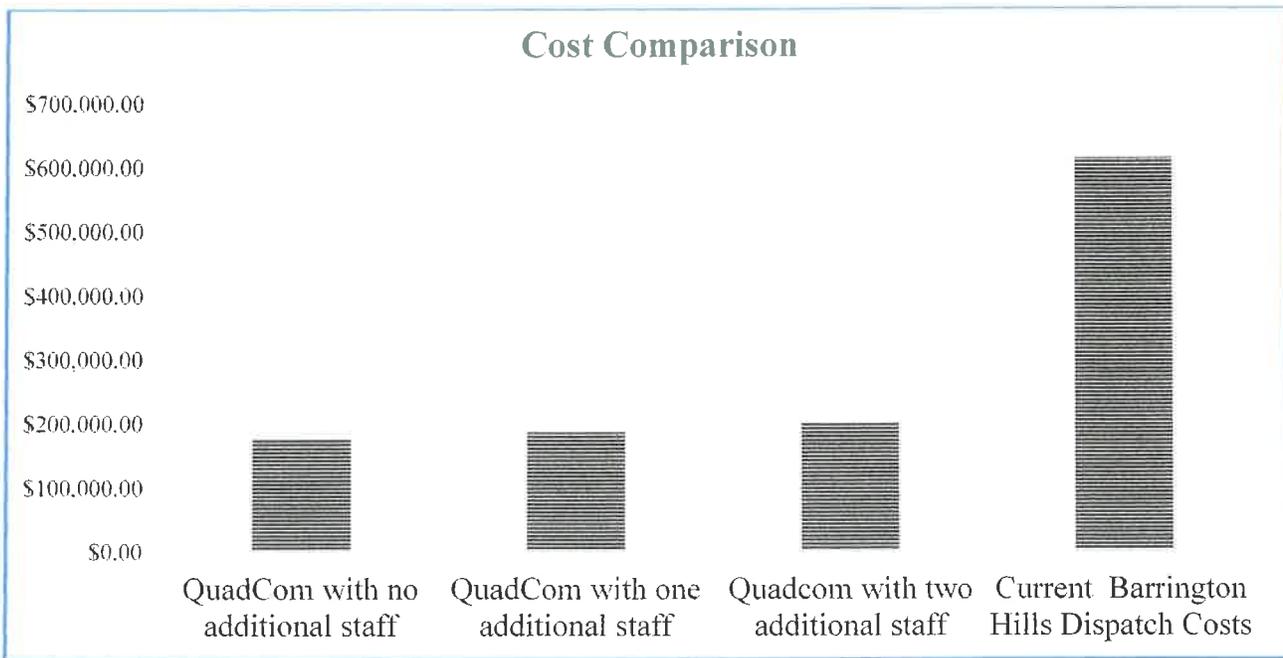


Figure 4

Figure 4 is a visual representation of the costs in the previous chart.

The Barrington Hills costs includes police assistants' salaries, uniforms, and most maintenance costs, but not any replacement costs for equipment, consoles or furniture, which is estimated to exceed \$55,510 annually (excluding radios) over a ten year period. See Chart of Non-Personnel Categories and their cost projected for 10-years later on in this document.

In order to calculate the recommended staffing level, PCS utilized staffing formulas from the Association of Public-Safety Communication Officials International's (APCO) Project RETAINS². This entails a fairly exhaustive, in-depth analysis, of call volumes, statistics, and personnel data that is collected from the participating agencies.

Both PSAPs are staffed 24-hours a day, 7-days a week, and 365-days a year. The following chart is a summary of the average hours utilized by category (hours the police assistants/emergency communications operators are not available). The last figures (J) provide the number of hours, on average, that each of the PSAP's telecommunicators is available to work.

On the following pages is a summary of staffing data for both Barrington Hills and QuadCom and examples of staffing numbers using the two criteria of additional staff:

Proposed A - Adding 3 employees and staffing 3 positions all the time

Proposed B - Adding 2 employees and staffing 2.75 positions

² Project RETAINS (Responsive Efforts to Address Integral Need in Staffing) is a staffing tool developed by USDOJ in cooperation with APCO International and requires quantifiable data in order to provide staffing estimates.

Proposed Staffing	B H	QuadCom		Proposal A	Proposal B
Number of hours per employee per shift/per week	8.00	8.50		8.50	8.50
5-2 schedule = 260 workdays or 52 weeks based on 8 or 12 hr. shifts	260	244		244	244
Available work hours	B H	QuadCom		Proposal A	Proposal B
A. Total hours for one full time employee	2,080	2,074		2,074	2,074
B. Average vacation and holiday leave in hours	245	145		145	145
C. Average sick leave in hours	69	54		54	54
D. Average personal leave in hours	0	32		32	32
E. Average training leave in hours	8	24		24	24
F. Average Military in hours	0	0		0	0
G. Estimated lunch & break in hours	130	0		0	0
H. Average other in hours	0	16		16	16
I. Total unavailable time in hours (sum of B through H)	452	271		271	271
J. Net available work hours (A-I)	1,628	1,803		1,803	1,803

Average turnover rate	B H	QuadCom	Combined	Proposal A	Proposal B
A. Total number of dispatchers	6.00	11.25	17.25	14.25	13.25
B. Number of new hires failed to complete probation	0	1	1	1	1
C. Number of experienced telecommunicators who left	0	0	0	0	0
D. Turnover rate (B/C/A)	0%	9%	6%	7%	8%
E. Retention rate	100%	91%	94%	93%	92%
Positions not effected by activity	BH	QuadCom	Combined	Proposal A	Proposal B
A. Number of consoles needed to be covered	1.00	2.33	3.33	3.00	2.75
B. Number of hours per day	24	24	24	24	24
C. Number of days per week	7	7	7	7	7
D. Number of weeks per year	52	52	52	52	52
E. Total hours needing coverage (AxBxCxD)	8,736.00	20,354.88	29,090.88	26,181.79	24,024.00
Employee availability:					
F. Net available hours	1,628.00	1,803.00	1,715.50	1,803.00	1,803.00
Staff needed:					
G. Full time equivalent (E/F)	5.37	11.29	16.96	14.52	13.32
H. Turnover rate (in decimal)	0.00	0.09	0.06	0.07	0.08
I. FTE with adjustments (GxI/H)	5.37	12.29	17.94	15.54	14.33

Hourly phone processing capability	B H	QuadCom	Combined	Proposal A	Proposal B
A. Average telephone busy time in minutes	2.29	1.14	N/A	1.14	1.14
B. Average call completion in minutes		1.00	N/A	1.00	1.00
C. Average process time in minutes (A+B)	2.29	2.14	N/A	2.14	2.14
D. Average hourly processing capability (60/C)	26.20	28.04	N/A	28.04	28.04

Positions effected by activity****	B H	QuadCom	Combined	Proposed A	Proposed B
A. Total call volume	13,075	43,657	56,732	56,732	56,732
B. Minutes per call (from letter C above)	2.29	2.14	2.14	2.14	2.14
C. Calls hourly (from letter D above)	26.20	28.04	28.04	28.04	28.04
D. Call hours (A+C)***	0.00	0.00	0.00	0.00	0.00
Employee availability:					
E. Net available work hours (from J in Available Work Hours)	1,628.00	1,803.00	1,715.50	1,803.00	1,803.00
F. Agent occupancy rate (convert percent to decimal)	0.80	0.80	0.80	0.80	0.80
G. True availability per person (ExF)	1,302.40	1,442.40	1,372.40	1,442.40	1,442.40
Staff needed:					
H. Full time equivalent estimate (D/G)	0.00	0.00	0.00	0.00	0.00
I. Turnover rate (convert to decimal)	0.00	0.09	0.06	0.07	0.08
J. Full time equivalent with turnover ((Hx(1/I))	0.00	0.00	0.00	0.00	0.00
Totals:	B H	QuadCom	Combined	Proposed A	Proposed B
Fixed positions	5.37	12.29	17.66	15.54	14.33
Volume influenced positions (from J above)	0.00	0.00	0.00	0.00	0.00
Total for both position groups+++	5.37	12.29	17.66	15.54	14.33

Figure 5

*** Positions effected by activity. Numbers in this section are only for discussion purposes and reference. They are not part of the staffing calculations because neither PSAP uses a conventional two-stage operation whereby the PSAP is staffed with personnel who are only either a call taker or radio dispatcher.

+++ New employees have less benefit time than current employees. Once they have completed training, new employees are available to work more hours than the existing staff members. The RETAINS formula does not reflect that in the total calculations, so the "Totals for both groups" for Proposals A & B columns is slightly inflated.

By adding additional emergency communications operators, QuadCom could staff either 2.75 consoles positions with 2 more personnel or 3.0 console positions with 3 more FTEs, if they chose to increase staffing levels. By adding 1 additional employee QuadCom could increase staffing levels based on activity levels that could meet the anticipated increase to phone and radio traffic. The following data reflects both PSAPs' CAD activities for 2013, and shows an increase from an average of 5-CAD events per hour to 6-CAD events per hour if Barrington Hills were to join QuadCom. Can the existing staff handle a 30% increase?

When calculating the number of personnel needed, it is necessary to also include the number of positions that need to be staffed. The PSAP indicated that police assistants are added during certain events such as severe storms.

Part of the calculation for the number of personnel needed takes into consideration activity levels that are measurable such as the amount of time a call taker is on the phone and how long it takes to process a call, as well as how busy management wants the police assistants to be. Since that type of data was not available, and the Barrington Hills' PSAP is small and staffed with a police assistant that does both call taking and dispatch functions, that criterion was not used to validate current, as well as determining future staffing needs.

Observations

Stakeholder Interview

Director of Administration Robert Kosin

1. What are your primary reasons and considerations that would influence you to close your existing communications center and join the consolidated center at QuadCom?

The absence of standards, the ability to migrate to new technology and the expectations of the delivery of service.

2. What do you think are the major advantages of being a member of a consolidated communications center?

Connectivity and Information. At a meeting of Village officials and 5 public safety chiefs, it was discovered that there was not a coordinating piece of equipment that provided a synchronized time for the departments. Prior to that meeting, that issue was not realized. Regionalization would provide a cohesive line of communications. Otherwise those who stand alone become silos.

3. What do you think are the major disadvantages, if any, of being a member of a consolidated communications center?

Inflexibility to change. Our residents have an expectation of newness and the cutting edge, which has allowed us to migrate to new technology quicker than many. Barrington Hills is relatively

compact so implementation of newer systems is possible. Linking the utilities to the 9-1-1 system is desirable, which could provide power outage information to the communications center. The Village utilizes Blackboard Connect to contact their residents for notifications. He would like to expand its use for power outages and other useful announcements.

4. On a scale of 1 to 5, with 5 being perfect and no need for improvement, how do you feel the current Barrington Hills PSAP is functioning? Is there anything that is lacking or needs improvement?

4, the improvement side is the capitalization of future efforts (blue sky component). This is similar to a chief elected official going in for a check-up, nothing is wrong but it still needs to be done. This is a good exercise. We are at the crossroads, where the new technology is at a point that this assessment is necessary.

5. What do you consider the most important components of the governance structure in a consolidated PSAP environment?

The diversity of the leadership core. Diversify the responsibilities so a few officers don't have too many hats to wear. Believes there should be some mandatory education and information and the chief operating officer position should be rotated amongst the board members.

6. Are you aware of the present governance method that is in place at QuadCom? If so, do you feel the present governance structure of QuadCom will meet the needs of Barrington Hills? If not, what would you like to see included in order for Barrington Hills to participate?

Not currently aware of the structure but retaining one's identity instead of becoming homogenized is important. Wants to ensure that self-responsibility doesn't become diminished by becoming part of a larger group.

7. What key factors must be in place to ensure your support and success of adding Barrington Hills into the QuadCom operation?

A contract and agreement, which would establish a written structure. Within the agreement would be a review of participation after 5 years (1 year after the term of the chief operating official).

8. Other than the ones previously mentioned, do you see any further concerns adding Barrington Hills into QuadCom?

Doesn't know enough about QuadCom yet. Barrington Hills has never been a community that wanted to mimic another jurisdiction's PSAP. They preferred to imitate an AT&T central office. It was of paramount important that they follow all the rules, regulations and requirements of the ICC. They would need to educate the public that 9-1-1 has its limitations and that there are other PSAPs in the area. That will be tough, though necessary, since that information has not been previously disseminated to the residents.

9. Costs for Next Generation 9-1-1 (NG9-1-1) technologies, while somewhat undefined, will require capital improvement expenditures (equipment, network systems and facilities). How do you see

Barrington Hills best addressing these future funding challenges? Would it be better to implement this alone or with surrounding communities in a joint effort?

Barrington Hills has no sales tax, everything is funded through property taxes, which rises and falls with the economy. Elected officials and the residents want to track where their taxes are going. In the past, the Village would use the lease/purchase agreements for equipment but the service delivery is no longer acceptable. The management structure is very important. NG9-1-1 will be a significant new expenditure, which will be complicated by the reduction in wireline surcharge due to the movement from a handset to wireless devices.

10. Are there any other Barrington Hills considerations that PCS should keep in mind as this consolidation feasibility study moves forward?

Privacy! Barrington Hills desires to retain its privacy. Their data must be protected. The second most important issue is accessibility to PSAP management.

In order to determine the functions and activities that the police assistants and emergency communications operators are currently tasked with, PCS staff completed a number of observations. They solicited input from those personnel who were on-duty, asking a variety of questions from the staff members at both Barrington Hills and QuadCom. The summarized data is as follows:

Do the police assistants monitor prisoners?

Barrington Hills

- No (except for monitoring by camera police officers do physical checks)

QuadCom

- No

How many police assistants are scheduled to be on duty per shift?

Barrington Hills

- Days-1, Afternoons-1, Midnights-1

QuadCom

- Days-2, Afternoons-3, Midnights-2, (these are minimums)

How often and for how long do police assistants spend handling window traffic?³

Barrington Hills

- No estimate on the number of contacts or time, other than periodically

QuadCom

- NA

Other duties/responsibilities

Barrington Hills

- Monitor security cameras of building after hours
- Occasional matron duties (female TCs)
- Filing

QuadCom

- Monitor security cameras of building

How many officers are the police assistants responsible for on a shift?

Barrington Hills

- 2-5 during 0600-1800, 2-4 during 1800-0600

QuadCom

- Varies from shift to shift as some shifts have detectives and other administrative types.

Employee Transition:

A critical factor to the successful outcome of a consolidation project is the transition of employees, where applicable, from the single police agency to the consolidated PSAP. Human resource management factors will be briefly discussed, but PCS will not offer prescriptive advice, since these decisions must be made based on a local basis. This process will take some time and a decision is needed as it will need to be a methodical migration to QuadCom based on:

- Possible elimination of some positions
- Possible retention of some positions

One area of concern noted by the PCS staff is the lack of coverage for meals and bathroom breaks. Since there are times when the current PSAP may be staffed with only one police assistant, PCS looked at the various issues regarding breaks since employees of smaller PSAPs typically have difficulty getting time away from their work positions.

Barrington Hills pays the police assistants for their breaks and meal time. It is unclear that when the PSAP is staffed with one police assistant during a shift how it is possible to allow the employee to be away from the work position unless someone else comes into the PSAP to perform those duties. If a non-police assistant is staffing the PSAP during those meal breaks then there is typically a hidden cost when calculating the actual expenditures required to operate the PSAP. If police officers are utilized to cover the police assistants' breaks and meal times, they may find it very difficult to keep up with changing technology, new communications policies and LEADS/NCIC requirements.

One of the often overlooked benefits of consolidation is the increased number of telecommunicators working at the same time thereby affording the opportunity for telecommunicators to receive breaks away from their work positions.

Whatever options are explored towards consolidation, breaks and meal time away from the console positions should be addressed and calculated in any staffing numbers for the estimates to be valid. PCS will use the two 15 minute breaks and one 30 minute meal break in the calculations for staffing levels. A regional PSAP provides the ability to have sufficient staff on duty to allow the employees to take breaks and meal periods away from their work positions most of the time. PCS took this issue into consideration when making the staffing recommendations of 1 to 2 police assistants per shift.

Employee Retention:

Currently, the Barrington Hills PSAP is experiencing some of the lowest turnover of police assistants that the PCS staff has experienced. Nationally, the turnover rate for telecommunicators is in the 17-19%⁴ range. However, if consolidation does occur, the regional PSAP may experience higher turnover rates, especially within the first two years of operation.

It is not uncommon for PSAPs that consolidate to have a higher than normal turnover rate the first couple of years because of a number of reasons such as increase in workload, different location, a change in management, labor contracts, policy and operating standards, as well as the unfulfilled previous expectations of the employee.

How do you keep good employees, especially when a consolidation takes place? Issues that need to be addressed when talking to the current employees about the consolidation include:

- Working conditions
- Environmental concerns
- Improved technology and systems
- Training
- Salary
- Benefits

The sooner the employer has the answers to these questions, the less anxious the current employees will be. Management is encouraged to have regular staff meeting to dispel rumors throughout the process. PCS cannot emphasize too often the value of open communications and dialogue with all parties involved in the consolidation effort. As you are aware, too often perception clouds reality.

The current agency should have an incentive for existing employees to transition to the new PSAP. More experienced telecommunicators bring an amount of institutional knowledge that PSAPs typically do not

⁴ National turnover rate percentage obtained from APCO Project RETAINS information.

have documented. If an economic incentive is lacking for the experienced telecommunicator they may not want to transition to QuadCom dispatch center. Consolidation efforts are difficult and if there is not an economic incentive aimed at retaining qualified personnel, staffing could be difficult. Qualified and experienced employees that make the transition to a new regional PSAP allow for dispatch service to be provided at a higher level of quality than a workforce of new and less experienced telecommunicators.

As aforementioned, if the decision is to move to QuadCom, PCS encourages management to consider the creation of an incentive program for employees covered in their current dispatch center. It is our experience that when an incentive program is created that offers existing employees a defined value in remaining with their current center through the cutover date to the consolidated center, the loss of current employees, vital to the continuity of present operations, may be minimized or eliminated.

A case in point is the consolidation of Riverdale, IL PSAP to E-COM combined dispatch in Homewood. Riverdale, early in the consolidation transition advised the collective bargaining unit of its intention to join the consolidated center in Homewood. Through the collective bargaining unit the Village offered current dispatch center employees a robust and aggressive incentive program if the employee stayed with Riverdale dispatch throughout the transition period (actually two weeks after the actual transition). The package included one month of paid health and dental insurance for each year of service to Riverdale plus one month's pay for each year of service. Thus experienced employees, some of which did transition to Homewood, had the potential of receiving several thousand dollars in incentive pay as well as health insurance coverage for the time it took them to either be hired or transition to E-COM or to find other jobs. This incentive program resulted in only one employee (out of twelve) leaving Riverdale prior to the new center cutover and did not result in any loss of dispatch efficiency or effectiveness in the Riverdale PSAP.

That said, potential employees of the new center, as well as experienced employees of the current center must possess certain skill sets that predict their suitability in a combined dispatch center. This may mean that some of the current employees would not be eligible to transition.

This is an important issue that must be addressed as soon as practicable. In most consolidations, possessing the necessary skill sets and achieving a passing grade on an entrance test, as well as a psychological exam are required for all new employees as well as those current employees seeking to be considered for the transition. Longevity does not always equate to the required skill sets essential for a regional PSAP.

A certain number of telecommunicators may not be interested in transitioning to a new PSAP. In that case, they will need to have an incentive to stay in their current position until the transition has been completed. If this situation is not address, the number of employees that may leave before the transition

is completed will cause staffing shortages in the existing PSAP that could result in the total shutdown of dispatch services well in advance of the new center being operational.

The police department may decide they still need to retain some staff members when their PSAP relocates. Some of the current police assistants may decide they would prefer to stay and provide an alternative job function. That possibility makes the transition a little easier because the employee(s) would continue to work for their current agency.

PCS believes that current employees who wish to transition to QuadCom need to possess the same skill sets and complete the same testing process that new applicants would be required to take.

PSC believes that the number of administrative calls will require at least one police assistant on day shift and one on afternoons, in addition to the communications supervisor to staff the Barrington Hills Police Department. That staffing level might be able to be reduced if an automated telephone system is introduced.

Employee Training:

All telecommunicators should have both initial training and continuing education to provide the staff members with a basic but broad understanding of public safety communications. This training should focus on the specialized skills, knowledge and abilities necessary to succeed as public safety telecommunicators at their agency.

There is an initiative in Illinois to require mandatory training standards through the establishment of a telecommunicator certification program. The design of the program is for structured instruction and certification for all telecommunicators, regardless of their experience level.

The following is a list of the potential curricula:

1. Roles, Responsibilities and Ethics of Public Safety Telecommunicators.
2. Interpersonal Communications
3. Geography
4. Law Enforcement Overview
5. Fire Overview
6. EMS Overview
7. Hazmat
8. Call Taking
9. Communicating with the Hearing and Speech Impaired
10. Dispatching
11. Emergency Management, National Incident Management System and Incident Command System Overview
12. Legal Issues

13. Communications Technology
14. Stress Management
15. Quality Assurance/Quality Improvement

The above subjects provide a knowledge foundation on which specific PSAP policy and procedure training is more fully understood. Continuing education requirements are a component of this initiative. It must be noted that the above initiative is in its formative stages, thus PCS recommends the completion of the APCO 40-hour basic telecommunicator course in the interim. The APCO course is a recognized training tool and provides a basic level of public safety communications knowledge.

While training may be minimal in a single jurisdictional PSAP, it is an essential and crucial component for success in a regional operation. Standardized methods of operations are imperative and compulsory. Telecommunicators must adhere to consistent and uniformed procedures and policies.

PCS believes it to be a good practice to have all employees who are transitioned from an existing center and hired for a regional PSAP to be certified under the APCO 40-hour Public Safety Telecommunicator course.

Governance & Finance

The following is information on the impact of the QuadCom's JETS Agreement and By-Laws on Barrington Hills should they chose to consolidate:

Agreement

The original agreement that formed QuadCom had the dispatch agency as a department of the Village of Carpentersville. When it was originally formed Basic 9-1-1 service was in its infancy and was implemented early. QuadCom personnel were considered Village of Carpentersville employees and derived their benefits from the Village. In 1987 a new agreement was developed, voted on by the then members of QuadCom, and implemented on November 3, 1987. This agreement established a new unit of local government "**Formed under Article VII, section 10 of the Illinois Constitution of 1970 which allow individual units of local government to join together in a cooperative venture**".

Effective on the date of the new agreement, the employees became employees of QuadCom, they received all their benefits from QuadCom including things such as payroll services, health insurance, worker compensation and participation in the Illinois Municipal Retirement Fund (IMRF).

As a unit of local government QuadCom is governed by this agreement and subsequent by-laws, which PCS referenced in order to determine the requirements that would impact prospective new members such as Barrington Hills. The agreement and by-laws are attachment at the end of this report. There are two sections that need to be emphasized in this report because of the financial impact to Barrington Hills should they become members of this entity. They are as follows:

Item 3. QuadCom Participation: Each local governmental unit signing this joint public safety communications system agreement & each local governmental unit which may hereafter sign, after approval as required by the By-Laws, is a member of QuadCom & is entitled to the rights and privileges & is subject to all obligations of membership, all as provided in said By-Laws.

This section (Item 3.) of the agreement basically means once Barrington Hills is voted on by the QuadCom Board of Directors, according to the existing By-Laws, Barrington Hills is a member and is entitled to and responsible for a number of things including any outstanding obligations.

PCS contacted the QuadCom attorney in order to obtain any information that might impact Barrington Hills regarding any outstanding obligations that QuadCom might have, specifically regarding a pending lawsuit that we were aware of. His response is included later on in this study.

In addition, PCS is aware that QuadCom has some debt that is currently listed under the Joint Emergency Telephone System's budget. The debt will be covered under the J.E.T.S. section later in the report.

In ARTICLE V – FINANCE, A. 3. a. The funding formula is established, which would apply to Barrington Hills as a new member. It states in part: **“The determination of each agency’s cost share shall be based on a fixed fee of 25% equally divided among each participating police and fire department with the remaining 75% to be divided among member agencies on the basis of calls for service”.**

Agency	2013 Calls for Service	Prior % Used 2013/14	Current % Used 2014/15	% Difference
Carpentersville Police Department	16,842	43.45%	43.33%	-0.27%
Carpentersville Fire Department	3,912	9.66%	10.07%	4.20%
East Dundee Police Department	3,312	8.81%	8.52%	-3.27%
East Dundee Fire Department	1,337	3.10%	3.44%	10.97%
Rutland-Dundee Fire Protection District	894	2.25%	2.30%	2.23%
Sleepy Hollow Police Department	1,633	4.27%	4.20%	-1.60%
South Barrington Police Department	4,417	11.67%	11.36%	-2.62%
West Dundee Police Department	5,123	13.55%	13.18%	-2.72%
West Dundee Fire Department	1,396	3.25%	3.59%	10.52%
TOTAL AGENCY Calls for Service	38,866	100%	100%	

Figure 6

Since the QuadCom director has to prepare a proposed annual budget for the Executive Committee no later than December 31, now is a good time to consider Barrington Hills as a new member so their activity can be factored in for next year's budget. The 2015–2016 budget would provide the most accurate costs because it could be based on the whole fiscal year and the budget could be calculated with all the agencies' activities. Since that is not available, PCS will need to make some assumptions and a number of estimations.

The following chart is from the current budget information available from QuadCom and indicates the percent of activity for their existing agencies.

**2014-2015 QUADCOM OPERATING BUDGET
Percentage of System Use Based on Calls for Service**

Current tables based upon January 1, 2013 to December 31, 2013

(CFS) Calls for Service are incident numbers generated in the New World (NW) computer aided dispatch system. Total calls for service between 01/01/2013 and 12/31/2013 handled by QuadCom were **39,982**, which includes both numbers generated by their member agencies, which totaled **38,866** and the **1,116** which include things like notification calls, mutual aid alarms, and QuadCom only events.

When trying to compare activity using data from computer aided systems it is important that the same criteria for creating an event are alike between the two PSAPs being compared. If one PSAP has activity that generates an event and the other PSAP doesn't generate an event for the same type of incident, then the workload and funding costs are difficult to compare. Based on the input PCS has received from the staff at QuadCom and Barrington Hills, we believe the criteria are similar but there are minor differences that will slightly impact the ongoing costs for Barrington Hills. For right now, this study will use the assumption that both PSAPs are utilizing similar criteria. The impact that Barrington Hills' calls for service would have and how it would change the percentages of existing members is demonstrated in the following chart.

Agency	2013 Calls for Service	Current %	% with BH Added
Carpentersville Police Department	16,842	43.33%	38.29%
Carpentersville Fire Department	3,912	10.07%	8.89%
East Dundee Police Department	3,312	8.52%	7.53%
East Dundee Fire Department	1,337	3.44%	3.04%
Rutland-Dundee Fire Protection District	894	2.30%	2.03%
Sleepy Hollow Police Department	1,633	4.20%	3.71%
South Barrington Police Department	4,417	11.36%	10.04%
West Dundee Police Department	5,123	13.18%	11.65%
West Dundee Fire Department	1,396	3.59%	3.17%
Total Agency Calls for Service	38,866	100.00%	88.37%
Barrington Hills Police Department	5,117		11.63%
Total Including Barrington Hills Police Department	43,983		100.00%

Figure 7

If Barrington Hills was to become a member before May 1, 2015, which is QuadCom's fiscal year, PCS provides two estimates of their costs assuming a proportion payment based on the date of membership:

1. The less costly approach would mean calculating their participation with no increase to the existing QuadCom budget with a mid-fiscal year start. The following estimates were provided by QuadCom and show the estimates to the 2014-2015 budget:

Barrington Hills' Estimated Costs from QuadCom	Fixed Portion	Activity Portion	Total 2014-2015 Budget
With no additional staff	\$35,623.67	\$142,920.26	\$178,543.93
With one additional staff	\$37,200.44	\$149,246.19	\$186,446.63
With two additional staff	\$39,934.58	\$160,215.40	\$200,149.97

Figure 8

- The most costly approach in calculating Barrington Hills costs estimates would be to take the existing QuadCom budget and use the same fixed costs as the current members in order to obtain the fixed cost amount for Barrington Hills. Then their proportion of the current 75% amount would be based on the assumption the budget would increase the same percentage as their activity increased with total calls for service.

For the current fiscal year, assuming Barrington Hills joined November 1, 2014 (6 months through QuadCom's current budget year) they would owe half of \$39,591.38, or \$19,795.69 of the 25% fixed budget portion. The 75% portion is a little more difficult to calculate, since it is based on an agency's percent of total activity. Barrington Hills' CAD events and QuadCom's CAD events may be influenced by different criteria, therefore these costs need to be viewed as a rough estimate.

By adding the Barrington Hills' calls for service, it increases QuadCom's total by 13.17%. PCS then increased the total activity portion of the budget to \$1,613,000.52. Barrington Hills' percentage of the new calls for service amounts is 11.63% or \$187,591.96 for the whole year or \$93,795.89 for a November 1st start date.

Current 75% portion of budget	Increase due to 13.17%	New budget amount	Barrington Hills portion @11.63%
\$1,425,289.85	\$187,710.67	\$1,613,000.52	\$187,591.96

Figure 9

For a November 1st membership, the costs for Barrington Hill is estimated at \$19,795.69 for their fixed amount and \$93,795.89 for their activity portion or a total for this fiscal year at \$113,591.69. For comparison purposes that calculates to \$227,183.34 for a full year.

PCS believes if Barrington Hills consolidates by November 1st their cost will be somewhere between \$89,271 and \$113,591. The cost factors for a full fiscal year would be between \$178,543 and \$227,183.

Item 8. Financing: QuadCom will be funded by contributions from participating units of local government. A cost sharing formula sufficient to provide the funds required by the annual QuadCom budget shall be fixed by a unanimous vote of the Board of Directors.

**The following charts indicate the revenues and expenses for QuadCom's
2013-2014 budget and the proposed 2014-2015 budget**

Account Code	Estimated Revenues	2013 – 2014 Budget	2014 - 2015 Proposed	% of Change
	Beginning Fund Balance	\$174,800.00	\$223,840.01	28.05%
4400	Sale of Surplus Equipment	N/A	N/A	N/A
4500	Alarm Income	\$59,000.00	\$60,000.00	1.69%
4601	Carpentersville Fire Department	\$132,180.93	\$147,186.72	11.35%
4602	Carpentersville Police Department	\$490,275.50	\$502,812.42	2.56%
4603	East Dundee Fire Department	\$67,798.40	\$76,364.13	12.63%
4604	East Dundee Police Department	\$123,819.56	\$130,684.37	5.54%
4605	Rutland-Dundee Fire Protection District	\$59,411.69	\$64,179.89	8.03%
4606	Sleepy Hollow Police Department	\$79,276.28	\$84,505.29	6.60%
4607	South Barrington Police Department	\$151,969.50	\$161,076.20	5.99%
4608	West Dundee Fire Department	\$69,217.30	\$77,986.86	12.67%
4609	West Dundee Police Department	\$170,389.85	\$180,493.97	5.93%
4700	Miscellaneous Income	\$500.00	\$500.00	0.00%
4701	Subpoena Income	\$500.00	\$500.00	0.00%
4710	Retiree Health Care Insurance Payments	\$8,480.00	\$0.00	(100.00%)
4720	Employee Paid Insurance Costs	\$23,221.00	\$38,414.30	65.43%
4730	Consultant Reimbursement Fee	\$15,000.00	\$15,000.00	0.00%
4900	Transfer from Special Revenue Fund	\$0.00	\$100,000.00	100.00%
4900	Transfer from QC Capital Improve Fund	\$10,300.00	\$0.00	(100.00%)
4900	Transfer from Special Fund	\$100,000.00	\$0.00	(100.00%)
	Total Revenues	\$1,561,340.01	\$1,639,704.15	5.02%
	Total Funds Available	\$1,736,140.01	\$1,863,544.16	7.34%

Figure 10

Account Code	Estimated Expenses	2013 - 2014 Budget	2014 - 2015 Proposed	% of Change
0101	QuadCom Operating Budget	\$1,512,300.00	\$1,639,704.15	8.42%
	Total Expenses	\$1,512,300.00	\$1,639,704.15	8.42%
	Ending Fund Balance	\$223,840.01	\$223,840.01	0.00%

Figure 11

By-Laws:

The QuadCom By-Laws (a copy of which are in the attachments section of this report) went “**into effect upon the execution of the QuadCom Public Safety Communications System Agreement by all of the original participants in the venture**”. This date was November 3, 1987 and to PCS’s knowledge

the by-laws have not been amended. There are a number of sections that need to be emphasized in this report because of the financial impact to Barrington Hills should they become members of this entity.

Under **ARTICLE III- PARTICIPATION** there are three paragraphs that identify who can become a member. How they become a member and language that addresses debt and liabilities.

- A. All villages and fire protection districts wholly or partly within or adjacent to Northern Kane County, Illinois or Northern Cook County, Illinois, and providing public safety service are eligible for participation in QuadCom.**

Since Barrington Hills is located in Northern Cook County, as well as other counties, and they provide public safety services, they qualify for membership.

- B. Participation shall be contingent upon the execution of the of the Joint Public Safety Communications System Agreement creating and establishing QuadCom, the payment of each participant of a fee to be determined and agreed upon and such conditions as may be determined from time to time by the Board of Directors. New participants shall be admitted by a majority vote of the members of the Board of Directors. The payment of the fee required in this paragraph shall be made within thirty (30) days of the new participant's admission to QuadCom.**

Since the Joint Public Safety Communications Agreement was established and payments made by the existing members, the only requirement remaining for Barrington Hills as a prospective new member is to pass an ordinance/resolution, then be voted in by the QuadCom Board of Directors, and make their payment.

- C. All new participants shall become subject to existing debt and liabilities of QuadCom to the same extent as all other participants.**

PCS asked QuadCom's attorney if there was any pending litigation.

His response was as follows:

"I am not aware of any lawsuit involving an employee. The former deputy director retired but has filed a workers compensation claim. I do not see that claim having any impact on the future membership of the Village of Barrington Hills. There is also a personal injury lawsuit pending against QuadCom, the Village of Carpentersville, and Sherman Hospital from a call that was handled in 2006. We are representing QuadCom in the matter. The claim is covered by the QuadCom insurer, VFIS. I think there is a very minimal chance of any recovery on this lawsuit."

PCS had a number of other questions that were submitted to QuadCom for clarifications that we felt could have a significant financial impact to Barrington Hills.

The following statements (box) are part of the application form Barrington Hills is required to complete:

PLEASE NOTE: *Prior to the commencement of the application process, the applicant must agree to pay in advance the money necessary to fund the cost of a study done by a mutually agreed upon consultant to determine among other things the following:*

- 1) Can QuadCom provide the service you are requesting?*
- 2) What capital costs may be associated with providing service to you?*
- 3) What impact will your membership have on the current QuadCom system and its members?*

The cost of the study will be determined prior to the beginning of the study. Funds expended by you to conduct the study may be applied to your first year membership/service fees. Any capital costs incurred as a result of QuadCom providing service to you will be your responsibility separate and apart from any membership/service fee. Capital assets necessary for QuadCom to provide service to you shall become the property of QuadCom at the time QuadCom begins providing service to you.

1. Do you consider the PCS contract with Barrington Hills meeting the above requirements?

The response from QuadCom's attorney was:

"The application/new member process has always been somewhat flexible. I think the whole process was first put in place to avoid agencies "applying" to QuadCom and then using the numbers to go to another dispatch provider. As long as QuadCom is not expending money for the study, I think the PCS work for Barrington Hills would meet the requirements of the Policy."

2. PCS believes there is a need for a legal opinion on the on the debt issue.

John Kelly wrote this language with Richard Tuma, when he was Director of QuadCom. The agreement was amended to provide for a new funding formula when QuadCom became its own unit of government. When PCS read Article III-Participation of the by-laws, we believe the intent and the meaning of **section C** was to make new members financially responsible for what the existing members were responsible for when the debt was originally incurred. For our purposes we will base Barrington Hills' costs on that assumption as it should be the worst case scenario.

The response from QuadCom's attorney was:

"I concur with Richard's thoughts. I think the By-Law language would be binding on Barrington Hills, because Barrington Hills will get the use of the equipment paid for by the loan. However, the QuadCom Board could consider a share of the debt for Barrington Hills to be part of the buy-in. The loan is not that old and not that much has been paid on it."

3. PCS had heard that new members may have to pay a "buy-in fee" but PCS could not find anything in either the agreements or by-laws about a "buy in fee". The 25% of the budget which is divided equally amongst the member agencies is part of the language in Article V-Finance 3.a. of the by-laws. That references the annual budget that bases costs for all of the participants so they each pay an equal amount of 25% of the budget and the remaining 75% is based on calls for service.

The response from QuadCom's attorney was:

I think the "buy-in" fee is whatever QuadCom and the Village negotiate. It can include the costs of equipment upgrades necessitated by Barrington Hills becoming part of QuadCom, some costs associated with an increase in the number of personnel based on Barrington Hills' call volumes, if necessary and the sharing of the loan costs. I do not believe QuadCom has ever set a formal "buy-in" amount. Again, I think this was part of the process included to discourage shopping for dispatch agencies.

Upon further investigation, the QuadCom Director provided the following when asked if there was any policy regarding a buy-in cost:

"In accordance with our By-Laws, member agencies fees are calculated as follows:

- 25% of the Budget is equally divided among each participating police and fire department;
- 75% of the Budget is divided among member agencies on the basis of calls for service.

See the attached PDF file from the current budget year showing how agency fees are calculated. Any questions give me a call."

As for Buy-In costs: Per the By-Laws, a new member agency in QuadCom would have to pay a fee to be determined and agreed upon, and such conditions as may be determined from time to time by the Board of Directors. This fee would cover any capital cost necessary to provide a service to the new agency, so there is no cost borne by the existing agencies (such a new repeater site). This is the reason why the section in our new membership application was created in which the potential member agrees to pay for a consultant as follows:

PLEASE NOTE: Prior to the commencement of the application process, the applicant must agree to pay in advance the money necessary to fund the cost of a study done by a mutually agreed upon consultant to determine among other things the following:

- 1) Can QuadCom provide the service you are requesting?
- 2) What capital costs may be associated with providing service to you?
- 3) What impact will your membership have on the current QuadCom system and its members? The cost of the study will be determined prior to the beginning of the study. Funds expended by you to conduct the study may be applied to your first year membership/service fees. Any capital costs incurred as a result of QuadCom providing service to you will be your responsibility separate and apart from any membership/service fee. Capital assets necessary for QuadCom to provide service to you shall become the property of QuadCom at the time QuadCom begins providing service to you.

“We currently do not have any **contract members**, and nothing is set in stone in the By-Laws as to how their fees would be calculated. Discussion though, at the Executive Committee (Chiefs) level has indicated a Contract Members fee would be computed by taking 100% of the Budget, (not just the 75%) adding the Contract Agency’s Calls for Service into the Member Agency’s Calls for Service, and then determine what the CFS rate would be, which would be used to calculate the potential contract members fee. The contract member would also be responsible for any capital costs necessary to provide them the service.”

On August 27, 2014 the QuadCom Board of Directors approved a new policy to address their Buy-In issue entitled “New Agency Reserve Contribution Buy-In Costs”. This policy addresses the issue of a new member paying their “fair share” in order for a new member to benefit from QuadCom’s assets and assume its portion of QuadCom’s existing debt.

The attached policy also contains the buy in costs for Barrington Hills and conditions of payment, and has provide PCS with the information necessary to complete the financial analysis. The following is the formula utilized and the related costs:

QuadCom’s Net Capital Assets	1,289,316
Barrington Hills’ Fixed Cost %	32,233
Barrington Hill’s New Members Share %	110,237
Barrington Hills’ Reserve Contribution Fee	\$142,470

Figure 12

Barrington Hills will have a buy in fee totaling \$142,470, but will have 2-years of monthly payments to pay that debt, starting within 30-days of dispatching services, to pay that debt.

The following is the approved buy in policy with figures included for Barrington Hills:

QUADCOM BOARD OF DIRECTORS

GENERAL POLICY

Number: **ADM-14-1**

Original: 27-August-2014

SUBJECT: **New Agency Reserve Contribution Buy-In Costs**

1.0 Policy:

It is the policy of QuadCom Regional Dispatch Center to require all new members to pay a reserve contribution fee. The objective of this policy is to establish a fair method for new member to “buy-in” to the value of existing building and equipment (capital assets) in order to equalize a new member’s interest to that of an existing member.

2.0 Scope:

This reserve contribution fee policy applies to all new members of QuadCom. Primarily the reserve contribution fee will be required upon the start of a new member’s service.

2.1 New Members:

Within thirty (30) days of the start of service for any new member, the reserve contribution fee shall be paid to QuadCom. New members may request in writing, sixty (60) days before the start of service, to have the reserve contribution fee paid quarterly over a period of one (1) year. The decision whether to approve a request for quarterly payments will be made by the Board of Directors.

3.0 General Objectives:

3.1 Reserve Fund Growth:

Assessing a “buy-in” fee for new member agencies that will increase QuadCom’s reserve fund.

4.0 Reserve Contribution Fee Formula:

4.1 New Members:

The net capital assets from the most recent audit accepted, by the Board of Directors, includes all QuadCom assets and depreciation. A new member’s share will be based on this number allowing the formula to adjust to changes in cash reserves and other assets that fluctuate.

The net capital asset will be multiplied by the percent of the budget based on a 25% fixed cost and 75% percent of use.

For example: A new fire member joining May 1, 2014 would be based on the net capital assets of the FYE13 audit, multiplied by the 25% fixed cost, then divided by all departments. The remaining 75% would be multiplied by the new member’s percent of use based on calls

for service. Those two amounts would be added together to give you the overall share of a revised operational budget, which includes the new member, and the new member's overall percent.

Reserve contribution Fee Formula – New Member	
Net Capital Assets	1,289,316
Fixed Cost %	32,233
New Members Share %	110,237
Reserve Contribution Fee	\$142,470

5.0 Reserve Contribution Fee Policy Adoption:

This policy shall be reviewed on an annual basis by the Executive Director and any modifications made thereto must be approved by QuadCom Board of Directors.

Chairman, QuadCom Executive Committee _____
Date

Chairman, QuadCom Board of Directors _____
Date

4. It appears, since the wireless surcharge is a state controlled amount, that QuadCom is directly receiving the wireless revenue for each of the municipalities you provide service for and those amounts are the same (per device) for each of the communities. It would be safe to assume that if Barrington Hills joins QuadCom then QuadCom would receive those monthly checks for the wireless surcharge. Correct?

The response from QuadCom's attorney was:
"Yes."

5. On the other hand, the landline surcharge amount is different per connection from one municipality to the next. For example, South Barrington collects \$2.00 per connection each month but QuadCom only keep \$.63 of that amount. It would be safe to assume the same would apply to Barrington Hills. Is this correct? QuadCom would also reimburse Barrington Hills the difference between their \$1.50 wireline surcharge and the \$.63 amount that is kept for QuadCom. Correct?

The response from QuadCom's attorney was:
"I would assume that QuadCom would be consistent in this policy."

6. Since some of this debt is already paid off, how does QuadCom propose to charge Barrington Hills for "their share" of that existing debt?

The response from QuadCom's attorney was:

"I would propose some allocation of the previously paid debt based on the funding formula, as I presume the other QuadCom agencies are being charged their debt service as part of the funding of the budget which is, in turn, based on the QuadCom funding formula."

7. All the agreements were based on landline surcharges. How are you receiving wireless income for the original members and then South Barrington?

The response from QuadCom's attorney was:

"See above, numbers 4 and 5."

8. Also, in the application for membership it states "the applicant must agree to pay in advance the money necessary to fund the cost of a study done by a mutually agreed upon consultant to determine..." What are your thoughts on this?

The response from QuadCom's attorney was:

"If there are no costs to QuadCom, then there will be nothing for Barrington Hills to pay. QuadCom could waive this requirement."

ARTICLE V – FINANCE 3. Subsection a. This section goes into detail on how costs are divided among the participants and since all the participants are governed under this section it should not be of concern that a new member is paying more than they should.

PCS did not find anything else in either the QuadCom Agreement or QuadCom By-Laws that would impact Barrington Hills differently than the current participants.

Joint Emergency Telephone System Board (JETS) Agreement and By-Laws

Agreement

The Joint Emergency Telephone System (JETS) Board was established by Agreement on July 20, 1989, and its By-Laws amended on July 25, 2007. The purpose of this JETS agreement was to have one board to deal with the implementation and on-going issues/costs related to the implementation of Enhanced 9-1-1 on behalf of the Village of Carpentersville, East Dundee, West Dundee, and Sleepy Hollow, which were the original members of QuadCom.

Much like QuadCom, the JETS Board was "**Formed under Article VII, section 10 of the Illinois Constitution of 1970 which allow individual units of local government to join together in a cooperative venture**", and "**Chapter 134, Paragraph 45.4 of the Illinois Revised Statutes**", which enabled it to perform the necessary tasks to implement wireless 9-1-1.

By-Laws

In 2007, the By-Laws were amended “**pursuant to the Intergovernmental Cooperation Act, Illinois Compiled Statutes and the Illinois Emergency Telephone System Act, 50 ILCS 750/1 for the purpose of establishing a Joint Emergency Telephone System Board**”.

To be a member of the QuadCom’s JETS Board a municipality is a full participating member of QuadCom and have passed a 9-1-1 referendum calling for the collection of a 9-1-1 surcharge. This means that first Barrington Hills needs to be voted into QuadCom and then voted into QuadCom’s JETS Board to be a complete member of the QuadCom system with all the rights and responsibilities as well as be subject to existing debts and liabilities of QuadCom, to the same extent as all the others members.

The QuadCom JETS Board Agreement and By-Laws are attachments to this document.

Much of the language in the JETS Board Agreement and By-Laws is similar to the QuadCom Agreement and By-Laws language when it refers to participation, organization, budget meetings, liabilities and property, but it also contains specific language referencing the State’s 9-1-1 legislation and Part 725 Administrative Rules. Since Barrington Hills has its own Emergency Telephone Systems Board, there is nothing new or unusual in joining the QuadCom Joint ETSB.

ARTICLE V FINANCE

Section A. 3. Limits the Board in setting a new rate of the surcharge which cannot exceed the rate set by referendum, it cannot exceed the budgetary needs, and a new rate requires a vote by a $\frac{3}{4}$ majority. This means the surcharge rate could be set lower than the \$.65 it was originally set at, but not higher.

How does the difference between wireline surcharge amounts impact Barrington Hills who collects a surcharge amount of \$1.50 vs QuadCom’s \$.65 per month per connection? On June 11, 1991, South Barrington approved a resolution authorizing the execution of an agreement to join QuadCom. They also had a surcharge amount higher (\$2.00 vs. \$.65) than what the original QuadCom members collected. However, through an Intergovernmental Agreement they agreed to pay \$.63 per month per landline connection. QuadCom collects the surcharge and then semi-annually refunds South Barrington the difference. PCS believes the same option would be a viable solution for Barrington Hills, however if the difference is significant enough Barrington Hills should negotiate a quarterly or monthly refund. PCS expects a similar arrangement between Barrington Hill and QuadCom could be arranged, but it is a decision that needs to be made by the QuadCom JETS Board.

A hard copy of the South Barrington Resolution is attached to this report for Barrington Hills to use as a guide, but any resolutions, agreements, and by-laws must be vetted through the Village Attorney.

The following charts indicate the amounts expected from both the wireline and wireless 9-1-1 surcharge revenues, as well as the expenses for the QuadCom JETS budget:

Account Code	Estimated Revenues	2013 - 2014 Budget	2014 - 2015 Proposed	% of Change
	Beginning Balance	\$150,000.00	\$160,000.00	6.67%
4001	Village of Carpentersville	\$ 50,000.00	\$ 51,300.00	2.60%
4002	Village of East Dundee	\$ 13,000.00	\$ 15,300.00	17.69%
4003	Village of Sleepy Hollow	\$ 8,000.00	\$ 9,000.00	12.50%
4004	Village of South Barrington	\$ 35,000.00	\$ 44,800.00	28.00%
4005	Village of West Dundee	\$ 23,000.00	\$ 26,300.00	14.35%
4100	Wireless	\$350,000.00	\$365,500.00	4.43%
4900	JETS Capital Improvement Funds		\$330,000.00	
	Total Revenues	\$479,000.00	\$842,200.00	75.82%
	Total Funds Available	\$629,000.00	\$1,002,200.00	59.33%

Figure 13

Account Code	Estimated Expenses	2013-2014 Budget	2014-2015 Proposed	% of Change
0201	JETS Operating Budget	\$450,400.00	\$776,950.00	72.50%
6090	Transfer to QuadCom Operating	\$63,650.00	\$100,000.00	57.11%
6090	Transfer to Debt Service Fund	\$99,100.00	\$120,000.00	21.08%
	Total Expenditures	\$613,150.00	\$996,950.00	62.59%
	Total Funds Available	\$15,850.00.	\$5,250.00	(66.88%)

Figure 14

Barrington Hills' Finances

All PSAPs in the state, as well as the nation, are experiencing a reduction in the number of wireline connections and an increase in wireless devices. With data provided for 2013 and 2014 PCS can obtain a glimpse of the financial impact these changes will have to Barrington Hills, and their wireline surcharge. QuadCom's JETS Board's budget relies on both the wireline and wireless 9-1-1 surcharge revenues from each of its member agencies. Wireless amounts are the same for each community, but wireline amounts are based on what each individual referendum established. The agreement that South Barrington sign when they joined QuadCom required them to give the QuadCom's JETS Board \$.63 of their \$2.00 wireline surcharge amount per connection every month so their contribution would be equal to the other member community's contributions.

The \$.63 amount was based on the fact that under the current legislation, the phone companies are able to keep 3% of the surcharge collected per month. Therefore, since the surcharge collected from subscribers of the original members of QuadCom is \$.65, they actually net \$.63 per connection, and under current policy, new members of QuadCom would be required to contribute the same net amount of their wireline surcharge.

At this point, PCS believes Barrington Hills will be required to do the same, but that is yet to be verified. The following chart details those costs if Barrington Hills had been a member in 2013 and all of 2014:

Barrington Hills Wireline Surcharge Data for 2013 and Estimated 2014

	Number of Wirelines	Total Surcharge Collected	Monthly Due QuadCom	Monthly Retained Barrington Hills	Annual Total Surcharge Collected	Annually Due QuadCom	Annual Retained Barrington Hills
Budget							
Year		@ \$1.50	@ \$0.63	@ \$0.87	@ \$1.50	@ \$0.63	@ \$0.87*
2013	2,166	\$3,249.00	\$1,364.58	\$1,884.42	\$38,988.00	\$16,374.96	\$22,613.04
2014	1,968	\$2,952.00	\$1,239.84	\$1,712.16	\$35,424.00	\$14,878.08	\$20,545.92
Difference	9.14%						

Figure 15

***Note:** Since the phone companies keep \$.035 of the surcharge collected, and Barrington Hills would be required to match the \$.63 that other members contribute, the net per connection is closer to \$.82 - \$.83 and not the \$.87 that was used to estimate the total dollars collected.

Surcharge Revenue Owed to QuadCom vs Retained by Barrington Hills



Figure 16

The annual wireline surcharge amount collected in 2013 was \$38,988, and is projected for 2014 at \$35,424. That trend projects a 9.4% reduction from year to year. If a similar arrangement, such as South Barrington had with QuadCom is made, it would mean Barrington Hills would be owe \$.63 per month per wireline connection or approximately \$14,878 for 2014 to QuadCom’s JETS Board. Barrington Hills could use the remaining approximate \$20,546 to pay for dispatch services; thereby reducing the amount of property taxes needed to pay for QuadCom’s services.

Landline Connections

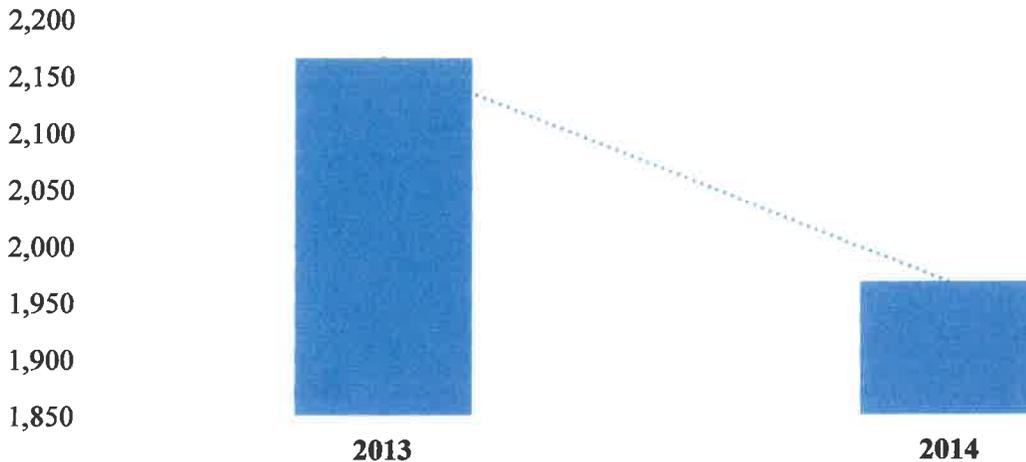


Figure 17

Debt

QuadCom currently has a loan through First American Bank for their new phone and radio systems. The principal sum was \$742,118.00. It is a 7-year loan at 7.12% and will be fully paid in October 1, 2020. That loan is paid monthly out of the JETS operating account under the debt service fund with a monthly installment of \$9861.14. That is the only loan that QuadCom has at this time.

In reviewing the Barrington Hills budget documentation three items caught PCS’s attention:

1. On page 2, “Expenditures” we noted a "transfer to 9-1-1 Fund", and then on page 18, a revenue line item was listed for that \$15,000. We wanted to know what that transfer was for, especially since it looks like this is the first year.

The response was:

“This amount was budgeted just in case the E911 fund needed additional money from the general fund, (to be appropriated/budgeted for if in fact it would be needed during the fiscal year).”

2. On page 18 (Fund 92-E 911 Fund), Barrington Hills revenues increased by \$14,393 in addition to the \$15,000 transfer. That is an increase of 35% (not including the \$15,000) and it appears to be

additional surcharge. Do you know why the large increases? Do you expect the revenue amounts indicated for 2014 to continue at those amounts for next year?

The response was:

“Wireline surcharges were re-allocated from other surcharges. The figures are based on prior year’s performance, VoIP has been a growing % and in mid-2014 they renamed revenue line item breakout. It is unknown if those amounts will continue for next year.”

3. On page 18, there is a new expenditure of \$24,500 for 2014. What is the "Ameritech Credit Lease" for? The response was:

“That is for the new phone system – a \$2,041.46 monthly lease payment and it was a 60 months lease.”

This amounts to a total expenditure for the life of the lease at \$122,487.60. PCS has asked Barrington Hills about this commitment and what the financial impact to them would be if they disbanded their PSAP and no longer needed this equipment.

The response was:

“Barrington Hills will be meeting with an AT&T representative to discuss this issue, but we believe at this point that the Barrington Hills’ phone system could be re-purposed and used as the phone system needed for QuadCom to have a stand-alone backup PSAP and that needs to be future investigated with QuadCom. Perhaps the value of the phone system could be used as an in-kind contribution in lieu of the first year’s fees, and/or QuadCom could assume that liability.”

Statistics

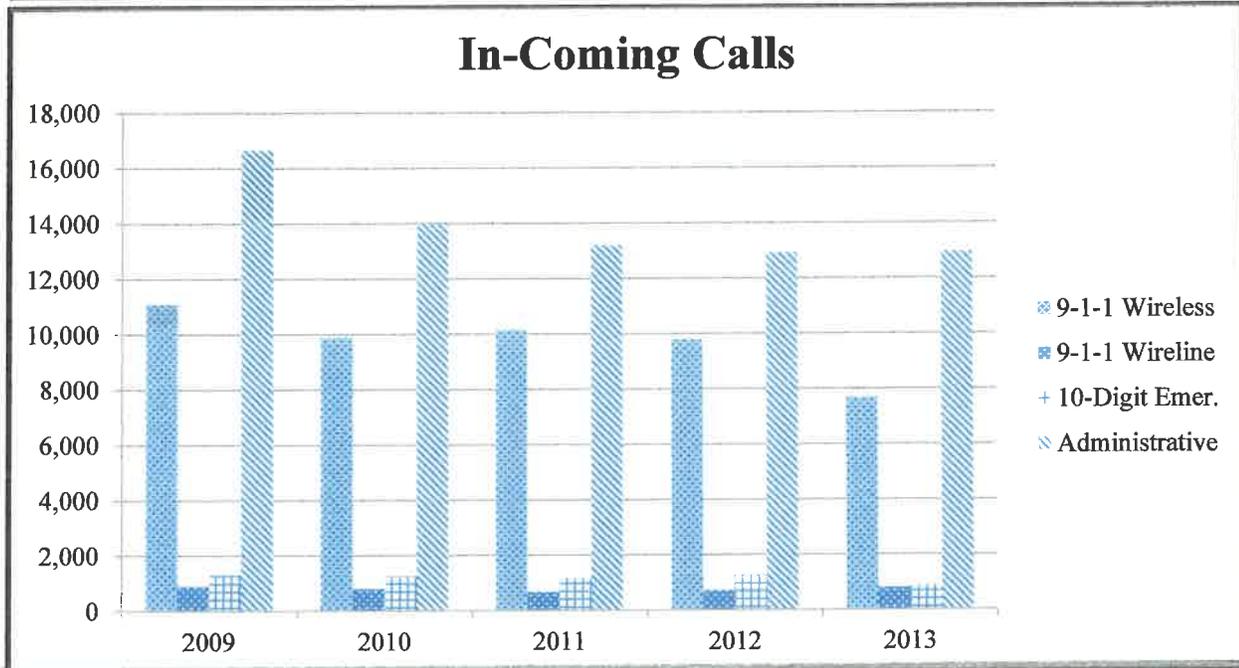


Figure 18

Number of 9-1-1 Calls and Other Phone Activity

Phone Activity	2009	2010	2011	2012	2013
9-1-1 Wireless Calls	11,108	9,881	10,162	9,808	7,704
9-1-1 Wireline Calls	896	811	685	729	810
10-Digit Emergency Calls	1,325	1,258	1,178	1,263	900
Administrative Calls	16,675	14,001	13,210	12,917	12,958
Total	30,004	25,951	25,235	24,519	22,372

Figure 19

Computer Aided Dispatch System Incidents:

	QuadCom	Barrington Hills	Total
Annual CAD Incidents	38,866	5,117	43,983
Daily CAD Incidents	106.48	14.02	120.50
Hourly CAD Incidents	4.44	0.58	5.02
Percent Increase with Barrington Hills			13.17%

Figure 20

Even though the addition of Barrington Hills CAD activity will increase total CAD activity by 13.17%, the addition of approximately 14 CAD incidents per day or 5,117 annually, indicates that Barrington Hills will account for only 11.63% of the total QuadCom activity should they become members.

NOTE: It is important to mention here that when comparing activity between two PSAPs who have different CAD systems as well as different operational policies/procedures, we need to verify (as much as possible) that the same criteria is used when generating a CAD calls for service /incident number. Staff from both QuadCom and Barrington Hills police met to investigate this and believe that while their policies/procedures are close regarding the generation of CAD calls for service they are not identical. The true number of CAD calls for service, which QuadCom using for billing purposes, may only be truly known once Barrington Hills has been a member for a year, and their activity is generated by the same CAD system as all the other members use.

At this point, PCS suspects that the 5,117 number for Barrington Hills is most likely higher because of the differences of the CAD systems and policies/procedures of the two PSAPs, but that in turn should provide us with a conservative savings amount if it is used.

Annual CAD Events

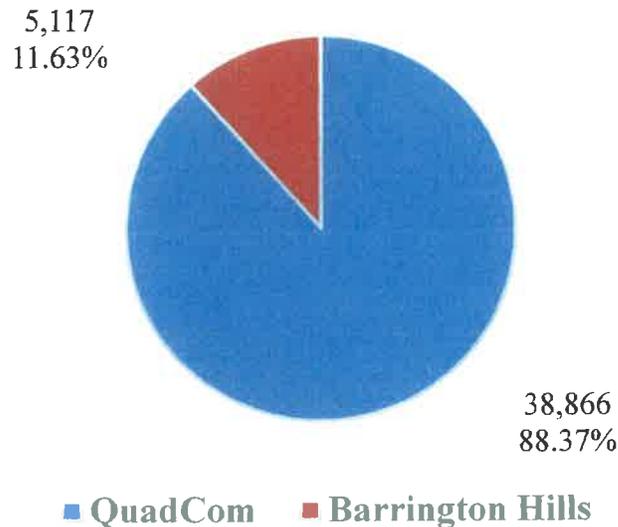


Figure 21

CAD events are generated by the police assistants when they receive a request for service. This can emanate from a number of sources, but usually originating from 9-1-1 and 10-digit phone calls. Because of the proximity of the PSAP to a public window, sometimes a CAD event is generated by the contact the police assistant has with the person who appears at that window. In addition, officers can generate activity by what is referred to as “self-initiated” activities such as traffic stops, premise checks and coming upon an event in progress. A majority of the CAD events are for a single service such as police only and require the police assistant to enter the event into the CAD, then dispatch the unit(s) responsible for that area and that type of incident. In these cases, verification of the address and classifying the event type, with name, address of caller, and some details should be entered into the CAD.

As previously defined, the consolidation involves moving forward with the appropriate number of positions staffed. Some of the ancillary duties and/or administrative tasks the current police assistants perform at their present location will not migrate to a regional PSAP while others may. An understanding by management concerning exactly what ancillary duties the emergency communications operators in the regional PSAP perform need to be determined before an accurate number of staff that may need to be retained at the police department can be ascertained.

The size of this regional PSAP will not mandate a two-stage operation; however QuadCom utilizes both a one stage and stage configuration. A two-stage operation is one where there are separate call takers and dispatchers that perform specific tasks. In larger PSAPs, the phone volume requires dedicated personnel assigned to answer phone calls, while the radio volume necessitates other personnel staff those positions.

Typically, radio staffing is considered fixed positions (not adjusted for volume) because the public safety units are on the radio all the time, even if they are not responding or assigned a specific event. Call taking, on the other hand, is often considered a volume based position in larger PSAPs because volume is usually related to time of day and day of the week. Since the combined volume of activity for the PSAP does not meet the level of activity normally associated with a two-stage operation, PCS will use the concept of the telecommunicator performing both the call taking and dispatch functions.

PCS will assume that some of the current police assistants will want to be employed at the regional PSAP; therefore, we will use the figures of available work hours and turnover rate. The average "Net Available Work Hours" from the Project RETAINS data is 1,628, and the "Average Retention Rate" equals 96%.

Facility / Space Needs:

Based on the analysis concerning console positions and staffing needs, PCS is making general recommendations on space needs for Barrington Hills to transition to QuadCom but will also include cost estimates if they were to continue to operate their own PSAP for comparison purposes. Consideration of potential growth is another significant issue in adequately planning for the future and PCS will project costs out for a 10-year period. The PCS analysis will look broadly at space allocations and potential needs in terms of expanding the QuadCom operation, including:

- Dispatch operations
- Administrative area
- Technical support
- Support functions
- Training facilities
- Radio frequency systems and electronics
- Employee provisions such as restrooms and break area.

How can the current non-dispatch activities be addressed in a consolidation?

- First, what needs to be decided upon are which services QuadCom will provide and what will remain the responsibilities of the Barrington Hills Police Department.
- Second, can some of those activities be done by other members within the police department?

Besides the equipment listed in detail further on in this document, there are a number of other items that would impact total costs for Barrington Hills should they not eliminate their PSAP. While population growth has the potential to increase the workload in a PSAP the one issue which will most likely increase workload in the next couple of years is the impact of new technology – specifically Next Generation (NG) 9-1-1. This technology looks to require more equipment, a new network, and will create an increase to the amount of data presented to the telecommunicators who will have to process it.

For Barrington Hills to remain a PSAP they would need to increase the work area for their police assistances that function as dispatchers and the current console equipment and room size prohibits that. Therefore, the addition space needed would necessitate the remodeling of the PSAP, which would require the removal of a wall, additional electrical work, new console furniture, and possibly heating and air-conditioning modifications to the building.

The chart on the following page consists of some estimates for staffing, maintaining current systems, the remodeling and equipping⁵ of the Barrington Hills PSAP should they not transition to QuadCom. The personnel, equipment, maintenance, and services are projected out for a 10-year period using a conservative 1.5% (simple interest) increase annually.

⁵ Provide by the Barrington Hills Police Department.

Non-Personnel Categories	Costs	Replacement Costs	Annual Costs	10-Year Costs 1.5% Annual Increases
CAD System				
Purchase Cost	\$36,000			
Annual Maintenance Cost	\$6,500		\$6,500	\$74,750
Estimate of Replacement Cost	\$15,000	\$15,000		\$17,250
Records Management System				
Purchase	\$24,000			
Annual Maintenance	\$13,500		\$13,500	\$155,250
Estimate of Replacement Cost	\$25,200	\$25,200		\$28,980
Phone System				
Purchase Cost (Leased)	\$154,181			
Annual Maintenance Cost	\$10,956		\$10,956	\$125,994
Estimate of Replacement Cost	\$161,890	\$161,890		\$186,174
Voice Recorder				
Purchase Cost	\$8,091			
Annual Maintenance Cost	\$1,456		\$1,456	\$16,744
Estimate of Replacement Cost	\$28,012	\$28,012		\$32,214
Other Equipment and Services				
Number of 9-1-1 Trunks	5			
Annual 9-1-1 Trunk Costs	\$11,102		\$11,102	\$127,673
Number of 10-Digit Phone Lines	7			
Annual 10-Digit Phone Line Costs	\$10,632		\$10,632	\$122,268
LEADS Comcast Circuit	\$1,078		\$1,078	\$12,397
T1 Data line (backup)	\$3,822		\$3,822	\$43,953
Radio System Maintenance Costs BARN	\$3,865		\$3,865	\$44,448
Radio System Maintenance Costs BHPD	\$2,296		\$2,296	\$26,404
Radios (RT circuits)	\$21,802		\$21,802	\$250,723
Costs to Replace				
Radio consoles	\$225,000	\$225,000		\$258,750
Furniture	\$60,000	\$60,000		\$69,000
Remodel	\$40,000	\$40,000		\$46,000
RT Circuits	\$21,802		\$21,802	\$250,723
Consoles, transmitters/receivers	\$6,484			
Totals	\$892,681.05	\$555,102.00	\$108,811.00	\$1,889,693.80

Figure 22

Equipment

9-1-1 Telephone System

Both Barrington Hills and QuadCom operate as primary 9-1-1 PSAPs (Public Safety Answering Points) by the authority of the Illinois Commerce Commission (ICC) under Illinois Law IL50CS750 and IL50CS751. Both PSAPs began offering 9-1-1 service in September of 1991 with Barrington Hills operating under ICC certification 91-0145 and QuadCom under 91-0187.

A primary PSAP is defined as an answering point to where 9-1-1 calls are routed directly from the 9-1-1 telephone control office, known as a selective router or 9-1-1 tandem. A secondary PSAP is defined as an answering point to where 9-1-1 calls are transferred from a primary PSAP. Secondary PSAPs are necessary in cases where a public safety agency is not dispatched from the same location where the original 9-1-1 call is routed. Since the Barrington Hills PSAP solely dispatches law enforcement calls for service, it transfers all 9-1-1 calls that are for fire or medical incidents to a number of secondary PSAPs. There are five (5) different fire agencies serving Barrington Hills residents that are being dispatched from three (3) different PSAPs (QuadCom, SEECOM, CenCom). Should the consolidation of Barrington Hills and QuadCom take place, the number of 9-1-1 calls for fire and medical requests that have to be transferred will decrease to just two (2) PSAPs which would speed up fire and medical emergency services to the residents residing within Barrington Hills that are in the Carpentersville and East Dundee Fire Protection Districts.

In accordance with Illinois Law, governance for both the Barrington Hills and QuadCom 9-1-1 systems are overseen by an ETSB (Emergency Telephone System Board). At QuadCom the QuadCom Board of Directors also make up the membership of the QuadCom JETS Board (Joint Emergency Telephone Board) while in Barrington Hills various village officials, including the chief of police and the police communications supervisor, make up the Barrington Hills ETSB.

The ETSBs operate the PSAPs utilizing a combination of funding from wireline, wireless, and VOIP (Voice Over Internet Protocol) telephone customers within their respective jurisdictions, along with additional funding received their local communities. The 9-1-1 surcharges collected from each local community are:

Community	Surcharge Wireline	Surcharge Wireless
Barrington Hills	\$1.50	\$.73
Carpentersville	\$.65	\$.73
East Dundee	\$.65	\$.73
Sleepy Hollow	\$.65	\$.73
South Barrington	\$2.00	\$.73
West Dundee	\$. 65	\$.73

Figure 23

Both the Barrington Hills PSAP and the QuadCom PSAP operate their 9-1-1 systems using the same CPE (Customer Premise Equipment) from Cassidian Communications headquartered in Temecula, California. In addition to providing the technology to receive Enhanced 9-1-1 wireline and wireless calls, Cassidian has also incorporated Session Initiation Protocol (SIP) call handling with advanced Cassidian Communications call control technologies to support NG9-1-1 (Next Generation 9-1-1) services that the PSAPs are planning on implementing in the near future. The Cassidian systems at both PSAPs are considered state of the art and have the capacity and functionality that can ultimately serve both PSAPs either separately or combined.

In the event of a merger, the Cassidian telephone system located in Barrington Hills will no longer be needed. This equipment is less than a year old and still has many years of useful life left. It is also part of a village lease purchase contract with AT&T that lasts for another four (4) years. QuadCom told PCS it might be interested in acquiring the Barrington Hills Cassidian telephone equipment to use at its back-up PSAP located in West Dundee. In the event of a merger this might be a good way to still use the Barrington Hills equipment and share the rest of the cost of the lease purchase with all the QuadCom users, which would benefit from its use at the back-up PSAP. They can try and negotiate a deal with QuadCom to take over the payments and relocate that phone system to QuadCom's back up location or terminate their current contract with AT&T.

According to information received by PCS from the Barrington Hills staff:

"This is the information from John Honan (AT&T) about the LEASE buyout. We should receive our first annual hardware maintenance invoice for \$10,955.88 any day. That would leave 4 years left on the contract. According to Mr. Honan there is a clause in the contract that would allow us to contact them and ask to terminate the contract. He thought that we would still be responsible for 50% of the remainder of that contract."

That means that of the \$43,824.00 remaining on the maintenance contract Barrington Hills will probably be responsible for approximately \$21,912.00.

AT&T did provide a document re: the Vesta Pallas CPE and Services between them and Barrington Hills. In part it stated:

AT&T Capital Services, Inc. is pleased to provide the following proposal for the early termination option on the lease schedule referenced above.

Lessee and AT&T Capital Services, Inc. agree that the contents of this letter are confidential and are provided solely for the purposes described herein. This proposal may not be relied upon by any third party without AT&T Capital Services, Inc.'s prior written consent, and Lessee will not deliver, display or otherwise disclose the contents of this letter to any third party without AT&T Capital Services, Inc.'s prior written consent. If the above offer is acceptable to you, please initial the approved option, sign below and fax proposal to me at (847) 326-0566. We hope that this equipment has served you well. We look forward to an opportunity to be of service to you. If you should have any questions, please do not

hesitate to call me at (847) 765-0856. Pricing above (\$97,812.85) excludes all applicable taxes unless noted. Lessee shall be responsible to pay those taxes and fees described in the original lease contract. If, for any reason, we fail to consummate a mutually satisfactory agreement before the offer expires, we will continue to invoice at the current monthly payment. Lease payments for this financing are in arrears. Therefore, the above termination option assumes that the Village of Barrington Hills will make the standard monthly payment due 9/1/14 for the August rent in addition to the payoff of the early termination option listed above.

It appears that if Barrington Hills were to cancel their purchase contract with AT&T for their 9-1-1 phone system the cost would be approximately \$97,812.85. (Their current cost for this equipment is \$2,038.04 per month).

Because of the dollar amounts of the purchase and maintenance contracts that Barrington Hills would be responsible for PCS believes a better approach would be for Barrington Hills and QuadCom to discuss the possibility of repurposing the equipment into QuadCom's backup center, and that perhaps an agreed upon dollar amount could be applied to Barrington hills buy in costs.

Also, in the event of a merger there will need to be a decision on whether Barrington Hills will dissolve its ETSB and join the QuadCom JETS Board, similar to what South Barrington did back in the early 90's, or if the Village would keep its own ETSB and contract out 9-1-1 call answering and dispatching to QuadCom. Either way the Illinois Commerce Commission will require a modification to the Barrington Hills 9-1-1 Plan that is on file in Springfield. Modifications, like consolidation, occur somewhat frequently therefore the ICC is accustomed to dealing with these requests. In general it takes about sixty (60) to ninety (90) days to complete this task. If Barrington Hills decides to join the QuadCom JETS Board, QuadCom then would be responsible to maintain the E9-1-1 System MSAG (Master Street and Address Guide) for 9-1-1 call routing, and would also take over completing the required ICC Annual 9-1-1 Report for the Village under Illinois PA98-0634 along with call handling agreement renewals as a part of that membership. The MSAG for Barrington Hills currently supports seven (7) different ESN (Emergency Service Numbers) for routing, five (5) for wireline, one (1) for wireless, and (1) for VOIP telephone service.

If Barrington Hills keeps its ETSB it will still be required to complete annual reporting to the ICC, but if they merge with QuadCom's JETS Board, the JETS Board would take on that responsibility.

Cassidian 9-1-1 Telephone Display – QuadCom



Figure 23

9-1-1 Telephone Network

The primary telephone company for both QuadCom and Barrington Hills is AT&T. In Northern Illinois AT&T has several routers that direct 9-1-1 calls to the proper PSAP. Currently Barrington Hills has two (2) wireline and three (3) wireless 9-1-1 trunks lines to receive their 9-1-1 calls while QuadCom has five (5) wireline and three (3) wireless trunks for their 9-1-1 calls. On the wireline side the two (2) PSAPs are compatible both working from the AT&T router in Geneva, however, on the wireless side QuadCom has its 9-1-1 calls routed by the Geneva router and Barrington Hills by the AT&T Lombard router.

Should a PSAP merger take place the number of trunks by population required by the ICC for QuadCom with Barrington Hills included is four (4) trunks, therefore since five (5) trunks are already in place, no additional trunks would be required. All of the Barrington Hills 9-1-1 trunks would no longer be required and can be eliminated. See Appendix A and B for present system network diagrams.

Combining the two (2) PSAPs into one (1) PSAP there are three (3) options in regards to the wireline and wireless trunks:

- Option 1-Take the Barrington Hills' wireless calls over the landline trunks already in place at QuadCom (AT&T estimated no cost option).
- Option 2-Redirect all the wireless carriers in Barrington Hills from the Lombard router to the Geneva Router and then route to QuadCom (cost unknown).
- Option 3-Install wireless trunks from Lombard to QuadCom. Two (2) trunks are required by ICC rules (AT&T estimated cost one time: \$716.25 with recurring monthly charges of \$186.00). It is

understood that Barrington Hills would pay for the initial line additions and then QuadCom would pick up the recurring charges thereafter as part of the regular annual budget.

Of the options available, Option #3 is the best solution but is the most expensive. Option #3 allows for wireline and wireless calls to be isolated so that more trunks are available per class of service to avoid overloading either system, and it also allows for wireline and wireless calls to be properly counted for reporting purposes. This option can also be completed with the least amount of work and disruption to the PSAP. Option #3 is shown in the network diagram included in Appendix C of this report.

Option #2 is next best, but would require the most work to get all six (6) wireless carriers that operate sites around Barrington Hills to redirect their cellular receiver sites to the Geneva router. It is unknown what the wireless carriers would charge to make this change, but that could be investigated if Option #2 looks like the best way to remedy this problem.

Option #1 is the least desirable but is the least expensive. It does not isolate wireline and wireless 9-1-1 calls so the system could be more easily overwhelmed, and the number of wireline and wireless 9-1-1 calls would not be accounted for individually.

9-1-1 System Back-Up

9-1-1- Back-Up Best Practice

9-1-1 and public safety dispatch facilities must provide a functional and secure environment for public safety dispatch operations. The PSAP must sustain 9-1-1 and emergency dispatch operations in the event of diverse operational issues. An alternative communications or backup plan (Emergency Operations Contingency Plan) requires a well-written document detailing required actions for the PSAP. The plan details specific events, as well as steps to follow for evacuation of disaster anticipated threats and defines what steps it will take to maintain public access to the communications operations during emergency recovery.

Currently Barrington Hills and QuadCom have back-up plans in place should their PSAPs suffer a loss of service. For Barrington Hills the back-up is a single stage process at the CenCom PSAP located in Round Lake Beach. Should 9-1-1 calls to the Barrington Hills PSAP be overloaded the overflow 9-1-1 calls would route to the CenCom PSAP. The back-up for QuadCom is a two stage process, which includes immediate back-up provided at the City of Elgin PSAP followed by sustaining back-up provided at the West Dundee Fire Department. Should the QuadCom PSAP be overloaded with 9-1-1 calls, the overflow 9-1-1 calls would route to the Elgin PSAP?

Should the Barrington Hills PSAP and QuadCom PSAP consolidate, the back-up for Barrington Hills could be easily modified to become a part of the existing back-up plan for QuadCom? In that case, the immediate back-up and 9-1-1 overflow for all the communities served by QuadCom could be handled by the Elgin PSAP on a temporary basis until QuadCom personnel can staff the back-up PSAP at the West Dundee Fire Department and take back control of the emergency communications services. The Elgin PSAP is served by both the AT&T Geneva and Lombard 9-1-1 routers and therefore is already equipped to handle the back-up and overflow without any further modification.

Barrington Hills Back-Up Switch

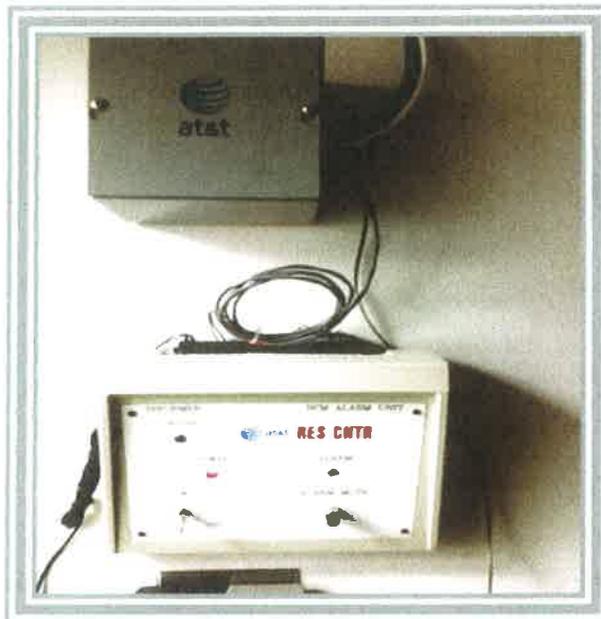


Figure 24

For citizen access to the Barrington Hills Police Department after hours a PL (private line) on the front of the building could be directly connected to QuadCom. A PL line rings automatically once the receiver is lifted so the caller, at the police department entrance, would be directly connected to an emergency communications operator, who would answer that call as if they were located on-site. This would allow the caller to state their business and also permit the emergency communications operator to either give the caller some information, instructions, or dispatch a public safety response agency if required.

As a lower cost alternate to the PL line, a regular 10-digit phone line could be installed on the front of the building that would automatically dial QuadCom when taken off hook. It is common for police stations that are not open 24 hours a day to install a phone either in an unlocked lobby or on the outside of the building in a weather proof housing for use to summon assistance when the station is closed.

9-1-1 Logging Recorder

Under Part 725 of Illinois Commerce Commission Rules, Illinois 9-1-1 PSAPs must record all 9-1-1 telephone calls received and then retain storage of those recordings for a minimum of thirty (30) days. Both the Barrington Hills and QuadCom PSAPs record all of their 9-1-1 calls and exceed the amount time required for storage. In order to comply with ICC regulations both PSAPs use a NICE brand, model Call Focus 111, 20 or 24 channel analog recorder. Recordings are stored digitally and can be reproduced for play back on a computer or can be sent via e-mail to authorized personnel or for court purposes. It should be noted that the NICE Call Focus recorder is coming to an end of life with support ending for this machine in 2015. If Barrington Hills retains their PSAP they will need to determine and budget for this equipment replacement. Should Barrington Hills consolidate into QuadCom, then it is expected this equipment will be replaced by QuadCom with all six (6) agencies sharing the cost. It should be noted that new recorders today should be capable of recording and storing not only voice messages as in the past , but also those calls to 9-1-1 that have been sent to the PSAP via text, or as videos or photos. The cost of a new recorder which includes all the necessary technology could be in the \$50,000+ range and then on-going maintenance thereafter.

NICE Focus 111 Logging Recorder

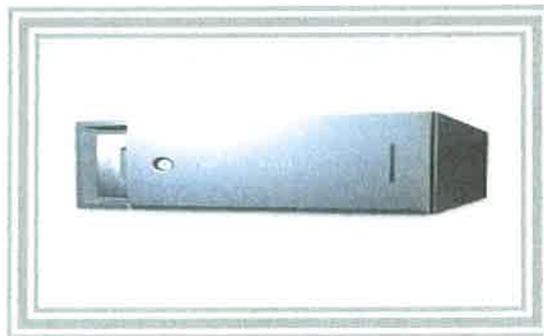


Figure 25

Computer Aided Dispatch (CAD)

Mobile Data Computers (MDC)

Barrington Hills and QuadCom currently operate two different incompatible CAD (Computer Aided Dispatch) systems. In 2011, Barrington Hills implemented a CAD system from Intelligent Solutions, Incorporated called CAPERS. CAPERS is a national public safety and administration software provider headquartered just outside of Chicago. It was established as a cost-effective and easy-to-use solution for public safety and law enforcement agencies. CAPERS specializes in partnering with other key vendors and systems to fully integrate its solutions which include: Computer Aided Dispatch (CAD), Records Management System (RMS), mobile dispatching and records, mapping, jail management, civil processing, crime analysis and solvability, mobile, fire and data sharing.

QuadCom began dispatch operations on a CAD system from New World Systems of Troy, Michigan back in 2005. Along with the City of Elgin (QuadCom's back-up PSAP) and the Kane Comm PSAP in Geneva, a large portion of Kane County is operating the New World Aegis™ System. In addition to the numerous police agencies operating via the Kane Comm PSAP, the St. Charles, Geneva, Batavia, Elburn, and Sugar Grove Police Departments are using the New World RMS system. New World System's Aegis Computer Aided Dispatch software is a comprehensive, easy-to-use solution that effectively manages single or multi-jurisdictional dispatching activities for law enforcement, fire and EMS (Emergency Medical Service). It's fully and seamlessly integrated with GIS mapping, mobile computing, records management and the rest of the Aegis suite of public safety software. Aegis CAD provides the information and communication essential to accelerating and improving emergency response, when every second truly matters.

For the uniformity of dispatch and record keeping, should Barrington Hills elect to merge with QuadCom, it is expected that Barrington Hills would unite with the other QuadCom user agencies into the New World CAD/RMS systems and end its use of the CAPERS system. For Barrington Hills this would mean the cost to maintain the New World CAD/RMS systems would therefore be shared by all of the QuadCom user agencies as opposed to the cost of maintaining its own individual CAPERS CAD system. PCS was able to determine that New World Systems has not converted historical data from other previous CAPERS CAD users to its Aegis system. Barrington Hills Police Department staff met with New World and obtained a number of estimates to convert certain data. As is typical with software companies the cost will depend on the amount of data that needs to be converted. The following is a summary of the email from New World and Barrington Hills:

“Based on what you are looking for, there are several conversions that our Data Conversion team would need to do:

- BASE Conversion (Conversion Analysis / Master Names / Addresses / Narratives) (\$9,000)
- Property Conversion (Master Property / Master Guns / Master Vehicles / Relating property to cases / Chain of custody, etc.) (\$10,000)
- Base LERMS Conversion (Incidents / Cases / Arrests / Tickets / Warrants) + one option (Mug shots) (\$15,000).
- CAD Conversion (optional) – The CAD details could be put on a narrative attached to the incident. However, if you want dispatchers being able to look up call history, then a CAD conversion will be required. (\$10,000)

As you can see, this gets a bit pricey. The total of the top three is \$34,000, and if you wanted to do the CAD Conversion you would be adding another \$10,000. When it comes to data conversion, I don't have a lot of wiggle room when it comes to reducing the price as it's mostly services so it's basically man hours that we are charging for. I have more leeway when it comes to discounting software costs. We can talk about other options if you would like. I have also attached a brief description of the types of

conversions that our Data Conversion Team has. This may be able to help you gather a bit more information on it. Let me know what you think. Again, we can discuss when you have some time.

Once the cost of conversion can be determined, Barrington Hills would need to make a decision as to whether the conversion cost is justified with the benefit of having the CAPERS historical data on-line.”

Bottom line, Barrington Hills Police will need to determine what they want converted and if the up to \$44,000 is worth the expense. PCS knows that sometimes agencies do not elect to convert data because of the costs involved and the chance of the data conversion not being accurate enough. Since there appears there are no examples of New World converting data from the CAPERS system PCS cannot comment on accuracy or customer concerns.

Both Barrington Hills and QuadCom’s public safety agencies operate using AVL (Automatic Vehicle Location) and MDC (Mobile Data Computers) technology. Both are using cellular technology (air-cards) to connect their mobile data computers to their CAD systems thereby giving their field personnel access to dispatch, local records, LEADS (Law Enforcement Agency Data System), which is the State of Illinois criminal justice system and NCIC (National Crime Information Center). In order to bring mobile data units from Barrington Hills into QuadCom very little work would be necessary. QuadCom would need to extend their mapping to include the geographical area around the Village. In addition to using the CAD mapping for MDC communication and AVL, the same mapping can be used to plot the location of in-coming 9-1-1 calls, using the latitude and longitude data from the 9-1-1 call record. QuadCom told PCS that for the AVL/MDC systems QuadCom’s policy is to maintain the New World CAD portion of these systems while each public safety agency takes care of the maintenance of their own mobile units and air cards. QuadCom pays for the New World required user licensing and the cellular connection, while Barrington Hills would continue to pay for their own air cards as they do now. The Barrington Hills Police Department currently has nine (9) mobile data computers.

Radio System:

The Barrington Hills Police Department’s two-way radio system in use today is shared by the Villages of Barrington and Barrington Hills and is known as BARN (Barrington Area Radio Network). The radio system is licensed only by the Village of Barrington and therefore is under their total control; Barrington Hills is considered just a user of the Barrington system and not an owner.

The Barrington (BARN) two-way radio system is compatible with the law enforcement agencies in Carpentersville, East Dundee, West Dundee, Sleepy Hollow, and South Barrington (QuadCom). It operates in the UHF (Ultra High Frequency) 470-512 MHz portion of the public safety radio spectrum. Since both radio systems are compatible that would allow for Barrington Hills to join QuadCom using their existing radio equipment with mere reprogramming. No new radios would need to be purchased.

The Barrington Hills Police Department currently has 15 portable radios that would just require reprogramming estimated at a total cost of \$400 by Chicago Communication Service

The 470 MHz-512 MHz radio spectrum, known as T-Band, was added to the public safety spectrum in the early 1970's in an effort to eliminate radio channel congestion and improve officer safety due to the fact that so many police agencies were sharing the limited number of frequencies that were available at that time. Delays in being able to communicate and talk over one another became dangerous. Many suburban police agencies, near 11 major cities all across the country, took advantage of that expansion opportunity, especially in the Chicago area. In an effort to provide more new channels for public safety the 700 MHz spectrum was allocated. However, the United States Congress in 2012 mandated that the FCC take back the 470 MHz spectrum in exchange for the 700 MHz. Hence under the current ruling public safety agencies using the 470 MHz spectrum such as Barrington Hills and QuadCom must relinquish those frequencies by the year 2022. When this occurs, all the radios now operating at 470 MHz will need to be replaced. At this time it is unclear who will pay for the cost of relocating all the public safety agencies that will be required to move.

Also as part of this initiative the FCC has "frozen" all the current licenses at 470 MHz, which means they will not accept or process (1) applications for new licenses; (2) applications that seek to modify existing licenses by adding or changing frequencies or locations; (3) applications that seek to modify existing licenses by changing technical parameters in a manner that expands the station's spectral or geographic footprint, such as, but not limited to, increases in bandwidth, power levels, antenna height, or area of operation; and (4) any other application that could increase the degree to which the 470-512 MHz band currently is licensed. These limitations require that if Barrington Hills joins QuadCom they must do so under the QuadCom radio configuration that is in place today. The radio (range) coverage that QuadCom provides today cannot be altered, even when adding additional agencies.

The Barrington Hills PSAP utilizes two (2) Motorola Gold Elite Consoles purchased in 2003 for radio dispatching the field units. These console work station positions provide the police assistants with the ability to answer telephone calls, as well as transmit and receive on all the radio frequencies used in the communication center. QuadCom has recently replaced their four (4) consoles with Motorola's MCC7500 console series. It should be noted that the Motorola Gold Elite radio consoles are nearing end of life obsolescence, which Motorola has planned for December 2018 (see letter of cancellation from Motorola in Appendix J). Should Barrington Hills merge with QuadCom, the Gold Elite consoles will not need to be replaced, however, if Barrington Hills selects to stay on their own there will be a need to begin budgetary planning to include a capital replacement plan to replace the soon to be obsolete console equipment. The cost to replace the two (2) consoles with new electronics and furniture could cost as much as \$100,000 or more depending on what is all replaced. Further PCS noted that the space allowed for communications is very limited. Both the dispatch center and equipment rooms are very near capacity. Should Barrington Hills decide to join QuadCom the need for more space and the cost of remodeling to add that space in the future would not be needed.

QuadCom Dispatch Console Workstation Position



Figure 27

The radio systems used at both Barrington Hills and QuadCom are identical and are known as voting radio systems. There are two sides of a voting system, the “talk-in” and the “talk-out”. On the “talk-in” side, multiple receivers are located in strategic locations and a device called a comparator (or voter) selects the receiver with the best signal coming from a field unit. That signal then is repeated to other field units and sent to the radio consoles for the telecommunicators. Currently the BARN system has four (4) receiver sites and QuadCom has ten (10). Generally the number of receivers is determined by the coverage needed and by the size and topography of the geographic area which is covered. Some of the sites used by Barrington Hills and QuadCom are redundant. On the “talk-out” side of the radio system, a transmitter takes the voted receiver audio and the dispatchers’ audio at the console and transmits it out to the field units.

Computer generated coverage studies (known as prorogation studies) show the anticipated coverage of both the “talk-in” and “talk-out” portions of the radio system. Prorogation studies individually for Barrington Hills and QuadCom, as well as both combined have been completed by Chicago Communications of Elmhurst, Illinois (the current radio service company for both Barrington Hills and QuadCom) and are provided in Appendixes D-I. The studies indicate good radio coverage for the “talk-in” portion of the system (color coded red, yellow, green for good to excellent coverage, blue for marginal coverage, and white for no coverage). The study shows good to marginal coverage on the “talk-out” portion of the system. It should be noted that computer generated studies are not entirely accurate, therefore Chicago Communications recommends actual field testing to be sure that coverage is acceptable. As indicated earlier, not much can be done to change the talk-out coverage parameters today

because of the freeze on licensing in place at the FCC on the 470 MHz to 512MHz radio spectrum. Chicago Communications has provided some budgetary figures for converting the current Barrington Hills portion of the BARN radio system into the QuadCom radio system. Those figures are as follows:

1. Swing over the Barrington Hills voting receivers at BHPD, East Dundee Water Tower, Fox River Grove Water Tower, to QuadCom.
 - a. Chicago Comm Labor (budgetary estimate) \$4,500
 - b. AT&T charge to provision three new lines (budgetary estimate) \$2,400
 - c. Monthly per telephone line estimate \$250 each or \$750.

2. Remove the receiver at the Silverstone Water Tower, re-program that receiver, and install at the Barrington Hills Police Department (budgetary estimate) \$500.
 - Option #1, take a redundant Barrington Hills receiver that isn't needed any longer, re-program and place on QuadCom Channel 3 in Barrington Hills for improved coverage in the Village on the secondary channel.
 - a. Pull receiver and put at one of the other Barrington Hills receiver sites as QuadCom Channel 3 (budgetary estimate) \$500.
 - b. AT&T Charge to provision a phone line for receiver (budgetary estimate) \$800.
 - c. Monthly cost telephone line (budgetary estimate) \$250.

Reprogram (15) Barrington Hills Police portable radios to add the QuadCom channels (budgetary estimate \$25 per radio or \$375 total). The Barrington Area Radio Network (BARN) channel could be left in the radios, if appropriate, for back-up and approved by the Barrington Police Department (licensee).

- Option #2, decommission current Gold Elite radio consoles at Barrington Hills Police Department.
 - a. PSAP communication center decommission both Gold Elite positions and furniture with CEB removal from the NOC Room (estimate) \$6,300.
 - b. Barrington Hills PD has a mobile currently tied to the consoles for a backup that could be left in place and also leave the Zetron 4010 backup console in supervisor's office in place for a radio resource and as a backup should the PD need to dispatch. The mobile would have to be programmed to QuadCom Channel 1 (estimate) \$1,050.

The radio modification cost estimates above would be a Barrington Hills expense, but once completed fixed-end radio expenses along with maintenance would become a part of the QuadCom budget.

Barrington Hills and QuadCom share several common radio channels. It should be noted that QuadCom is licensed by the FCC to operate on the channels installed at their PSAP, while Barrington Hills is licensed by the FCC on some channels, but as in the case of their main dispatch channel, they operate under the FCC license for the Village of Barrington. Should Barrington Hills decide to consolidate with QuadCom, they could do so under QuadCom's FCC licensure.

Barrington Hills Radio Central Electronics Bank



Figure 28

Barrington Hills – QuadCom Radio Channel Compatibility Table

Channel Name	Frequency	Transmit Receive (Tx & Rx)	Call Sign	Barrington Hills PSAP	QuadCom PSAP
Police BARN Dispatch	470.8125 473.8125	Tx & Rx	WIH957	Yes	No
Police 1 Dispatch	471.1625 474.1625	Tx & Rx	WQLQ595	Yes Rx Only	Yes
Police 3 Secondary	470.9000 473.9000	Tx & Rx	WQLQ595	No	Yes
Police 5 Administrative	471.0500 474.0500	Tx & Rx	WQLQ595	No	Yes
Police Local Alternate	155.430	Tx & Rx	KSF256 KSH426	Yes	Yes
ISPERN	155.475	Rx	N/A	Yes	Yes
IREACH	155.055	Tx & Rx	WPBH387 WQPF664	Yes	Yes
ESMARN	155.025	Rx	N/A	Yes	No
Police Point To Point	155.370	Tx & Rx	KSH426 KSF256	Yes	Yes
Lake County Sheriff	851.2500 851.6375 852.1250 852.8125 851.3000 851.6875 852.7250 853.5625	Tx & Rx	WPMB711	Yes	No
Cook County Sheriff	Unavailable	Tx & Rx		Yes	No

Figure 29

Emergency Power

Both PSAPs have exterior mounted emergency generators capable of operating all the mission critical equipment located in the communication center. In addition they both have UPS systems located in the building equipment areas capable of operating all mission critical equipment during the interval where normal commercial power has failed and the time required for the emergency generator to take over the load. Generally the amount of time for a generator to come on-line after a commercial power failure is less than one (1) minute. Once the generator comes on-line the UPS switches back off and allows the generator to provide emergency power for the duration of the power outage. The QuadCom UPS systems can provide full power for up to forty five (45) minutes. The QuadCom generator is fueled by natural gas therefore there is no fuel storage or refilling of a fuel tank required. The PSAPs test their generators on a regular basis. Barrington Hills staff related to PCS that the Barrington Hills generator has become somewhat unreliable and has actually failed to operate during power outages. If

Barrington Hills selects to retain their PSAP, a replacement generator may need to be considered in the future. PCS does not foresee any power related issues or additional costs of adding the Barrington Hills into the QuadCom PSAP.

30 KW Kohler Generator

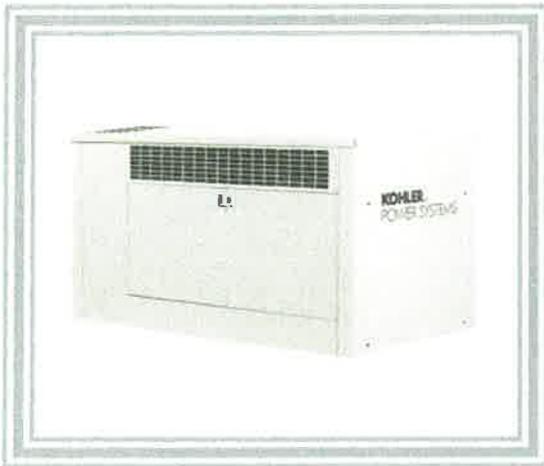


Figure 30

ETN UPS Back-Up Battery



Figure 31

Alarm Monitoring Services

Both the Barrington Hills and QuadCom PSAPs provide alarm monitoring services for the residents and commercial properties located in their jurisdictions. Both have agreements with the private alarm industry to provide the alarm monitoring equipment and alarm monitoring equipment maintenance at the PSAP, but use PSAP employees to monitor and dispatch a public safety response when required. The agreements that both PSAPs have are aging and are either at a point of expiration or are expired.

The Village of Barrington Hills has a six (6) year agreement with Security Link that was signed in 2000. The agreement provides for another six (6) year extension of the agreement if it is still in-force at expiration. This agreement should have expired in the year 2012 at the end of the second six (6) years. When the agreement was signed a Barrington Hills alarm subscriber paid a one time installation fee of \$105 and a \$24.95 a month monitoring fee. Shortly after the alarm agreement was signed, Tyco/ADT acquired Security Link. Tyco/ADT has continued to work with Barrington Hills over the years and has replaced and updated the alarm monitoring equipment over time. At the present time Barrington Hills monitors seventy eight (78) billable alarms using Tyco's equipment (revenue of approximately \$8,100 annually). According to the agreement the Village receives alarm revenue of \$8.65 per month per alarm. Should Barrington Hills decide to join QuadCom, arrangements will need to be made to terminate the agreement (which has expired) with TYCO/ADT and then redirect the Barrington Hills alarms to QuadCom for 24 x 7 monitoring and dispatch.

QuadCom currently has an alarm monitoring agreement to provide the necessary alarm monitoring equipment with ADS (Alarm Detection Systems) of Aurora, Illinois. The QuadCom/ADS agreement will expire in November of 2014, hence QuadCom is currently in negotiations with ADS to discuss whether the present agreement should be renewed or not. The alarm technology in use at QuadCom is older and a decision as to whether it should be replaced as part of a new agreement is being considered. PCS understands that QuadCom is discussing upgrading their equipment and there is a likelihood it will be upgraded. At this time, the details regarding alarm monitoring at QuadCom remain under review by the QuadCom Board of Directors. Currently, QuadCom subscribers pay ADS \$26.00 per month for wireline alarm monitoring, and \$65.00 per month for wireless alarm monitoring. If the Barrington Hills PSAP closes, QuadCom could provide the alarm monitoring services and the alarm subscribers in the Village would become customers of ADS or another alarm contractor in the event the current agreement with ADS is not renewed when it officially expires in November.

APPENDIX

Appendix A - Current Telephone Network Diagram / QuadCom

Appendix B - Current Telephone Network Diagram / Barrington Hills

Appendix C - Proposed Merged Telephone Network Diagram / QuadCom

Appendix D - Current Radio Coverage – Barrington Hills Talk-in

Appendix E - Current Radio Coverage – QuadCom Talk-In

Appendix F - Anticipated Radio Coverage Barrington Hills & QuadCom
Systems Merged Talk- In

Appendix G - Current Radio Coverage – QuadCom 1 Talk-Out

Appendix H - Current Radio Coverage – QuadCom 3 Talk-Out

Appendix I - Current Radio Coverage – QuadCom 5 Talk-Out

Appendix J - Motorola Gold Elite Radio Console End-Of-Life Letter

Appendix K – QuadCom’s Union Contract

Appendix L – QuadCom’s By-Laws

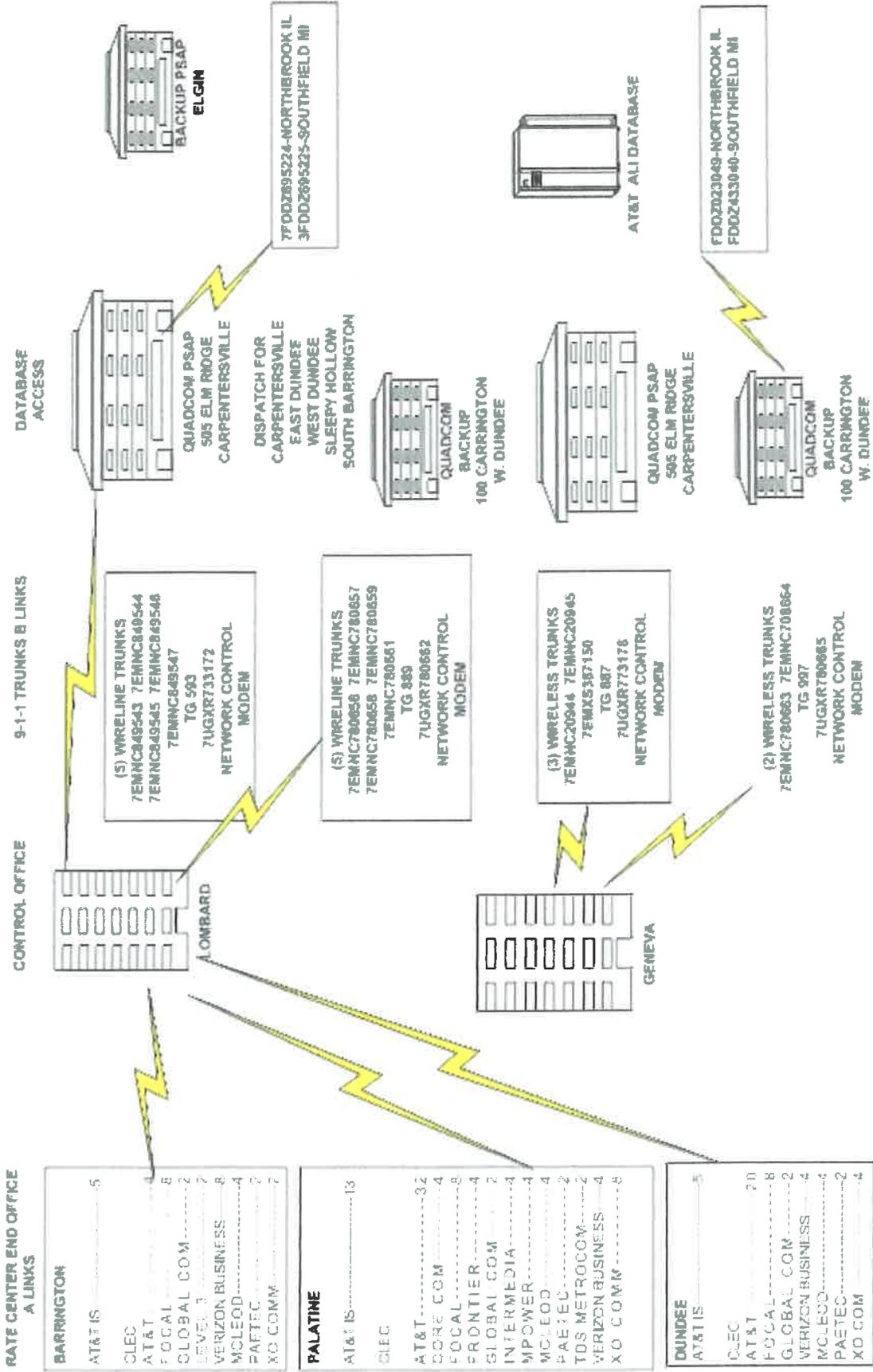
Appendix M – QuadCom’s Agreement

A



A

QUADCOM
 595 ELM RIDGE
 CARPENTERSVILLE, IL
 CUTOVER DATE 01-29-02



RATE CENTER END OFFICE
A LINKS

BARRINGTON

AT&T IS	5
CLEC	
AT&T	8
FOCAL	2
GLOBAL COM	2
LEVEL 3	2
VERIZON BUSINESS	8
MCLEOD	4
PAFTEC	2
XO COMM	2

PALATINE

AT&T IS	13
CLEC	
AT&T	32
CORE COM	4
FOCAL	8
FRONTIER	4
GLOBAL COM	2
INTERMEDIA	4
MPOWER	4
MCLEOD	4
PAFTEC	2
TDS METROCOM	2
VERIZON BUSINESS	4
XO COMM	8

DUNDEE

AT&T IS	5
CLEC	
AT&T	20
FOCAL	8
GLOBAL COM	2
VERIZON BUSINESS	4
MCLEOD	4
PAFTEC	2
XO COMM	4

B



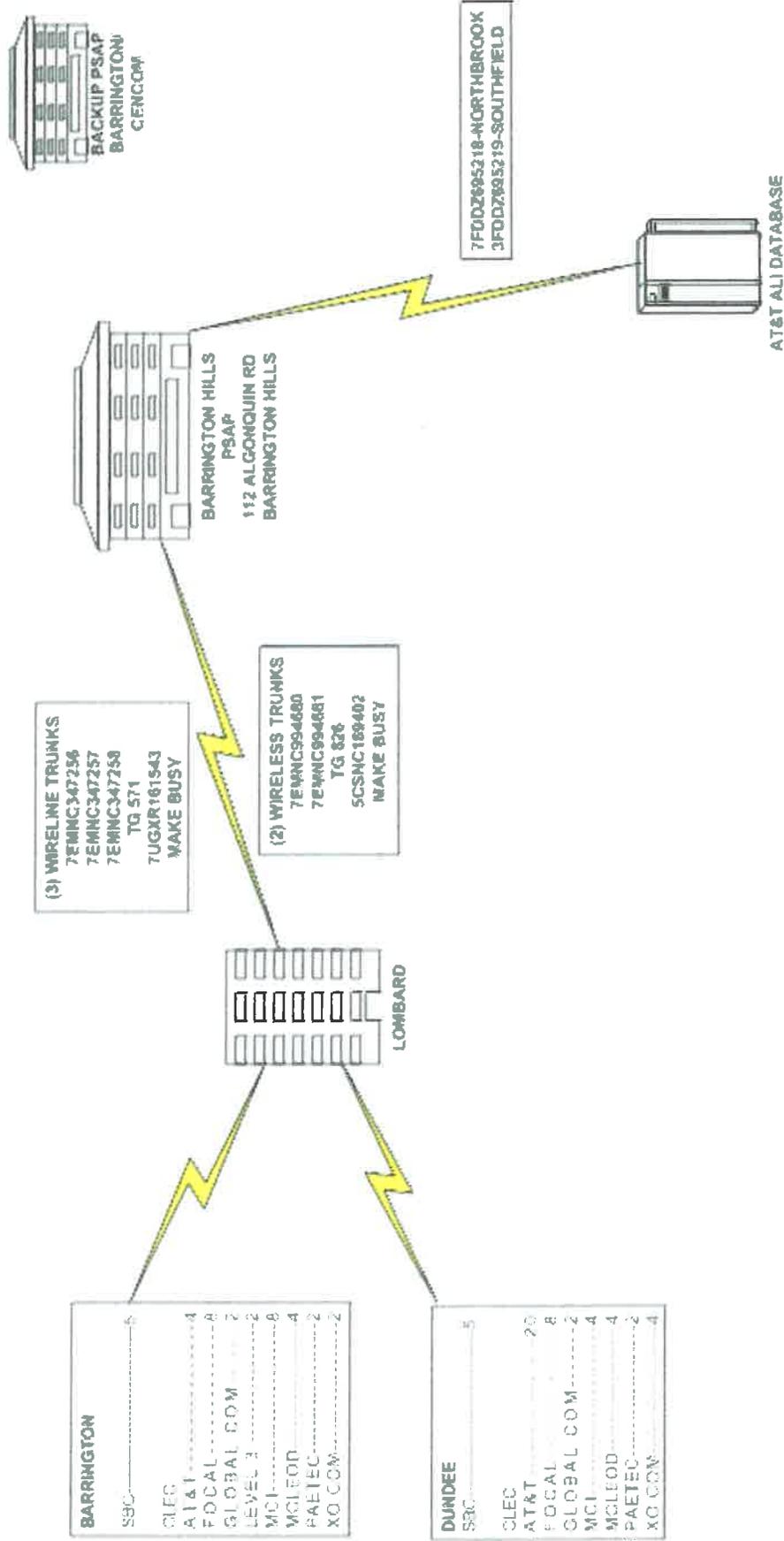
VILLAGE OF BARRINGTON HILLS
 112 ALGONQUIN RD
 BARRINGTON HILLS, IL
 CUTOVER DATE: 02/11/91

RATE CENTER END OFFICE
 A LINKS

CONTROL OFFICE

9-1-1 TRUNKS B LINKS

DATABASE
 ACCESS



B



QUADCOM
 505 ELM RIDGE
 CARPENTERSVILLE, IL
 CUTOVER DATE 91-29-92

RATE CENTER END OFFICE
 ALL LINKS

BARRINGTON

AT&T	5
CI/PC	5
AIS1	5
FOCAL	5
GLOBAL COM	2
LEVEL 3	5
VERIZON BUSINESS	5
MOLECO	4
PARTEC	2
XO COMM	2

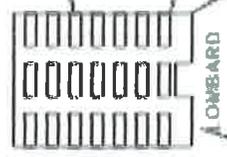
PALATINE

AT&T	13
CI/PC	
AT&T	13
CORE COM	4
FOCAL	5
FRONTIER	4
GLOBAL COM	2
INTERMEDIA	4
MPOWER	4
MOLECO	4
PARTEC	2
TDS NETWORK	2
VERIZON BUSINESS	4
XO COMM	5

DUNDEE

AT&T	5
CI/PC	
AT&T	5
FOCAL	5
GLOBAL COM	2
VERIZON BUSINESS	4
MOLECO	4
PARTEC	2
XO COMM	4

CONTROL OFFICE



9-1-1 TRUNKS B LINKS

(5) WIRELINE TRUNKS
 TEMNC849543 TEMNC849544
 TEMNC849545 TEMNC849546
 TEMNC849547
 TG 595
 7UGXR733172
 NETWORK CONTROL
 MODEM

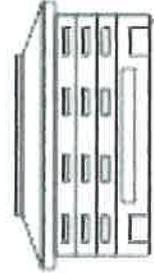
(5) WIRELINE TRUNKS
 TEMNC780656 TEMNC780657
 TEMNC780658 TEMNC780659
 TEMNC780660
 TG 889
 7UGXR780662
 NETWORK CONTROL
 MODEM

(2) WIRELESS TRUNKS
 TEMXSXXXXX
 TEMXSXXXXX
 FOR BARRINGTON HILLS

(3) WIRELESS TRUNKS
 TEMNC20944 TEMNC20945
 TEMXS87150
 TG 887
 7UGXR773178
 NETWORK CONTROL
 MODEM

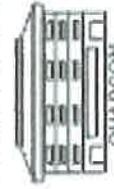
(2) WIRELESS TRUNKS
 TEMNC780663 TEMNC780664
 TG 987
 7UGXR780665
 NETWORK CONTROL
 MODEM

DATABASE ACCESS

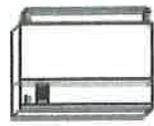


QUADCOM PSAP
 505 ELM RIDGE
 CARPENTERSVILLE

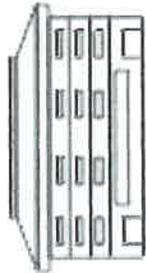
DISPATCH FOR
 CARPENTERSVILLE
 EAST DUNDEE
 WEST DUNDEE
 SLEEPY HOLLOW
 SOUTH BARRINGTON
 BARRINGTON HILLS



QUADCOM
 BACKUP
 100 CARRINGTON
 W. DUNDEE



AT&T ALLY DATABASE



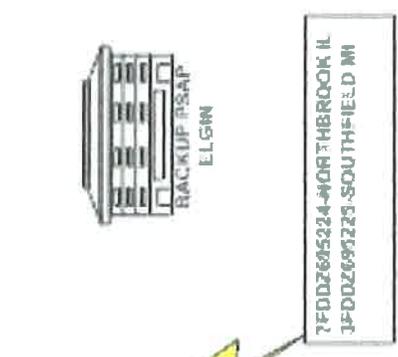
QUADCOM PSAP
 505 ELM RIDGE
 CARPENTERSVILLE



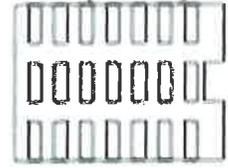
QUADCOM
 BACKUP
 100 CARRINGTON
 W. DUNDEE

FDDZ695224-NORTHBROOK IL
 3FDDZ695223-SOUTHFIELD MI

FDDZ695224-NORTHBROOK IL
 FDDZ695223-SOUTHFIELD MI



BACKUP PSAP
 ELGIN

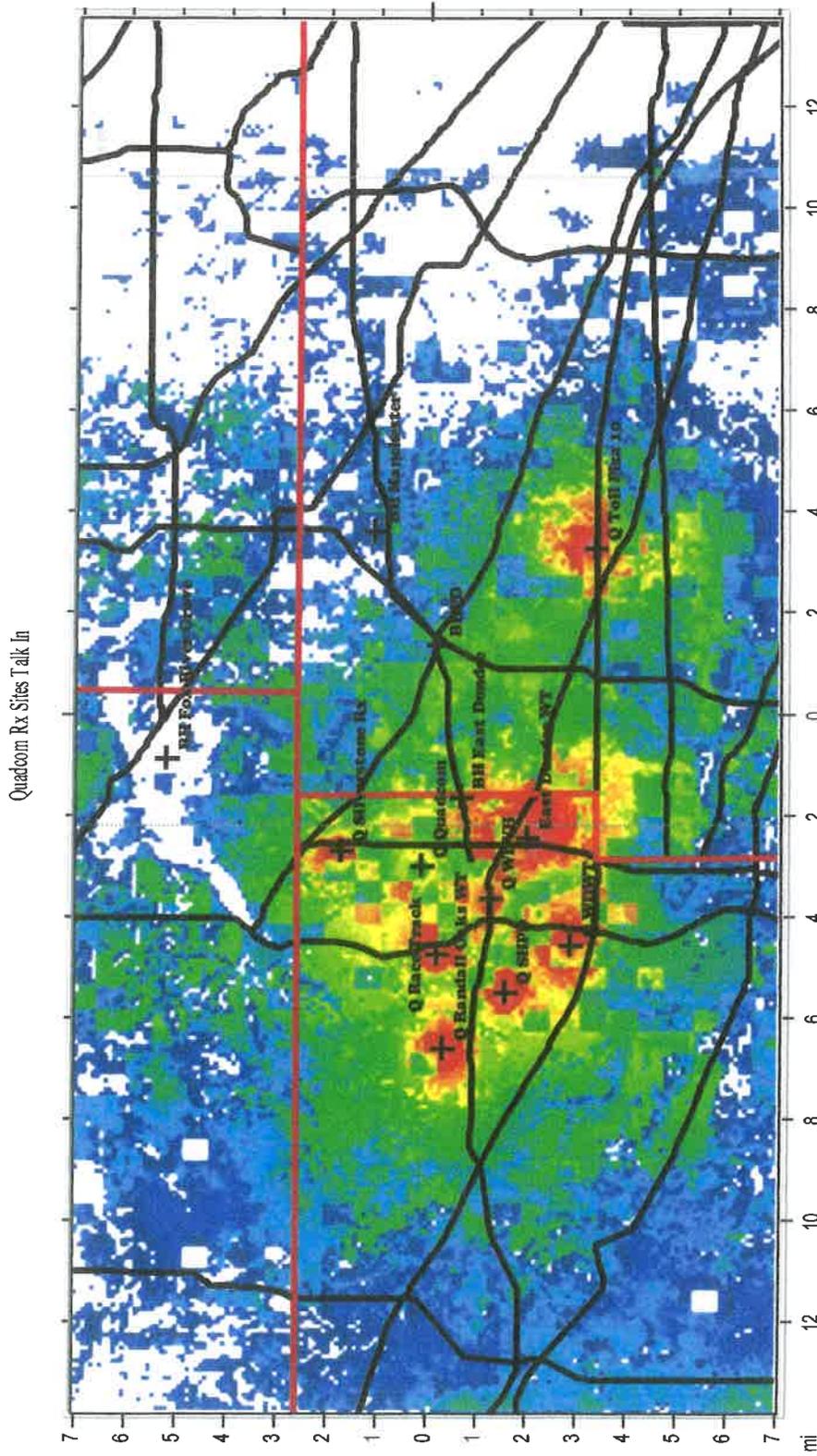


GENEVA

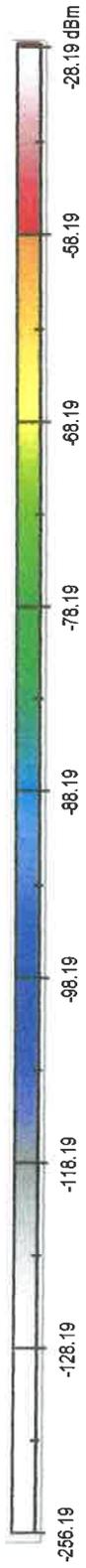


Qualcom PD Network Prop 072911.rs2

Tuesday, May 06, 2014



Barrington Sites Omitted



Map Scale: 1:203231 1" = 3.21 mi V/H Size: 14.05 x 27.50 mi

Chicago Communications LLC 630-993-4237



MOTOROLA

J

MOTOROLA CENTRACOM GOLD SERIES PRODUCT FAMILY Intent to Cancel

Product Information:

CENTRACOM GOLD SERIES Product Family Cancellation – All Models & Options

Models & Options Impacted:

- All CENTRACOM Gold Series operator position software, hardware, and accessories
 - Includes the Console Interface Electronics (CIE)
- Central Electronics Bank (CEB)
- Ambassador Electronics Bank (AEB)

Orders for the CENTRACOM GOLD SERIES Product Family will be accepted per the below schedule:

Last Order Date: 9/30/2011

Last Ship Date: 12/31/2011

Last date for CENTRACOM GOLD SERIES Add-on console positions & CEBs for SMARTNET and SmartZone systems was December 2009. Orders for Consoles for these legacy systems will not be accepted.

Replacement Product:

The CENTRACOM GOLD SERIES console has been replaced by the MCC 7500 console product.

Regional Impact:

The CENTRACOM GOLD SERIES Product Family cancellation is effective in ALL regions (North America, Latin America, Asia Pacific, Europe, Middle East, Africa, and Israel) where product models and corresponding hardware options and accessories are sold.

Systems Impact:

The CENTRACOM GOLD SERIES Product Family supports all of the systems listed below. ASTRO 25 and SmartX customers planning to use their CENTRACOM GOLD SERIES systems beyond the cancelation date will need to place all orders for CENTRACOM GOLD SERIES products prior to Last Order Date of 9/31/2011 stated above. The replacement products for each system type are listed below.

- SMARTNET/SmartZone – MCC 7500 console with an ASTRO 25 core can provide a wireline interface for SN/SZ systems via the SmartX site converter. The MCC 5500 console and MIP 5000 console can provide wireless interfaces for these legacy 3600 systems.
- Analog Conventional – The MCC 7500, MCC 5500 and MIP 5000 consoles all support Analog Conventional interfaces.
- Conventional ASTRO 3.0/3.1 - The MCC 5500 console provides a wireline interface to Conventional ASTRO 3.0/3.1 with ACIM signaling to the DIU. The MIP 5000 console provides a wireless interface using control stations to this system. The MCC 7500 console provides a wireline interface to Conventional ASTRO 3.0/3.1 channels via a V.24 link to the channel.
- ASTRO 25 Trunking – MCC 7500 provides wireline connectivity to ASTRO 25 Trunking systems. The MCC 5500 and MIP 5000 consoles can provide wireless interface to ASTRO 25 systems via control stations.

Service Impact:

Commercially reasonable efforts will be made to provide aftermarket product support via the Customer Fulfillment Center for up to 7 years as follows:

Last Ship Date: 12/31/2011

Aftermarket Product Support End Date: 12/31/2018

Contacts:

For CENTRACOM GOLD SERIES product specific implications of this cancellation:

David Burton

david.burton@motorolasolutions.com

847.576.3603

For SMARTNET/SmartZone System implications of this cancellation:

Scott Segin

Scott.Segin@motorolasolutions.com

847.576.9065

For service / support related implications of this cancellation:

Motorola Customer Fulfillment Center

800 422-4210

Intent to Cancel

Product Information:

CENTRACOM GOLD SERIES Product Family Cancellation – All Models & Options

Models & Options Impacted:

- All CENTRACOM Gold Series operator position software, hardware, and accessories
 - Includes the Console Interface Electronics (CIE)
- Central Electronics Bank (CEB)
- Ambassador Electronics Bank (AEB)

Orders for the CENTRACOM GOLD SERIES Product Family will be accepted per the below schedule:

Last Order Date: 9/30/2011

Last Ship Date: 12/31/2011

Last date for CENTRACOM GOLD SERIES Add-on console positions & CEBs for SMARTNET and SmartZone systems was December 2009. Orders for Consoles for these legacy systems will not be accepted.

K

AGREEMENT
Between
QUADCOM 9-1-1 PUBLIC SAFETY COMMUNICATIONS SYSTEM
And
METROPOLITAN ALLIANCE OF POLICE
CHAPTER #546
May 1, 2013 – April 30, 2017

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PREAMBLE

THIS AGREEMENT is entered into by and between the **QUADCOM 9-1-1 PUBLIC SAFETY COMMUNICATIONS SYSTEM**, (hereinafter called "QuadCom" or "Employer") and the **METROPOLITAN ALLIANCE OF POLICE, CHAPTER #546** hereinafter called the "Union." Employer recognizes the Union as the sole and exclusive bargaining agent for the purpose of establishing rates of pay and other matters specifically mentioned herein for all full-time Employees in the positions of Emergency Communications Operator, Training Supervisor, and Shift Supervisor.

ARTICLE I MANAGEMENT RIGHTS

Section 1.1 Management Rights.

Except as specifically modified by other articles of this Agreement, QuadCom retains all traditional rights to manage and direct the affairs of QuadCom in all of its various aspects and to implement decisions with respect to the following matters without having to negotiate over such decisions or the effects of such decisions: to establish, plan, direct, control, and determine the budget and all the operations, services, policies, and missions of QuadCom; to supervise and direct the working forces; to establish qualifications for employment and job positions and to employ employees; to determine examination criteria and techniques and to conduct examinations for purposes of determining suitability for hiring, promotions and specialty assignments; to schedule and assign work, to assign, transfer and reassign employees, to establish specialty positions and select personnel to fill them; to establish work; performance and productivity standards and, from time to time, to change those standards; to assign overtime; to purchase or contract out for goods and services; to determine the method means, organization and number of personnel by which such operations and services shall be made or purchased, to make alter and enforce reasonable rules, regulations, orders, policies and procedures; to evaluate, promote, demote, discipline, suspend and discharge non-probationary employees for just cause (probationary employees without cause); to establish mental and physical standards for employees; to change or eliminate existing methods, equipment or facilities or introduce new ones; to determine policies affecting the training of employees, to determine training needs and assign employees to training; to adopt, change or modify reasonable work rules; to determine work hours (shift hours), to establish, change add to or reduce the number of hours, shifts, tours of duty and schedules to be worked; to determine internal investigation procedures; to do all things expressly granted and reserved exclusively to QuadCom under the Illinois Compiled Statutes; to take all actions necessary to carry out the mission of QuadCom.

Section 1.2 Emergency Circumstances.

If in the sole discretion of the Management of QUADCOM, it is determined that civil emergency conditions exist, including, but not be limited to, riots, civil disorders, tornado conditions, floods, or other catastrophes, the provisions of this Agreement may be suspended by the management of QUADCOM during the terms of the declared emergency, provided that wage rates, monetary fringe benefits, and the disciplinary grievance process shall not be suspended.

ARTICLE II RECOGNITION AND FAIR REPRESENTATION

Section 2.1. Recognition.

Pursuant to the certification issued by the Illinois Labor Relations Board in Case No. S-RC-09-099, dated May 26, 2009, the QuadCom 9-1-1 Public Safety Communications System recognizes the Union as the sole and exclusive bargaining agent for the full-time Employees in the position of Emergency Communications Operator, Training Supervisor, and Shift Supervisor, for the purpose of establishing hours, wages, and certain other conditions of employment.

Section 2.2. Fair Representation.

The Union recognizes its responsibility as exclusive bargaining representative of the Employees covered by this Agreement, whether or not they are members of the Union.

Section 2.3. Chapter Officers.

For purposes of this Agreement, the term "Chapter Officers" shall refer to the duly elected President, Vice-President, Secretary, and Treasurer of Chapter #546.

Section 2.4. Gender.

All references to Employees in this Agreement shall be interpreted as referring to both sexes, and wherever the male gender is used, it shall be construed to include male and female Employees.

ARTICLE III DUES CHECKOFF AND FAIR SHARE

Section 3.1. Dues Deductions.

Upon receipt of proper written authorization from an Employee, the Employer shall deduct each month's Chapter dues in the amount certified by the Treasurer of the Chapter from the pay of all officers covered by this Agreement who, in writing, authorize such deductions. Such money shall be submitted to the Metropolitan Alliance of Police monthly.

Section 3.2. Fair Share.

During the term of this Agreement, all bargaining unit employees who are not members of the Chapter shall, commencing thirty (30) days after the effective date of this Agreement, pay a fair share fee to the Chapter for collective bargaining and contract administration services tendered by the Chapter as the exclusive representative of the Employees covered by this Agreement. Such fair share fee shall be deducted by the Employer from the earnings of non-members and remitted to the Chapter each month. The Chapter shall annually submit to the Employer a list of the Employees covered by this Agreement who are not members of the Chapter and an affidavit, which specifies the amount of the fair share fee, which shall be determined in accordance with the applicable law.

Section 3.3. Union Indemnification.

The Union shall indemnify, defend and save the Employer harmless against any and all claims, demands, suits or other forms of liability (monetary or otherwise) and for all legal costs that shall arise out of or by reason of action taken or not taken by the Employer in complying with the provisions of this Article, provided that the Employer does not initiate the action. If an improper deduction is made, the Union shall

refund directly to the Employee any such amount.

ARTICLE IV NO STRIKE/NO LOCKOUT

Section 4.1 No Strike.

Neither the Union or its officers, agents or employees will instigate, promote, sponsor, engage in, or condone any strike, sympathy strike, slowdown, sit-down, concerted stoppage of work, concerted refusal to work overtime, mass absenteeism or any other intentional interruption or disruption of the operations of QuadCom. Any and all employees who violate any provisions of this Article may be disciplined or discharged by the Employer. This provision shall only apply during the term of the contract and shall not prevent the Union from engaging in an economic strike in the event that the parties reach an impasse during successor contract negotiations.

Section 4.2 No Lockout.

Employer will not lock out any employees during the term of this Agreement as a result of a labor dispute with the Union.

Section 4.3 Grievance Limitation.

The only matter which may be made the subject of a grievance concerning disciplinary action imposed for an alleged violation of the above Section 4.1 is whether or not the employee(s) actually engaged in such prohibited conduct.

Section 4.4 Judicial Restraint.

Nothing herein shall preclude the Employer or the Union from seeking judicial restraint and damages in the event the other Party violates this Article.

ARTICLE V NON-DISCRIMINATION

Section 5.1 Non-Discrimination.

In accordance with applicable law, neither QuadCom nor MAP shall discriminate against any Employee covered by this Agreement because of race, sex, sexual orientation, age, religion, creed, color, national origin, physical or mental disability, political affiliation, political beliefs, or union affiliation. Other than union affiliation, any dispute concerning the interpretation and application of this paragraph shall be processed through the appropriate federal or state agency or court rather than through the grievance procedure set forth in this Agreement.

Section 5.2 Americans with Disabilities Act.

Notwithstanding any other provisions of this Agreement, the parties agree that QuadCom may take whatever reasonable steps are needed to comply with the provisions of the Americans with Disabilities Act.

Section 5.3 Union Activity.

Neither the Employer nor the Union shall discriminate or interfere against any Employee for engaging in, or refusing to engage in, Union activities, or membership.

Section 5.4 Family and Medical Leave Act.

Notwithstanding any other provisions of this Agreement, the parties agree that both QuadCom and the Employees covered under this agreement will fully comply with the provisions of the Family and Medical Leave Act.

Section 5.5 Residency.

Employees must live within a thirty-five (35) mile radius “as the crow flies” of the QuadCom center within one (1) year after successfully completing probation.

**ARTICLE VI
PERSONNEL FILES**

Section 6.1 Personnel Files.

Upon request of an Employee, the Employer shall reasonably permit an Employee to inspect his personal file subject to the following:

- (a) Such inspection shall occur upon written request to the Director or his designee.
- (b) Such inspection shall occur at the Director’s office during regular daytime hours, Monday through Friday, in the presence of the Director or his designee.
- (c) The Employee shall not be permitted to remove any part of the personnel file from the Director’s office but may obtain copies of any information contained therein, subject to the exceptions contained in the Illinois Personnel Record Review Act (820 ILCS 40/1).
- (d) An Employee may submit a written statement explaining his position regarding information to which he has an objection. Such statement will be placed in the Employee’s personnel file.

Section 6.2 Authorized Representative.

Access to an Employee’s personnel file shall be limited to the Employee or an authorized representative who has written authorization from the Employee, the Director and such personnel as the Director may designate. Any access to the personnel file shall be for a reasonable and bona fide work related purpose only.

Section 6.3 Evaluation.

The Employer shall provide Employees with a copy of any job evaluation before it is placed in the Employee’s personnel file.

**ARTICLE VII
UNION REPRESENTATIVE ACCESS**

Section 7.1 Representative Access.

The Union’s representative assigned to the bargaining unit shall be granted access to the Employer’s facility to meet and confer with Employees during working hours so long as the Employer’s operations are not unreasonably disturbed.

Section 7.2 Negotiating Team Access.

As long as minimum manning is being maintained, one member of Union negotiating team who are on duty shall be allowed to attend Union negotiation meetings, and that time shall be considered time worked for compensation purposes. The on-duty individual shall be subject to recall to duty if the workload in the center requires.

**ARTICLE VIII
DISCIPLINE**

Section 8.1 Just Cause for Discipline.

All discipline shall be taken only for just cause. Oral reprimands shall not be considered discipline and shall not be subject to the grievance process. All other steps in the disciplinary process shall be subject to the grievance process. Both QuadCom and the Union agree with the tenets of progressive and corrective discipline.

Section 8.2 Imposing Discipline.

If QuadCom has a reason to discipline an Employee, it shall do so as expeditiously as possible and in a manner that will not embarrass the employee before other employees or the public.

Section 8.3 Investigatory Interview

An investigatory interview is any form of communication with an employee. The director or designee must identify at the start of an investigatory interview with an employee this might result in a discipline action. The employee shall be informed of their contract rights to Union Representation and that if the employee desires such Union Representation; no interview shall take place without the presence of a Union representative.

Section 8.4 Expungement of disciplinary actions.

Discipline relating to harassment or discrimination shall not be removed from employee's file. Oral and written warnings only shall be expunged from an employee's personnel file, providing at least twelve (12) months have passed since the date of the last disciplinary infraction of the same or similar offense and provided that discipline relating to harassment or discrimination shall not be removed from an employee's personnel file.

Section 8.5 "Weingarten" Rights.

As laid down by the United States Supreme Court in NLRB v. J. Weingarten Inc., No. 73-1363 (1975), Employees who are directed to meet with the Director or his designee and believe they may be subject to disciplinary action may request the presence of a Union Representative at such meeting.

Section 8.6 Exonerated Discipline

In the event an employee is disciplined and is subsequently exonerated of the offense, any information related to the offense shall be removed from all records and the employee shall be reimbursed for any pay or fringe benefits lost as the result of such action.

ARTICLE IX GRIEVANCE PROCEDURE

Section 9.1 Definition of a Grievance.

A "grievance" is defined as a dispute or difference of opinion raised by an Employee or the Union against QuadCom involving an alleged violation of an express provision of this Agreement.

Section 9.2 Procedure.

A grievance filed against QuadCom shall be processed in the following manner: The Parties shall have the right to call and question relevant witnesses at each step of the grievance procedure. A "business day" is defined as a calendar day exclusive of Saturdays, Sundays or holidays observed pursuant to the collective bargaining agreement. Employee(s) may meet with the Employer without a Union Representative in an attempt to settle a grievance, however, no grievance may be settled without Union approval. Upon written mutual agreement, time deadlines may be waived and extended.

Step 1.

An Employee and/or Union Representative shall present the grievance in writing with reference to the specific Article and Section of the contract allegedly violated to the Director or his designee at a meeting to be held within ten (10) business days after the occurrence of the matter giving rise to the grievance or when the Employee or Union Representative should reasonably have known of the matter, whichever is later. The Director, or his designee, shall render a written response within ten (10) business days after the grievance is presented.

Step 2.

If the grievance is not settled at Step 1, and the grievant and/or the Union, wishes to appeal the grievance to Step 2 of the grievance procedure, it shall be submitted in writing within ten (10) business days of receipt of the Employer's response from Step 1 to the QuadCom Executive Committee. The grievance shall specifically state the basis upon which the grievant and/or the Union believe the grievance was improperly denied. The Executive Committee or their designee shall meet with the grievant and/or the Union Representative to discuss the grievance at a time mutually agreeable to the Parties but no later than ten (10) business days after the Executive Committee has received the written grievance. If no settlement of the grievance is reached, the Executive Committee or their designee shall provide a written response within ten (10) business days following the Step 2 meeting.

Section 9.3 Arbitration.

If the grievance is not settled in Step 2, the Union, at its discretion, may refer the grievance to arbitration within ten (10) business days following receipt of the Employer's Step 2 response. The procedure for arbitration shall be as follows:

1. The Parties shall attempt to agree on an arbitrator within five (5) business days after receipt of notice of referral. In the event the Parties are unable to agree upon an arbitrator within the five (5) day period, the Parties shall jointly request the Federal Mediation and Conciliation Service (FMCS) to submit a panel of seven (7) arbitrators, pursuant to its Labor Arbitration Rules. The Parties shall have the right to reject the first list of arbitrators in its entirety. From a second list of arbitrators the Parties shall select an arbitrator. The parties shall determine the arbitrator by alternately striking a name from the provided list of arbitrators with the right to strike the first name determined by a coin flip. The last remaining arbitrator on the provided list shall be selected

to hear the grievance.

2. The arbitrator shall be notified of his selection by the Union or the grievant and shall be requested to set a date, time and place for the hearing, subject to the availability of QuadCom and Union representatives.
3. The Employer and the Union shall have the right to request the arbitrator to require the presence of witnesses or production of documents. QuadCom and the Union retain the right to employ legal counsel. Each Party shall be responsible for the compensation of its own representatives and witnesses.
4. The arbitrator shall submit his decision within thirty (30) calendar days following the close of the hearing or the submission of briefs by the Parties, whichever is later.
5. More than one (1) grievance may be submitted to the same arbitrator if both Parties mutually agree in writing.
6. The fees and expenses of the arbitrator shall be divided equally between the Employer and the Union. The cost and arrangement for a transcript (if any) of the hearing shall be incurred by the Party requesting it. In the event both Parties desire a transcript, the cost shall be borne equally.

Section 9.4 Limitations on Authority of the Arbitrator.

The arbitrator shall have no right to amend, modify, nullify, ignore, add to or subtract from the provisions of this Agreement. The arbitrator shall consider and decide only the question of facts as to whether there has been a violation, misinterpretation or misapplication of the specific provisions of this Agreement. The arbitrator shall have no authority to make a decision on any issue not so submitted or raised by the grievant. The arbitrator shall be without power to make any decision or award, which is contrary to or inconsistent with, in any way, applicable laws, or of rules and regulations of administrative bodies that have force and effect of law. The arbitrator shall not in any way limit or interfere with the powers, duties and responsibilities of QuadCom under law and applicable court decisions. Any decision or award rendered within the limitations of this section shall be final and binding upon QuadCom, the Union and the Employees.

ARTICLE X LABOR/MANAGEMENT CONFERENCE

Section 10.1 Labor/Management Conference.

The Union and the Employer mutually agree that in the interest of efficient management and harmonious Employee relations, it is desirable that meetings be held between Union representatives and administrative representatives of the Employer. When practical, such meetings may be requested at least ten (10) business days in advance by either party by placing in writing a request to the other for such conference and providing the other with a written agenda of items to be discussed. Such conference shall be limited to:

1. Discussion of the implementation and general administration of this Agreement.
2. A sharing of general information of interest to the Parties.
3. Notifying the Union of changes in conditions of employment contemplated by the Employer, which may affect Employees.

Section 10.2 Grievance/Negotiations Bar.

It is expressly understood and agreed that such meetings shall be exclusive of the grievance procedure. Grievances being processed under the grievance procedure shall not be considered at Labor/Management Conferences, nor shall negotiations for the purpose of altering any terms of this Agreement be considered at such meetings.

Section 10.3 Conference Attendance.

Attendance at Labor/Management Conferences shall be voluntary on the Employee's part, and attendance by one Employee while on duty, as long as minimum manning is being maintained, shall be considered time worked for compensation purposes. The on-duty individual shall be subject to recall to duty if the workload in the center requires.

**ARTICLE XI
SENIORITY**

Section 11.1 Definition of Seniority.

As used herein, the term "seniority" shall refer to and be defined as the Employee's continuous full-time employment covered by this Agreement from the Employee's last date of hire. Employees covered under this Agreement shall accrue paid leaves based on their length of continuous service with QuadCom.

Section 11.2 Probationary Period.

The probationary period for newly hired Employees shall be twelve (12) months commencing with their first date of work. During an Employee's probationary period the Employee may be suspended, laid off, or terminated at the sole discretion of QuadCom. No grievance shall be presented or entertained in conjunction with the suspension, layoff, or termination of a probationary Employee. There shall be no seniority among probationary Employees. Upon successful completion of the probationary period, an Employee shall acquire seniority, which shall be retroactive to his/her last full-time date of hire with QuadCom in a position covered by this Agreement.

An Employee who QuadCom decides to continue to employ beyond one (1) year shall be deemed to be a non-probationary Employee. Employees promoted to higher paid positions shall serve a probationary period of six (6) months in the new position. If the Employee is not successful in the new position, in the opinion of QuadCom, he/she will return to his/her former position and rate of pay.

Section 11.3 Seniority List.

The Employer shall prepare a list and furnish such list upon request by the Union, setting forth the present seniority dates for all Employees covered by this Agreement and shall become effective on or after the date of execution of this Agreement. In the event that two (2) or more Employees are hired and begin working on the same day, the following process shall be utilized in order to establish seniority: If a testing process is used to establish an eligibility list for employment to the positions covered by this agreement, the seniority of the Employees shall be determined by position on said list with higher seniority going to the individual who was higher on the eligibility list. If no testing process is used to establish an eligibility list for employment to the positions covered by this agreement, then seniority shall be established by drawing names from a hat containing the names of those persons hired. The first name drawn shall have first seniority preference over the others in the hat; the second name drawn shall have second preference over the others in the hat, and so on. All affected parties shall be present during the process. The results

of the draw will be so noted in the Employees personnel file. If multiple employees are hired on the same date by using both the testing and non-testing process, then the employee hired by use of the testing process shall have seniority over the employee hired by the non-testing process. Effective the date of this Contract, Management shall agree to post an updated seniority list once a year on September 1st, and whenever there is a change in Employee Personnel.

Section 11.4 Termination of Seniority.

The seniority of a non-probationary Employee shall terminate under any of the following conditions:

1. When laid off for a period of more than two (2) years.
2. When an Employee resigns his employment with the Employer.
3. Fails to notify the employer of his intent to return to work within two (2) weeks after the mailing of a written notice by the Employer through registered mail to the Employee's last known address, requesting such return.
4. Retires.
5. Fails to report to work on three (3) consecutive work days without notifying the Employer, and without showing just cause for failure to so report.
6. Is discharged for just cause.
7. Six (6) months after an employee is promoted or voluntarily transferred from the bargaining unit to a non-bargaining unit position.

**ARTICLE XII
HOURS OF WORK AND OVERTIME**

Section 12.1 Hours of work.

The standard work schedule shall be the 5/2-5/3 schedule.

- A. Shift hours shall be as follows:
 1. Day Shift 08:00 – 16:00 hrs
 2. Afternoon Shift 16:00 – 00:00 hrs
 3. Midnight Shift 00:00 – 08:00 hrs
- B. Employees will work five (5) consecutive days on with two (2) consecutive days off, and then work five (5) consecutive days on with three (3) consecutive days off (hereinafter referred to as the "5/2-5/3" schedule).
- C. Shift Bidding will occur as spelled out in Section 12.7 of this Agreement.
- D. It is understood that the 5/2-5/3 schedule will often result in covered employees being scheduled to work less than 2080 hours per calendar year and/or less than 40 hours per 7 day period (Sunday through Saturday). To compensate employees on a standard 2,080 hrs per calendar year and/or 40 hours per 7 day period, the parties agree to the following modifications:

1. Bargaining unit employees will receive compensation bi-weekly, based upon 80 hours in each 14 day pay period (plus overtime if applicable).
 2. Bargaining unit employees will provide an additional thirty (30) minutes "payback hours" ("PBH") at the end of every eight (8) hour shift for the purpose of training and shift review. Payback hours will be deducted when employees take vacation, floating holidays, comp-time and sick time.
- E. If any employee does not complete part of, or all of the required additional thirty (30) minute shift review or training period, that employee will be penalized and docked for the complete thirty (30) minutes in the payroll period it occurred.
- F. During any week where the employee is regularly scheduled to work less than 40 hours due to the implementation of this schedule ("short week," of 32 hours), any time worked over the regular scheduled hours, regardless of 32 hour or 40 hour work week, the employee will be compensated at the time and one-half (1 1/2) rate for all actual hours worked over their regularly scheduled hours.

It is agreed that the "5/2-5/3" schedule will be reviewed at a meeting held between the Union and QuadCom representatives no less than thirty (30) days prior to the beginning of the shift bidding period (September 1), to determine whether the schedule is equitable to both parties, and will remain in effect for the remainder of the term of the Agreement, or whether the previous 5/2-5/3 schedule shall be reinstated.

Section 12.1a Open assigned Shift.

If an open shift develops, the employer will post the open shift information and a sign-up sheet for volunteers. The forms will remain posted for seven (7) calendar days.

Section 12.1b Shift Selection.

The open shift will be awarded to the Employee with the most seniority according to the sign-up sheet. If there aren't any volunteers on the sign-up sheet, the employer will use reverse seniority and force from the bottom up to fill the new shift. The employer agrees that once the Employee is notified of their new shift, they will be given a thirty (30) day notice before having to begin the new shift, unless waived by the Employee.

Section 12.2 Lunch and Rest Breaks.

Employees may eat and participate in relaxing activities at their work console as long as they maintain an effective operation and not disrupt the operation of QuadCom. Furthermore, Employees may be allowed 2-15 minute paid breaks per shift, one in the first four (4) hours of the shift and another in the last four (4) hours of the shift providing workload permits.

Section 12.3 Overtime Compensation.

Time worked in excess of eight (8) hours per day or forty (40) hours per week shall be paid at the rate of one and one-half (1 1/2) the Employee's hourly rate of pay *as stated in Section 12.1F above*. Time during which an Employee is excused from work during vacation, holiday (s), compensatory time off, bereavement leave, jury duty, military leave and personal days(s) shall be considered as time worked for

purposes of computing overtime.

Section 12.4 Non - Scheduled Overtime

Non-scheduled overtime shall be defined as overtime scheduled less than 7 days in advance of the start of the Employee's scheduled shift. Non-scheduled overtime shall be assigned in the following order:

1. part – time employees shall be offered the overtime first
2. if the overtime is not covered in (1.), the overtime shall be offered to full-time employees off a volunteer list
3. if the overtime is not covered in (2.), the overtime shall be offered to full-time employees in order of seniority, with the most senior employee called first;
4. If the overtime is not covered in (3.), the overtime shall be covered off a rotating “order-out list”.
 - a. the order out list shall start with the least senior full-time employee and conclude with the most senior full-time employee.
 - b. employees having been assigned order-out hours shall be placed at the bottom of the list.
 - c. new full – time employees shall be placed into the order out rotation when management deems them ready
 - d. an order out is defined as (4) four hours or less of non-scheduled overtime not due to training;
5. If an employee is required by the employer to return to work with less than (8) eight hours time off from the employee's last shift, the employer agrees to compensate those employees by crediting the employee with (4) four hours of compensatory time in addition to any overtime earned as a result of the hours actually worked.
6. Each occurrence of non-scheduled overtime not due to training which is ordered by the director or his/her designee which is four (4) hours or less in duration shall be counted as one (1) order out.

Order Out Usages

1. Employees may trade an order out with another employee who is also ordered out.
2. Employees shall ordinarily not be required to work more than twelve consecutive hours
3. Employees shall ordinarily be limited to one ordered out per day, not to exceed two consecutive days, unless the employee agrees
4. Employees shall ordinarily be limited to two consecutive 12 hour work day, unless the employee agrees
5. If after being ordered-out the employee chooses to alter his/her hours to cover the overtime instead, it shall count as an order out

Order Out Exemptions

1. An employee shall ordinarily be exempt from an order out for the eight hours preceding and/or following a twelve hour shift, unless the employee agrees.
2. An employee is exempt from being ordered out on their regular days off when any benefit time is allocated on a day immediately preceding or following those

- regular days off, unless the employee agrees.
3. With the director or his designee's approval an employee on medical leave or on limited hours due to medical reasons shall be exempt from the order out process and cannot accrue order outs, unless waved by the employee.
 4. Each employee shall receive two (2) exemptions from the order-out process per year. These will be known as "E" Days. The use of an "E" Day will indicate the employee is not eligible to be order out on that day. It does not remove the employee from the order out list rotation.
 - a. the order-out exemptions cannot be carried over to the following year.
 - b. only one employee on an order out exemption per day.
 - c. order out exemption cannot be used on a day when there is twelve(12) or more hours that need to be covered
 - d. employee must submit a "Schedule Change Request" when they are using an order out exemption.
 - e. approval shall ordinarily be granted based on staffing availability for that day.
 - f. the use of an order out exemption for Scheduled Overtime must be requested no later than 8 days and requests are on a first come, first serve basis.
 - g. the use of an order out exemption for Non-Schedule Overtime will only be granted based on staffing availability and seniority will be used to determine if two or more requests are made.

Section 12.5 Scheduled Overtime.

Scheduled overtime shall be defined as any overtime that is scheduled seven (7) days prior to the affected day in advance of the time the overtime is scheduled to begin. All scheduled overtime shall be placed on a list in a location that is accessible to all Employees for the purpose of allowing Employees to review and sign up for the available overtime hours. A new scheduled overtime list shall be posted every four (4) weeks. Scheduled overtime shall be assigned in the following order:

1. Part-time employees shall be offered the overtime first;
2. Remaining overtime not covered in (1.) Shall be offered to full-time employees. More senior Employees may "bump" less senior Employees up to five (5) days before the schedule is to begin. After that no bumping is permitted.

Section 12.6 Scheduled Overtime Cancellation.

Employees affected by the cancellation of scheduled overtime hours shall be notified either verbally or in writing, whichever is most timely. If the overtime was the result of an order out the affected Employee shall receive credit for the order-out.

Section 12.7 Shift Bidding.

In the two (2) week period between September 1st and September 15th the employer shall post a Shift Bid sheet on which Employees shall select their shift preferences for the following calendar year to begin on the 2nd schedule of the New Year. The new list shall be posted no later than October 1st. Shifts shall be awarded by seniority except that the Director may alter shift-assignments to balance experience levels on the shift. Should such alterations be necessary the employer will provide a minimum of thirty (30) days notice and allow for volunteers to fill the shifts. The employer agrees that it will not arbitrarily deny shift requests.

Section 12.8 Day Off Bidding.

In the two-week period between September 1st and September 15th the employer shall post a "Day Off Bid Sheet" on which Employees shall select their day off preferences for the following calendar year to begin on the 2nd schedule of the new year. The new list shall be posted no later than October 1st. Days off shall be awarded by seniority except that the Director may alter day off assignments to balance experience levels on the shift. Should such alterations be necessary the employer will provide a minimum of thirty (30) days notice and allow for volunteers to fill the day off slots. The employer agrees that it will not arbitrarily deny day off requests.

Section 12.9 Trading Shifts.

Employees shall request a shift trade in writing from the Director or her designee no less than eight (8) hours prior to the beginning of the affected shift.

Section 12.10 Compensatory Time-Off.

Employees may elect to accrue compensatory time, in lieu of overtime pay. Such compensatory time-off shall be earned at one and one-half (1 1/2) hours each hour worked in excess of an Employees regularly scheduled hours. Employees may accumulate up to forty-eight (48) hours of compensatory time off (thirty- two (32) hours worked). Employees who have accumulated the maximum of sixty (60) hours of compensatory time shall receive overtime pay for any additional overtime hours. The employer will regularly provide Employees with an accounting of accrued, unused compensatory time.

Section 12.11 Use of Compensatory Time-Off

Granting of compensatory time-off shall require the Director or his designee's prior approval. Requests for compensatory time-off will not be approved when, at the time the request is submitted, granting the request would require overtime. Provided that operational requirements are met, employees may have a part-time employee cover their shift to take compensatory time-off, or may switch shifts with another employee to take compensatory time off. Compensatory time-off must be used within one (1) year of when it is earned. Employees who have accrued, unused compensatory time-off may elect to convert such unused compensatory time-off to pay, provided that such conversion occurs at the same rate of pay at which the accrued compensatory time-off was earned.

**ARTICLE XIII
LAYOFF**

Section 13.1 Layoff.

QuadCom shall determine whether layoffs are necessary only upon reasonable grounds of establishing financial necessity. Such reasonable grounds of financial necessity shall be communicated to the Union in a timely fashion. If it is determined that layoffs are necessary, in all cases, part-time Employees shall be laid off first. After all part-time Employees have been laid-off first, Employees covered by this Agreement will be laid off in reverse order of their seniority with the least senior Employee laid off first. Except in an emergency, no layoff shall occur without at least ten (10) business days notice to the Union.

QuadCom agrees to consult with the Union to propose alternatives to the layoff, though such consultation shall not be used to delay the layoff. QuadCom will hire no other Employees to fill open positions covered under this Agreement without first hiring back the affected laid-off individuals.

Section 13.2 Recall.

Employees who are laid off shall be placed on a recall list for a period of two (2) calendar years. In the event of a recall, Employees covered by this agreement shall be recalled first as provided below. In all cases, part-time Employees shall be recalled only after all Employees covered by this agreement have been recalled first. QuadCom will hire no other Employees to fill open positions covered under this Agreement without first hiring back the affected laid-off individuals. If there is a recall, Employees who are still on the recall list shall be recalled, in the inverse order of their layoff, provided they are fully qualified to perform the work to which they are recalled. Employees recalled may, at the Director's discretion, be required to undertake a reasonable amount of retraining. Employees who are eligible for recall shall be given ten (10) business days notice of recall, and notice of recall shall be sent to the Employee(s) by certified or registered mail with a copy to the Union, provided that the Employee must notify the Director or his designee of his intention to return to work within ten (10) business days of the notice of recall. The Employer shall be deemed to have fulfilled its obligations by mailing the recall notice by certified mail, return receipt requested, to the mailing address last provided by the Employee, it being the obligation and responsibility of the Employee to provide the director or his designee with his last mailing address. If an Employee fails to timely respond to a recall notice, his name shall be removed from the recall list.

**ARTICLE XIV
HOLIDAYS**

Section 14.1 Holidays Observed.

Employees shall receive the following holidays as paid time off:

New Year's Day
Easter Sunday
Memorial Day
Independence Day
Labor Day
Thanksgiving Day
Christmas Eve
Christmas Day

Two (2) Floating Holidays (*To be scheduled by Employee with
Director or his designee's approval*)

Section 14.2 Holiday Compensation

All Employees, shall receive eight (8) hours holiday pay at their regular rate of pay for each holiday in addition to their regular salary. Employees working on a holiday shall be paid time and one half (1-1/2) for all actual hours worked on a holiday. Actual hours worked on a holiday shall count as time worked for the purpose of computing overtime.

Section 14.3 Holiday Extension/Limitation

Vacation, personal day or compensatory time off can be taken on New Year’s Day, Thanksgiving, Christmas Eve or Christmas Day as long as each shift on those designated days is not reduced below the minimum level of manning required for each shift, *does not create overtime*, and at least one full-time, non probationary employee is scheduled at all times. Employees who are off work due to suspension, on pension, unpaid leave, or other inactive pay status shall not receive holiday pay.

Section 14.4 Comp Holidays

All employees who work on a paid holiday may opt to take an alternate day off in lieu of receiving eight (8) hours of holiday pay at the regular rate of pay, provided no overtime is generated. This provision may be exercised up to four (4) times per year.

**ARTICLE XV
VACATIONS**

Section 15.1 Vacation Accrual

Vacations with pay shall be granted to all full-time bargaining unit employees, all full-time employees begin accruing vacation starting with their first day of employment. At the end of six(6) months of employment and once training has been completed, full-time employees are eligible for five(5) vacation days and five (5) additional days on the employees one (1) year anniversary. On the following January 1st Employees are eligible for vacation as follows:

<u>Years of Service</u>	<u>Vacation Days Available</u>
2-4 years	10 days
5-9 years	15 days
10-14 years	20 days
15- 19 years	22 days
20 + years	25 days

The vacation year is January 1 through December 31.

Section 15.2 Vacation Requests and Approval

No more than two (2) operations personnel may be on vacation at one time. Vacation requests can be made no more than one (1) year in advance but otherwise should be made in as far in advance as possible. Vacation requests are first-come, first-serve, but in the event two (2) or more requests for the same vacation period are received at the same time, the employee with the most seniority shall be awarded the vacation for the period requested. Vacation picks shall not be unreasonably denied. Vacations cannot be requested less than two (2) weeks in advance except for single vacation day requests which only require twenty-four hours notice; exceptions can be made upon the approval of the director. At least one full-time, non-probationary employee must be scheduled at all times.

Section 15.3 Vacation Non-Accrual

Employees on unpaid leave of absence cannot accrue vacation during the period of their leave.

Section 15.4 Vacation Carryover

Up to five (5) days of vacation days each calendar year may be carried over to subsequent calendar years, provided the carry over vacation time is taken no later than December 31st, unless otherwise agreed to by the employer. The Employee may cash in unused vacation time as of December 31st of each year.

Section 15.5 Vacation Pay Upon Separation of Employment

Upon separation, Employees with more than one (1) year of employment shall be paid for all earned vacation and compensatory time. In the event of the Employee’s death, compensation for all unused vacation and compensatory time shall be paid to the Employee’s estate.

**ARTICLE XVI
BEREAVEMENT LEAVE**

Section 16.1 Paid Bereavement Leave

Full-time Employees shall be granted paid leave in the event of the death of any of the members of the Employee’s or the Employee’s spouse’s immediate family in the following manner:

EMPLOYEE

EMPLOYEE’S SPOUSE

- Spouse (5 days)
- Children (5 days)
- Parents (3 days)
- Brothers/Sisters (3 days)
- Grandparents (3 days)
- Son/daughter-in-law (1 day)
- Grandchildren (1 day)
- Aunt/Uncle (1 day)
- Niece/ Nephew (1 day)
- Legal Guardian (1 day)

- Parents (2 days)
- Grandparents (1 day)
- Brother/Sister (1 day)

Domestic Partner (5 days) – Domestic Partner shall mean a person who is neither married nor related by blood or marriage to the employee; it is the employee's sole spousal equivalent; lives together with the employee in the same residence and intends to do so indefinitely; is responsible with the employee for each other's welfare. A domestic partner relationship may be demonstrated by any three of the following types of documentation: a) a joint mortgage or lease; b) designation of the domestic partner as beneficiary for life insurance; c) designation of the domestic partner as primary beneficiary in the employee's will; d) domestic partnership agreement; e) powers of attorney for property and/or health care; and f) joint ownership of either a motor vehicle, checking account or credit account.

The Employee may request to use accrued benefit time to cover an extension of bereavement leave for a spouse, domestic partner or child. Such requests shall not be unreasonably denied.

ARTICLE XVII SICK TIME

Section 17.1 Sick Time

Sick time benefits may be taken under the following circumstances:

1. Personal illness or injury of the Employee;
2. Illness or injury of the Employee's spouse, legal dependents, or domestic partner reasonably requiring the presence of the Employee.
3. An Employee may request an extension of bereavement leave for a spouse, domestic partner or child by requesting that extension from management.

Section 17.2 Sick Time Requirements

In the event an Employee cannot report to work (pursuant to Section 1 of this Article) due to illness or injury, bereavement, the Employee on duty shall be notified no later than three (3) hours before the Employee's scheduled starting time. Employees not providing the required three (3) hours notice without sufficient cause will not be compensated for sick leave. After the first day of sick leave, an Employee off work on subsequent sick leave shall report daily, no later than three (3) hours prior to the start of their regularly scheduled shift to the Employee on duty as to the status and possible duration of the sick leave. Employees who are absent more than twenty four (24) consecutive sick hours which is equivalent to three sick days may be required by the Director or his designee to submit a doctor's note certifying the Employee's fitness to return to work. Employees on an extended sick leave shall report on the status of their sick leave at time intervals as designated by the Director or his designee. The Director, at his discretion may require the submission of a doctor's note for absences of less than twenty four (24) consecutive sick hours which is equivalent to three sick days.

Section 17.3 Sick Time Accrual and Use

Employees shall receive an allotment of ninety-six (96) sick hours which is equivalent to 12 sick days on January 1st of each year. New Employees starting after January 1st shall receive a pro rata allotment of sick time. Employees terminating employment prior to actually earning sick time, shall have used but unearned sick pay deducted from their final paycheck. Except as modified above, Employees shall accrue and use sick leave as follows:

1. Sick time credits at full pay shall be earned at the rate of 8 (eight) hours earned for each full calendar month of employment.
2. Employees on an unpaid leave of absence shall not accrue sick time benefits.
3. Employees terminating employment shall not be compensated for unused sick time except for the use of up to the accumulated amount of sick time hours allowable under the Illinois Municipal Retirement Fund to be used towards Pensionable Creditable Service time.
4. Each Employee can accumulate up to the maximum amount of sick time hours allowable under the Illinois Municipal Retirement Fund.
5. Employees who do not use any sick time between May 1st and October 31st of any contract year will receive a payment of \$250.00 with the first paycheck following October 31st. Employees who do not use any sick time between November 1st and April 30th of any contract year will receive a payment of \$250.00 with the first paycheck following April 30th.
6. Employees may use sick hours in increments of less than a day

ARTICLE XVIII MILITARY AND JURY LEAVE

Section 18.1 Military Leave

Any Employee who is a member of the military of the United State or the State of Illinois, and who is ordered by the appropriate authorities to attend a training program or perform other duties under the supervision of the United States or the State of Illinois, shall be granted a paid leave of absence during the period of such activity, normally not to exceed two (2) calendar weeks in any calendar year. Any extension of this benefit shall be at the sole discretion of the Director or his designee. Such approval or lack thereof shall not be subject to the grievance procedure. In exchange, the Employee shall endorse his military pay over to the Employer.

Section 18.2 Jury Leave

Any Employee who is required to submit to a jury selection procedure or serve on a jury shall be granted a paid leave of absence for the term of such jury service. In exchange, the Employee shall endorse his jury pay over to the Employer.

Section 18.3 Court Leave

Employees who have been in court for an extended amount of hours may under special circumstances request to be excused from their shift at the exclusive discretion of the director or his/her designee.

ARTICLE XIX PERSONAL TIME

Section 19.1 Eligibility

All full-time Employees who have worked more than one (1) year shall, on January 1st of each year, shall be eligible for up to (32) hours of Personal Time, which is equivalent to four personal days. Employees who complete their first year of employment shall be eligible for a pro-rated number of personal leave hours based upon the period of service between their anniversary date and the following January 1st. These pro-rated hour(s) must be used prior to the following January 1st.

Section 19.2 Scheduling

Personal time may be used in blocks of four (4) hours and are to be prescheduled. In the event of any emergency situation, Personal time can be requested eight (8) hours prior to the Employee's scheduled starting time, with the approval of the Director (or designee). Such approval shall not be unreasonably withheld.

Section 19.3 Non-Carryover

Personal time cannot be carried over to the following year and any unused Personal time will not be compensated. The Employee may cash in unused personal days as of December 31st of each year. When using personal time Employees are not required to pay back the thirty (30) minute "payback hour."

**ARTICLE XX
UNIFORMS**

Section 20.1 Standards of Dress

Employees shall be expected to dress in a manner and attire suitable for their duties and work environment.

- (A) The business casual policy applies to bargaining unit members for a normal work day, or for offsite training assignments.
- (B) A basic essential of appropriate dress is the need for clothing to be neat and clean, a reasonable standard of dress rules out tight or revealing clothing and any extreme in dress, accessory, fragrances or hair. Torn, dirty, or frayed clothing is unacceptable. All seams must be finished. Any clothing that has words, terms, or pictures that may be offensive to other employees is unacceptable.
- (C) Business casual is defined as follows:
 - Casual Shirts:** This will include casual shirts and blouses, golf and polo shirts. Shirts with logos will not contain inappropriate drawings or language. Clothing that has the QuadCom logo is encouraged. Sports team, university, and fashion brand names on clothing are generally acceptable.
 - Pants:** Casual slacks, khakis, non-form fitting Capri's and trousers. "Blue jeans" are acceptable provided they are not faded, are clean and are in good condition. Holes in any part of the garment are not acceptable. Wear spots in any part of the garment are not acceptable. No overalls.
 - Footwear:** All footwear must be clean and in good repair.
 - Dresses/Skirts/Shorts:** Length cannot be more than three (3) inches above the knee.
 - Maternity Clothing:** Must conform to the above guidelines with the exception of wearing overalls.
- (D) Employees who do not meet a professional standard may be sent home to change, and will not be paid for that time off. An employee unsure of what is appropriate should check with management.
- (E) The following are not acceptable in the business environment of this organization:
 - 1) Baggies, Tank Tops, Tube Tops
 - 2) Leggings, Coveralls, Halter tops, Backless tops
 - 3) Sweat pants, stretch pants, mini-skirts, transparent tops
 - 4) Army fatigues, jogging pants, flip-flop sandals
 - 5) non-midriff covering apparel

Section 20.2 Standards of Dress Court Appearances

All Employees representing QuadCom for either court Appearances or depositions shall report for such appearances in professional business attire.

Professional Business attire is defined as:

Pants: Dress pants or suit pants

Shirts: Long sleeve dress standard and tie for males; similar attire for women with the exception of a tie.

Jacket: Suit jackets or sports coats are acceptable but not required.

Footwear: Dress shoes shall be worn.

**ARTICLE XXI
BULLETIN BOARDS**

Section 21.1 Bulletin Board

The Employer shall provide the Union a bulletin board in a designated location, which is accessible to all bargaining unit members, upon which the Union may post notices, subject to departmental approval. Such approval shall not be unreasonably withheld.

**ARTICLE XXII
MEETINGS, SEMINARS, TRAINING AND TRAVEL**

Section 22.1 Minimum Pay

Employees who are required to attend meetings, training, court time or other functions which do not immediately precede or continuously follow the Employee's regularly scheduled working hours shall be paid a minimum of two (2) hours at their overtime rate of pay or for the actual time worked, which amount is greater.

Section 22.2 Travel Reimbursement

Employees shall be reimbursed at the current Internal Revenue Service reimbursement rate whenever Employees are required to attend an off-site meeting, seminar, training or other function. Employees will be reimbursed for mileage based on the travel distance from their home or QuadCom to the meeting or training site, whichever distance is less. Employees may be required to car pool if the distance to the meeting or training site is greater than twenty-five (25) miles from the QuadCom center and when car pooling is reasonable and efficient. After receiving the proper forms from the Employee, the Employer shall reimburse Employees within forty-five (45) days.

**ARTICLE XXIII
INSURANCE BENEFITS**

Section 23.1 Insurance Eligibility

All full-time Employees with seniority of thirty (30) or more calendar days and their eligible dependents shall be offered medical, dental, life and vision insurance coverage subject to the terms and conditions of QuadCom's contract with its insurance carrier. Effective December 1, 2010, employees will pay fifteen percent (15%) of the monthly premium cost for single and dependent coverage and seventy-five percent (75%) of the monthly premium cost of dental insurance for those coverage's selected by the Employee. The employer will continue to offer Employees optional disability insurance coverage, which will be at the Employee's expense.

Section 23.2 Insurance Coverage

QuadCom agrees to maintain insurance coverage substantially equivalent to the current level of insurance coverage under this article for the term of this agreement. Should QuadCom change Insurance Carriers or Providers, notice of said proposal shall be provided to the bargaining unit within fifteen (15) days of QuadCom's decision to do so.

Section 23.3 Cost Containment

Any Employee who obtains health insurance from a source other than the Employer will receive fifty percent (50%) of the premium value of the cheapest plan available to Employees through the Employer. Such payments shall be payable to the affected Employee monthly. With a cap of 3,000.00 per year.

Section 23.4 H.S.A. Benefit

The employer shall fund the employee's H.S.A. account no later than January 2nd of each calendar year.

Section 23.5 IMRF Life Insurance

Within thirty (30) days of hire, the Employer will provide to each employee the information regarding the availability of life insurance through the Illinois Municipal Retirement Fund (IMRF).

Section 23.6 Renegotiation Option

The employer and the union reserve the right to re-open article 23 of the agreement to negotiate over the requirements of the affordable health care act should the provisions or cost of health benefits not remain substantially equivalent during the term of this agreement.

Should either party desire to implement the right to re-open they shall do so within 60 days of the provision of the affordable health care act being implemented.

**ARTICLE XXIV
ILLINOIS MUNICIPAL RETIREMENT FUND**

Section 24.1 Eligibility

Employees who work in excess of six hundred (600) hours per year shall participate in the Illinois Municipal Retirement Fund in accordance with its rules and regulations.

**ARTICLE XXV
COMPENSATION**

Section 25.1 Employee Compensation

The first wage increase under this agreement will be retroactive to May 1, 2010. All full-time bargaining unit Employees shall be compensated as follows:

May 1, 2013 - April 30, 2014 (All wages for Emergency Communications Operator, Training Supervisor and Shift Supervisor shall be increased 2% over the May 1, 2013 – April 30, 2014 wages) All retroactive pay shall be paid to employees covered under this agreement within sixty (60) days of the signing of this agreement.

EMERGENCY COMMUNICATIONS OPERATOR

	<u>Start</u>	<u>6 Months</u>	<u>1 Year</u>	<u>2 Years</u>	<u>3 Years</u>	<u>4 Years</u>	<u>5 Years</u>
Hourly	\$19.77	\$20.45	\$21.79	\$22.88	\$24.02	\$25.21	\$26.48
Per Pay.	\$1,581.41	\$1,636.08	\$1,742.98	\$1,830.29	\$1,921.68	\$2,017.15	\$2,118.34
Annual	\$41,116.6	\$42,538.0	\$45,317.3	\$47,587.4	\$49,963.6	\$52,445.9	\$55,076.7
	1	8	8	9	8	5	4

TRAINING SUPERVISOR

	<u>Start</u>	<u>1 Year</u>	<u>2 Years</u>	<u>3 years</u>	<u>4 Years</u>
Hourly	\$26.46	\$27.39	\$28.35	\$29.34	\$30.37
Pay Per.	\$2,116.70	\$2,190.96	\$2,267.66	\$2,346.82	\$2,229.23
Annual	\$55,034.3	\$56,694.9	\$58,959.2	\$61,017.2	\$63,160.0
	0	6	6	2	3

SHIFT SUPERVISOR

	<u>Start</u>	<u>1 Year</u>	<u>2 Years</u>	<u>3 Years</u>	<u>4 Years</u>
Hourly	\$27.65	\$28.90	\$30.20	\$31.56	\$32.98
Pay Per.	\$2,212.18	\$2,311.73	\$2,416.18	\$2,524.70	\$2,638.13
Annual	\$57,516.5	\$60,104.9	\$62,820.5	\$65,642.3	\$68,591.3
	8	3	8	0	3

May 1, 2014 – April 30, 2015 (All wages for Emergency Communications Operator, Training Supervisor and Shift Supervisor shall be increased 2% over the May 1, 2014 – April 30, 2015 wages)

EMERGENCY COMMUNICATIONS OPERATOR

	<u>Start</u>	<u>6 Months</u>	<u>1 Year</u>	<u>2 Years</u>	<u>3 Years</u>	<u>4 Years</u>	<u>5 Years</u>
Hourly	\$20.16	\$20.86	\$22.22	\$23.34	\$24.50	\$25.72	\$27.01
Per Pay.	\$1,613.04	\$1,668.80	\$1,777.84	\$1,866.89	\$1,960.11	\$1,057.50	\$2,160.70
Annual	\$41,938.9	\$43,388.8	\$46,223.8	\$48,539.2	\$50,962.9	\$53,494.8	\$56,178.2
	4	4	4	4	5	7	7

TRAINING SUPERVISOR

	<u>Start</u>	<u>1 Year</u>	<u>2 Years</u>	<u>3 years</u>	<u>4 Years</u>
Hourly	\$65.99	\$27.93	\$28.91	\$29.92	\$30.97
Pay Per.	\$2,159.04	\$2,234.78	\$2,313.02	\$2,393.75	\$2,477.82
Annual	\$56,134.9	\$58,104.2	\$60,138.4	\$62,237.5	\$64,423.2
	9	6	5	6	3

SHIFT SUPERVISOR

	<u>Start</u>	<u>1 Year</u>	<u>2 Years</u>	<u>3 Years</u>	<u>4 Years</u>
Hourly	\$28.21	\$29.47	\$30.81	\$32.19	\$33.64
Pay Per.	\$2,256.42	\$2,357.96	\$2,464.50	\$2,575.20	\$2,690.89
Annual	\$58,666.9	\$61,307.0	\$64,076.0	\$66,955.1	\$69,963.1
	1	3	3	5	5

May 1, 2015-April 30, 2016 (All wages for Emergency Communications Operator, Training Supervisor and Shift Supervisor shall be increased 2% over the May 1, 2015 – April 30, 2016 wages)

EMERGENCY COMMUNICATIONS OPERATOR

	<u>Start</u>	<u>6 Months</u>	<u>1 Year</u>	<u>2 Years</u>	<u>3 Years</u>	<u>4 Years</u>	<u>5 Years</u>
Hourly	\$20.57	\$21.28	\$22.67	\$23.80	\$24.99	\$26.23	\$27.55
Per Pay.	\$1,645.30	\$1,702.18	\$1,813.39	\$1,904.23	\$1,999.32	\$2,098.64	\$2,203.92
Annual	\$42,777.7	\$44,256.6	\$47,148.2	\$49,510.0	\$51,982.2	\$54,564.7	\$57,301.8
	2	2	0	2	1	7	4

TRAINING SUPERVISOR

	<u>Start</u>	<u>1 Year</u>	<u>2 Years</u>	<u>3 years</u>	<u>4 Years</u>
Hourly	\$27.53	\$28.49	\$29.49	\$30.52	\$31.59
Pay Per.	\$2,202.22	\$2,279.47	\$2,359.28	\$2,441.63	\$2,527.37
Annual	\$57,257.6	\$59,266.3	\$61,341.2	\$63,482.3	\$65,711.7
	9	4	2	1	0

SHIFT SUPERVISIOR

	<u>Start</u>	<u>1 Year</u>	<u>2 Years</u>	<u>3 Years</u>	<u>4 Years</u>
Hourly	\$28.77	\$30.06	\$31.42	\$32.83	\$34.31
Pay Per.	\$2,301.55	\$2,405.12	\$2,513.79	\$2,626.70	\$2,744.71
Annual	\$59,840.2	\$62,533.1	\$65,358.5	\$68,294.2	71,362.42
	5	7	3	5	2

May 1, 2016-April 30, 2017 (All wages for Emergency Communications Operator, Training Supervisor and Shift Supervisor shall be increased 2% over the May 1, 2016 – April 30, 2017 wages)

EMERGENCY COMMUNICATIONS OPERATOR

	<u>Start</u>	<u>6 Months</u>	<u>1 Year</u>	<u>2 Years</u>	<u>3 Years</u>	<u>4 Years</u>	<u>5 Years</u>
Hourly	\$20.98	\$21.70	\$23.12	\$24.28	\$25.49	\$26.76	\$28.10
Per Pay.	\$1,678.20	\$1,736.22	\$1,849.66	\$1,942.32	\$2,039.30	\$2,140.62	\$2,248.00
Annual	\$43,633.2	\$45,141.7	\$48,091.1	\$50,500.2	\$53,021.8	\$55,656.0	\$58,447.8
	7	5	6	2	6	6	7

TRAINING SUPERVISOR

	<u>Start</u>	<u>1 Year</u>	<u>2 Years</u>	<u>3 years</u>	<u>4 Years</u>
Hourly	\$28.08	\$29.06	\$30.08	\$31.13	\$32.22
Pay Per.	\$2,246.26	\$2,325.06	\$2,406.46	\$2,490.46	\$2,557.92
Annual	\$58,402.8	\$60,451.6	\$62,568.0	\$64,751.9	\$67,025.9
	4	7	4	6	3

SHIFT SUPERVISIOR

	<u>Start</u>	<u>1 Year</u>	<u>2 Years</u>	<u>3 Years</u>	<u>4 Years</u>
Hourly	\$29.34	\$30.67	\$32.05	\$33.49	\$35.00
Pay Per.	\$2,347.58	\$2,453.22	\$2,564.07	\$2,679.24	\$2,799.60
Annual	\$61,037.0	\$63,783.8	\$66,665.7	\$69,660.1	\$72,789.6
	5	3	0	4	7

Section 25.2 Acting Supervisor Pay

The Employer will designate a non-probationary full-time Emergency Communication Operator as an acting supervisor when no supervisory personnel are on duty. Designation of the acting supervisor will be based on seniority. Emergency communications Operators acting as supervisor will be compensated at the rate of an additional \$1.00 per hour for each hour served in the acting capacity

Section 25.3 Training Operator Pay

The Executive Director will periodically designate an Emergency Communications Operator(s) as training operator(s). ETO's will be compensated at the rate of an additional \$1.00 per hour for each hour served in the acting capacity. The training operator must complete and submit a daily observation report (DOR) for each day of training, prior to the end of each shift. Failure to submit the DOR will result in a loss of this additional compensation for that day.

Section 25.4 Training Operator Pay/Acting Supervisor Pay

If an Employee is acting as both the Acting Supervisor and the Training Operator the affected Employee will be compensated at the rate of an additional \$2.00 per hour for each hour served in the acting capacity.

**ARTICLE XXVI
SAVINGS CLAUSE**

Section 26.1 Savings Clause

If any provision of this Agreement or any application thereof should be declared unlawful, invalid or unenforceable to virtue of any judicial action or by existing or subsequently enacted Federal or State legislation or by Executive order or other competent authority, including boards or agencies, the remaining provisions of this Agreement shall remain in full force and effect. In such event, upon the request of either party, the parties shall meet promptly and negotiate with respect to substitute provisions for those provisions rendered or declared unlawful, invalid or unenforceable.

**ARTICLE XXVII
ENTIRE AGREEMENT**

Section 27.1 Entire Agreement

This Agreement, upon ratification, supersedes all prior practices and agreements, whether written or oral, unless expressly stated to the contrary herein, and constitutes the complete and entire agreement between the parties, and concludes collective bargaining for its terms. QUADCOM and MAP Chapter #546, for the duration of this Agreement, each voluntarily and unqualifiedly waive the right, and each agrees that the other shall not be obligated to bargain collectively with respect to any subject or matters referred to or covered in this Agreement, including the impact of QuadCom's exercise of its rights as set forth herein on wages, hours or terms and conditions of employment. In so agreeing, the parties acknowledge that, during the negotiations which resulted in this Agreement, each had the unlimited right and opportunity to make demands and proposals with respect to any subject or matter not removed by law from the area of collective bargaining, and that the understandings and agreements arrived at by the parties after the exercise of that right and opportunity are set forth in this Agreement.

**ARTICLE XXVIII
TERM OF AGREEMENT**

Section 28.1 Term of Agreement

Unless specifically provided otherwise, this Agreement shall remain in full force and effect as of the date it is ratified by the Parties and shall remain in full force and effect until April 30, 2017. It shall be automatically renewed from year to year thereafter unless either Party notifies the other in writing at least sixty (60) days prior to the expiration date set forth above that it desires to modify the Agreement. If either party submits such written notice, the Parties' designated representatives shall commence negotiations in a timely manner.

Executed this _____ day of _____, 2013 upon ratification by QuadCom and the Union.

QUADCOM 9-1-1
COMMUNICATIONS SYSTEM

METROPOLITAN ALLIANCE OF POLICE
CHAPTER # 546

QUADCOM PUBLIC SAFETY COMMUNICATIONS SYSTEM BY-LAWS

ARTICLE I - PURPOSE

QUADCOM PUBLIC SAFETY COMMUNICATIONS SYSTEM (Quadcom) is a public agency voluntarily established by its members pursuant to Article VII, Section 10 of the 1970 Constitution of the State of Illinois and the Intergovernmental Cooperation Act for the purpose of providing the equipment, services and other items necessary and appropriate for the establishment, operation and maintenance of a joint Public Safety Communications System for the mutual benefit of the participants hereto, to provide such services on a contract basis to other governmental units and to provide a forum for discussion, study development and implementation of recommendations of mutual interest regarding public safety communications within Northern Kane County, Illinois and Northern Cook County, Illinois.

ARTICLE II - POWERS

Quadcom shall have the following powers in its own name:

- A. To enter into contracts in its own name, including contracts for the performance of services to other governmental units;
- B. To employ agents and employees;
- C. To acquire, lease, hold and dispose of property, both real and personal;
- D. To incur debts, liabilities or obligations necessary for the accomplishment of its purpose;
- E. The purchase or lease of the necessary equipment and machinery;
- F. The employment of the necessary personnel for the operation and maintenance of the system adequately designed to handle citizens' calls for emergency services;
- G. To sue in its own name or with the consent of a member or members;
- H. All powers necessary and incidental to carrying out the purposes set forth in Article I of these By-Laws.

ARTICLE III - PARTICIPATION

- A. All villages and fire protection districts wholly or partly within or adjacent to Northern Kane County, Illinois or Northern Cook County, Illinois, and providing public safety service are eligible for participation in Quadcom.
- B. Participation shall be contingent upon the execution of the Joint Public Safety Communications Systems Agreement creating and establishing Quadcom, the payment of each participant of a fee to be determined and agreed upon and such conditions as may be determined from time to time by the Board of Directors. New participants shall be admitted by a majority vote of the members of the Board of Directors. The payment of the fee required in this paragraph shall be made within thirty (30) days of the new participant's admission to Quadcom.
- C. All new participants shall become subject to existing debts and liabilities of Quadcom to the same extent as all other participants.

ARTICLE IV - ORGANIZATION

A. BOARD OF DIRECTORS

The powers of the Board of Directors shall be those necessary and incidental to carrying out the purposes set forth in Article I of these By-Laws.

1. The Board of Directors shall be made up of the Mayor or President of each participating municipality and the President of the Board of Trustees of one of the participating Fire Protection Districts. The Mayor or President may designate an alternate elected official or the Village Manager/Administrator to take his or her place on the Board. The Fire Protection Districts may designate an alternate member of the Board of Directors from among the trustees of the participating Fire Protection Districts.

2. The Chairman shall be one of the members of the Board of Directors elected at the annual meeting.

3. Meetings

a. Regular meetings shall be held in February and September. The February meeting shall be the annual meeting. The time and date shall be determined by the Chairman. The meetings shall be held in the building housing the Quadcom office. Thirty days' notice of regular meeting shall be given to members of the Board of Directors and Presidents of participating Fire Protection Districts.

b. Special meetings may be held at the call of the Chairman, or at the written request of two members of the Board of Directors. Time and date shall be determined by the Chairman of the Board of Directors. The meeting shall be held in the building housing the Quadcom offices. A minimum of forty-eight hours' written notice shall be given to the Board of Directors and President of participating Fire Protection Districts including an agenda for the meeting. Only those items appearing on the agenda may be considered at the meeting.

4. Voting

a. A quorum shall be a majority of the members of the Board of Directors.

b. Each member in attendance shall have one vote.

c. Proxy votes shall not be allowed.

d. A majority vote of the members of the Board of Directors shall be necessary for any action unless otherwise provided for in these By-Laws.

5. Duties

- a. Determine general policy of Quadcom.
- b. Hire auditors for annual audit of financial affairs of Quadcom at the end of each fiscal year and provide for such report to be delivered to each member.
- c. Authorize by resolution any officer or agent to sign checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of Quadcom and approved by the Executive Committee.
- d. Select by resolution banks as depositories.
- e. Approve new members by a majority vote.
- f. Approve amendments to the By-Laws by a majority vote.
- g. Serve without compensation from Quadcom.

6. Management and Operation Alternative

The Board of Directors may contract with a participating agency to provide management and operational services to Quadcom on an interim basis.

B. EXECUTIVE COMMITTEE

The Executive Committee shall be responsible for the operations of Quadcom, subject to the policy directions and limitations established by the Board of Directors.

1. Membership. The Fire Chief and Police Chief of each department receiving communication services from Quadcom shall be a member of the Executive Committee. Each member of the Executive Committee may designate in writing to Quadcom an alternate who may serve and vote in his absence.

2. Duties.

- a. Oversee the daily operating affairs of Quadcom including the right to review administrative decisions concerning personnel, operation procedures, expenditures and the utilization of personnel.
- b. Submit a proposed budget for the upcoming fiscal year to the Board of Directors no later than January 31.
- c. Approve expenditures up to \$4,000 pursuant to the budget approved by the Board of Directors. Expenditures in excess of \$4,000 shall require the approval of the Board of Directors.
- d. Make recommendations to the Board of Directors concerning operating and personnel policies.
- e. Employ and remove the Director with the advice and consent of the Board of Directors and evaluate the performance of the Director.
- f. Investigate all complaints concerning the administration and operation of Quadcom.
- g. Serve without compensation from Quadcom.

3. Officers. The officers of the Executive Committee shall consist of a Chairman, Vice-Chairman and Secretary/Treasurer. The officers shall be selected annually from among the membership of the Executive Committee. The Director may serve as the Secretary/Treasurer but shall have no vote.

a. Chairman

- (1) The Chairman shall conduct meetings of the Executive Committee and shall serve as the liaison between the Board of Directors and Executive Committee.

- (2) The Chairman shall sign with the Secretary/Treasurer any instrument or document authorized by the Executive Committee.
 - (3) Perform all duties incident to the office of chairman or other such duties as may be prescribed by the Executive Committee from time to time provided that such actions are consistent with the Quadcom By-Laws.
- b. Vice-Chairman In the absence of the Chairman or in the event of his inability or refusal to act, the Vice-Chairman shall perform the duties of Chairman, and when so acting shall have all the powers of and be subject to all the restrictions upon the Chairman.
- c. Secretary/Treasurer The Secretary/Treasurer shall have the following duties:
- (1) To keep the minutes of the Board of Directors and Executive Committee meetings in the official book provided for that purpose.
 - (2) To see that all notices are duly made, given or published in accordance with the provisions of these By-Laws or as required by law.
 - (3) To act as custodian of the records of Quadcom.
 - (4) To perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned to him by the Executive Committee or by the Board of Directors.
 - (5) Have charge and custody of and be responsible for all funds and securities of Quadcom, receive and give receipts for monies due and payable to Quadcom from any source whatsoever, and deposit all

such monies in the name of Quadcom in such banks, trust companies or other depositories as shall be selected in accordance with the provisions of these By-Laws.

- (6) In general perform all the duties incident to the office of Treasurer and such other duties as from time to time may be assigned to him by the Executive Committee or by the Board of Directors.

4. Meetings

- a. Regular meetings shall be held on a monthly basis.
- b. Special meetings of the Executive Committee may be called by its chairman, or any four official representatives to the Executive Committee provided that notice of such special meeting shall be in writing and signed by such four official representatives; shall contain the time, date, and location of such special meeting; and shall be forwarded along with an agenda to each official representative to the Executive Committee not less than 24 hours prior to the meeting.

5. Rules and Procedures

- a. A quorum for the transaction of all business by the Executive Committee shall consist of a majority of the members of the Executive Committee.
- b. Only the chief officer of a department or their appointed delegate if such chief officer is absent shall vote as the official representative of the member agency to the Executive Committee.
- c. No proxy votes or absentee voting shall be permitted.
- d. A majority vote of the membership of the Executive Committee is required for approving the actions of the Executive Committee.

- e. The Executive Committee may establish rules for its own procedures which are not inconsistent or contrary to the Statutes of the State of Illinois, Quadcom By-Laws, or the Quadcom Agreement.

C. Director

1. Employment

- a. The Director shall be the administrative head of Quadcom and shall be directly responsible to the Executive Committee for the administration and operation of Quadcom. He shall be chosen on the basis of the administrative and executive qualifications with special reference to his actual experience in or his knowledge of accepted practice with respect to the duties of his office hereinafter set forth.
- b. Any vacancy in the office of Director shall be filled within ninety (90) days after the effective date of such vacancy, and, in the case of absence or disability of the Director, the Executive Committee may designate any other qualified employee of Quadcom or participating agency to perform the duties of Director during such absence or disability.
- c. The Director may be suspended up to thirty (30) days by the Executive Committee by a majority vote of the Executive Committee, with the consent of the Board of Directors.

2. Duties

The duties of the Director shall be:

- a. To attend all meetings of the Board of Directors and Executive Committee unless excused therefrom.

- (1) The Director shall have the right to take part in the discussion of all matters coming before the Board of Directors and Executive Committee but shall have no vote therein.
 - (2) The Director shall be entitled to and given notice of all meetings, regular and special, of the Board of Directors and Executive Committee.
- b. To appoint, evaluate, promote, demote or remove employees pursuant to the personnel policies of Quadcom.
 - c. To recommend to the Executive Committee for adoption such measures as he may deem necessary or expedient for the efficient operation of Quadcom.
 - d. To enforce, to administer, and to make operative the policy of Quadcom as established by the Board of Directors and Executive Committee.
 - e. To prepare a monthly report of Quadcom activities and to submit the report monthly to the Executive Committee.
 - f. To prepare a proposed annual budget as well as a report of estimated revenues in order to determine the estimated funds necessary to defray the expenses of Quadcom for the fiscal year. The Director shall submit the proposed budget to the Executive Committee no later than December 31.
 - g. To purchase all materials, supplies and equipment for which funds are provided in the budget. All purchases in excess of \$500 shall require the prior approval of the Executive Committee. All purchases in excess of \$4,000 require two or more bids unless waived by the Board of Directors.
 - h. To keep a current inventory of all real and personal property of Quadcom.

- i. To perform such other duties as may be delegated to him from time to time by the Executive Committee.

ARTICLE V - FINANCE

A. BUDGET

1. The fiscal year of Quadcom shall commence May 1 and end of April 30.
2. An annual budget shall be adopted by the Board of Directors at its regular February meeting each year.
 - a. The Director of Quadcom shall prepare a proposed annual budget for the Executive Committee no later than December 31.
 - b. Not later than its regular January meeting, the Executive Committee shall review the proposed annual budget.
 - c. Following approval thereof by the Executive Committee, the proposed budget shall be submitted to the Board of Directors.
3. Immediately upon approval of the annual budget, the Board of Directors shall have the authority to fix cost-sharing charges for all participants in Quadcom in accordance with the following provisions:
 - a. All activities of Quadcom shall be cost shared by the member agencies. For the purpose of determining each member agency's cost share, consideration shall be given to a fixed fee and service calls. The formula, based upon these criteria, shall yield a cost share to be approved annually by the Board of Directors subject to the provision of Paragraph 9 of the Quadcom Agreement. Such cost sharing determination shall be made no later than February of each year based upon statistical information from the previous calendar year. The determination of each member agency's cost share shall

be based on a fixed fee of 25% equally divided among each participating police and fire department with the remaining 75% to be divided among member agencies on the basis of calls for service.

- b. Billing shall commence May 1 of each year. Any participating municipality whose charges have not been paid within sixty (60) days after billing shall not be entitled to further voting privileges, nor to hold any office, nor to use Quadcom equipment or facilities and services until such time as such charges have been paid.
- c. Each participating agency shall take all required actions to authorize the funds necessary to meet its obligations under these By-Laws. Certified copies of the appropriation or budget, and levy ordinance or resolution adopting the budget of each participating agency showing such item shall be delivered to the Board of Directors within thirty (30) days of the passage of each of said ordinance or resolution.
- d. In making purchases and/or letting contracts for services, equipment supplies or materials:
 - (1) If funds for such services, equipment, supplies or materials are provided by item in the current Quadcom budget, the Executive Committee may award such contracts or make such purchases provided that if such contract amount or if such purchase exceeds \$4,000, the Executive Committee shall be required to receive sealed bids not less than seven (7) days after placing an advertisement in a newspaper having general circulation within the corporate limits of the member municipalities, and further provide that such contract or

purchase shall be let to or made from the lowest responsible bidder except as provided in Article V, Paragraph A.3.d.(2). This provision may be waived by the Board of Directors by majority vote.

(2) Should such contract or purchase be of an amount in excess of that provided in that current Quadcom budget, or should such low bidder fail to be the lowest responsible bidder, the Executive Committee shall advise the Board of Directors thereof and shall also make recommendations as to whether or not the contract or purchase is desirable, or which of several offers is most desirable for Quadcom.

e. After adoption of the annual budget by the Board of Directors, the Executive Committee shall make all expenditures in accordance with such budget and shall not contravene same in any way without the prior approval of the Board of Directors.

(1) The Treasurer of Quadcom shall have the power to transfer funds (not to exceed five thousand dollars for any single purpose) within the total budget amount in order to meet unanticipated needs or to meet changed situations upon the approval of the Executive Committee.

(2) Such action of the Treasurer shall be reported to the Board of Directors at their regular meeting.

B. AUDIT

1. The Board of Directors shall call for an annual audit of the financial affairs of Quadcom, to be made by a Certified Public Accountant at the end of each fiscal year in accordance with generally accepted auditing principles.

2. An original copy of the annual audit report shall be delivered to each participating agency.

ARTICLE VI - LIABILITY AND PROPERTY

- A. Except as otherwise provided by individual contracts, all participating agencies in Quadcom shall be jointly and severally liable for the debts and liabilities of Quadcom.
- B. Each participating agency shall defend, protect, indemnify, keep and save harmless one another and Quadcom, its officers, agents and employees, against all injuries, deaths, losses, damages, claims, liens, suits, liabilities, judgments, costs, expenses and attorneys' fees, which may directly or indirectly arise from the operation or maintenance of Quadcom or from the failure of any participating agency to comply with any of the terms of the Quadcom Agreement or these By-Laws.
- C. All property acquired by Quadcom shall be owned in common by the parties to the Quadcom Public Safety Communications Systems Agreement unless otherwise determined in writing by all parties.

ARTICLE VII - WITHDRAWAL, TERMINATION, DISSOLUTION

- A. Any participant may at any time give written notice to Quadcom c/o The Director, of withdrawal from the venture subject to the provisions of Article VII D. The nonpayment of cost sharing charges as set forth herein, or the refusal or declination of any participant to the bound by any obligation of the Board of Directors and Executive Committee shall constitute notice of withdrawal.
- B. Upon any such withdrawal:
 1. Withdrawal shall not take effect for a period of 180 days from date of such notification.

2. Upon withdrawal, the withdrawing participant shall continue to be responsible for the following:
 - a. For 100% of its pro rata share of any authorized unpaid capital or system development costs.
 - b. For its share of operational costs to April 30 following the termination date.
 - c. For any contractual obligations it has separately signed with Quadcom.
 - d. For the prompt return of all equipment it is using that was purchased and owned by Quadcom.
 - e. If withdrawal results in termination of this Agreement, then the withdrawing participant shall participate in the termination of this contract as set forth in Article VII, Section C, of these By-Laws.
- C. On withdrawal of a participant so as to reduce the number of continuing participants to less than that required to keep Quadcom operational, or upon the unanimous action of the participants to dissolve, then the Agreement shall be terminated and Quadcom dissolved. Upon such dissolution (and after payment of all debts), all assets or liabilities of Quadcom shall be distributed among the members who had participated in Quadcom for more than one (1) year prior to such mandatory dissolution in amounts proportional to the member's contribution under the cost-sharing formula.
- D. No participant being a party to the Agreement may withdraw for a period of one (1) year from the date of the initial signing of the Agreement.

ARTICLE VIII - AMENDMENT

- A. Amendment to these By-Laws may be proposed by any member of the Board of Directors or by the Executive Committee.

1. The amendment shall be submitted to the Board of Directors at least thirty (30) days prior to the meeting of the Board of Directors at which such amendment is to be considered.
 2. The proposed amendment and the reason therefor shall be considered by the Board of Directors, along with the recommendations of the Executive Committee.
- B. A majority vote of the Board of Directors shall be required to adopt any amendment to these By-Laws.

ARTICLE IX - PARLIAMENTARY AUTHORITY

All matters not covered by these By-Laws shall be governed by Robert's Rules of Order.

ARTICLE X - EFFECTIVE DATE

These By-Laws shall go into effect immediately upon the execution of the Quadcom Public Safety Communications System Agreement by all of the original participants in the venture. Any amendment to these By-Laws shall take effect immediately upon approval thereof.

C:\TEXT\REK\19123\QUADCOM.BYL

QUADCOM 9-1-1 SYSTEM

AMENDED

INTERGOVERNMENTAL COOPERATION AGREEMENT
TO ESTABLISH A JOINT EMERGENCY TELEPHONE SYSTEM BOARD
DATED JULY 20, 1989.

THIS AGREEMENT, entered into on the effective date specified hereafter, by and between the municipalities signatory hereto and also those which may hereafter become signatory:

WITNESSETH:

WHEREAS, the signatories have determined that the implementation of an enhanced 9-1-1 Emergency Telephone System would provide a significant public safety benefit to the citizens of each of the participating municipalities; and

WHEREAS, the signatories have determined that a Joint Emergency Telephone System would be beneficial on an individual and mutual basis, and

WHEREAS, Chapter 134, Paragraph 45.4 of the Illinois Revised Statutes permits the formation of a Joint Emergency Telephone System Board to oversee the implementation and operation of a 9-1-1 emergency telephone system, and

WHEREAS, Chapter 127, Section 741 of the Illinois Revised Statutes provides for the joint exercise by two or more local governments of any power common to them:

NOW THEREFORE BE IT AGREED BY AND BETWEEN THE PARTIES AS FOLLOWS:

1. Venture Established. Pursuant to Article VII, Section 10 of the 1970 Constitution and Chapter 127, Section 741 of the Illinois Revised Statutes, the undersigned have entered into an intergovernmental agreement to establish a public safety communications system including a 9-1-1 emergency telephone system. (Quadcom Public Safety Communications System Agreement, 11/87)

2. Joint Emergency Telephone System Board. The parties hereto agree to establish a Joint Emergency Telephone System Board pursuant to Chapter 134, Paragraph 45.4 of the Illinois Revised Statutes. The Joint Emergency Telephone System Board shall be made up of those individuals who serve on the Quadcom Board of

Directors. Any subsequent participating municipality or fire protection district in the Quadcom Central Dispatch System shall be entitled to representation on the Joint Emergency Telephone System in a manner designated in the Quadcom Intergovernmental Agreement.

3. By-Laws. The Joint Emergency Telephone System Board shall be subject to and shall be governed by certain By-Laws, a copy of which is attached hereto as Exhibit "A" and by this reference made a part of this Agreement, together with any amendments which may be made to said By-Laws in the manner and means therein set forth.

4. Participation. The Joint Emergency Telephone System Board shall have the authority to adopt such By-Laws as are necessary for the operation of the Board.

5. Termination. Any party to this Agreement may cease to be a party hereto and may withdraw from participation in the manner and means set forth in the By-Laws.

6. Powers of the Board. The powers and duties of the Emergency Telephone System Board created by this Agreement shall include, but not be limited to the following:

- A. Planning a 9-1-1 emergency telephone system.
- B. Coordinating and supervising the implementation, upgrading, maintenance and operation of the system including the establishment of equipment specifications and coding systems.
- C. Receiving monies from the surcharge imposed under Section 15.3 of the Emergency Telephone System Act, and from any other source, for deposit into the Emergency Telephone System Fund.
- D. Authorizing all disbursements from the fund including the repayment of any monies advanced for the planning and implementation of the system.
- E. Hiring, on a temporary basis, any staff necessary for the implementation or upgrade of the system.
- F. Making and entering into contracts.
- G. Acquiring, holding and disposing of property.
- H. Incurring debts, liabilities or obligations necessary for the accomplishment of its purposes.

7. Amendment. This Agreement may not be amended, except by written agreement and resolution of all the then current parties thereto.

8. Duration. This Agreement shall continue in effect until rescinded by unanimous consent of the current parties.

9. Enforcement. Each member shall have the right to enforce this Agreement against any other member. If suit is necessary, a defaulting member shall pay reasonable attorney's fees as adjudicated by the Court.

10. Effective Date. This Agreement shall become effective when signed by all respective representatives of the Village of Carpentersville, the Village of East Dundee, the Village of West Dundee, and the Village of Sleepy Hollow.



July 25, 2007

BY-LAWS

QUADCOM JOINT EMERGENCY TELEPHONE SYSTEM BOARD

ARTICLE I – PURPOSE

The QuadCom Joint Emergency Telephone System Board (hereinafter referred to as the JETS Board) is a cooperative venture voluntarily established by its members pursuant to the Intergovernmental Cooperation Act, Illinois Compiled Statutes and the Illinois Emergency Telephone System Act, 50 ILCS 750/1 for the purpose of establishing a Joint Emergency Telephone System Board

ARTICLE II – POWERS

A. The powers and duties of the JETS Board shall be defined by the Intergovernmental Cooperation Agreement establishing the Joint Emergency Telephone System Board, the statute, 50 ILCS 750/1 (Emergency Telephone System Act) and By-Laws. Such powers and duties shall include, but need not be limited to the following:

1. Planning a 9-1-1 system.
2. Coordinating and supervising the implementation, upgrading or maintenance of the system, including the establishment of equipment specifications and coding systems.
3. Receiving monies from the surcharge imposed under Section 15.3, and from any other source, for deposit into the Emergency Telephone System Fund
4. Authorizing all disbursements from the fund including the repayment of any monies advanced for the planning and implementation of the system.

5. Hiring, on a temporary basis, any staff necessary for the implementation or upgrade of the system.
6. Making and entering into contracts.
7. Acquiring, holding and disposing of property.
8. Incurring debts, liabilities or obligations necessary for the accomplishment of its purposes.
9. Purchasing and leasing necessary equipment.
10. Exercising all powers necessary and incidental to carrying out its purpose set forth in these By-Laws and the State of Illinois Emergency Telephone System Act.
11. The JETS Board may appoint the QuadCom Director to serve as the Secretary of the JETS Board.

ARTICLE III – PARTICIPATION

A. Any municipality which has passed a 9-1-1 referendum calling for the collection of a 9-1-1 surcharge and is a full participating member of QuadCom may participate in the JETS Board.

B. Participation by any municipality shall be contingent upon the execution of the Joint Emergency Telephone System Intergovernmental Agreement creating and establishing the QuadCom JETS Board.

C. The JETS Board shall be made up as follows:

1. The Village President or his/her designee of Municipalities who are full participating members of QuadCom;
2. The Fire District President or his/her designee of Fire Protection Districts who are full participating members of QuadCom;
3. One police or fire chief of Municipalities who are full participating members of QuadCom;

4. The fire chief of Fire Protection Districts who are full participating members of QuadCom;
5. One public member who is a resident of the local exchange service territory included in the 9-1-1 coverage area of QuadCom. The public member shall be selected by the Joint Emergency Telephone System Board on an annual basis.

D. Membership in QuadCom shall also be contingent on the new member providing a mutually agreed upon cost-sharing contribution to 9-1-1 operations whether it be derived from surcharge funding, other sources or a combination thereof.

E. All new participating members shall become subject to the existing debts and liabilities of QuadCom, to the same extent as all other members.

ARTICLE IV – ORGANIZATION

A. BOARD OF DIRECTORS

The powers of the Board of Directors shall be those necessary and incidental to carrying out the purposes set forth in Article I and Article II of these By-Laws.

The Board of Directors shall include an elected official, or a designated representative of the elected official, from each participant in QuadCom and a representative of one public safety agency of each QuadCom participant. Selection of the representatives shall be made by each participant. In addition, one public member shall be appointed to the Board of Directors.

1. OFFICERS – The officers of the JETS Board shall consist of a Chairman, Vice-Chairman, Secretary and Treasurer.

The officers shall be selected annually from among the membership of the JETS Board. The Director of QuadCom may serve as the Secretary but shall not vote.

- a. CHAIRMAN – The Chairman shall:
 - (1) Conduct meetings of the JETS Board.
 - (2) Perform all duties incident to the office of chairman or such other duties as may be prescribed by the JETS Board from time to time provided that such actions are consistent with the JETS Board By-Laws and the Emergency Telephone System Act.
- b. VICE-CHAIRMAN – In the absence of the Chairman or in the event of his inability or refusal to act, the Vice-Chairman shall perform the duties of the Chairman, and when so acting shall have all the powers of and be subject to all the restrictions upon the Chairman.
- c. SECRETARY – The secretary shall have the following duties:
 - (1) To keep the minutes of the Board of Directors.
 - (2) To see that all notices are duly made, given or published in accordance with the provisions of these By-Laws or as required by law.
 - (3) To act as custodian of the records of the JETS Board.
 - (4) To perform all duties incidental to the office of Secretary and such other duties as from time to time may be assigned to him by the Board of Directors.
 - (5) To reconcile monthly all bank statements and accounts as provided by the municipal treasurer and to prepare reports of the disbursements of JETS funds.
- d. MUNICIPAL TREASURER

- (1) For the purpose of receiving and depositing the telephone surcharge tax monies for the QuadCom Joint Emergency Telephone System Board, a Municipal Treasurer shall be selected annually from among the Treasurers of the participating municipalities of QuadCom.
- (2) The Municipal Treasurer so designated shall perform the following duties:
 - (a) Receive and give receipts for the telephone surcharge tax monies payable to the JETS Board.
 - (b) Deposit of the telephone surcharge tax monies into an account designated by the JETS Board.
 - (c) Receive the monthly bank statement of surcharge account, and forward to the JETS Secretary with a monthly report.
 - (d) Provide an Annual Fiscal Report to the JETS Board of all telephone surcharge monies received and deposited, to include interest earned on said account.

2. MEETINGS

- a. Regular meetings shall be held in February and September. The February meeting may be the annual meeting. The time and date shall be determined by the Chairman. The meetings may be held in the building housing the QuadCom offices. Appropriate notice of regular meeting shall be given to members of the Board of Directors.
- b. Special meetings may be held at the call of the chairman, or at the written request of two members of the Board of Directors. Time and date shall be determined by the Chairman of the Board of Directors or his/her designee. The meeting may be held in the building housing the QuadCom offices. A minimum of forty-eight hours written notice shall be given to the Board of Directors.

3. VOTING

- a. A quorum shall be a majority of the members of the Board of Directors.
- b. Each member of his/her designee in attendance shall have one vote.
- c. Proxy votes shall not be allowed.
- d. A majority vote of the members of the Board of Directors shall be necessary for any action unless otherwise provided for in these By-Laws.

4. DUTIES

- a. Determine general policy of the JETS Board.
- b. Hire auditors for the annual audit of financial affairs of the JETS Board at the end of each fiscal year and provide for such report to be delivered to each participating member's Secretary or Village Clerk.
- c. Authorize by resolution any officer or agent to sign checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the QuadCom JETS Board.
- d. Select by resolution banks as depositories.
- e. Approve new members by a majority vote.
- f. Approve amendments to the By-Laws by a majority vote unless specifically stated otherwise.
- g. Serve without compensation but shall be reimbursed for their actual and necessary expenses.
- h. Planning a 9-1-1 system.
- i. Coordinating and supervising the implementation, upgrading or maintenance of the system, including the establishment of equipment specifications and coding systems.

- j. Receiving monies from the surcharge imposed by-law, and from any other source, for deposit into the Emergency Telephone System Fund.
- k. Authorizing all disbursements from the fund.
- l. Hiring a Director and any staff necessary for the implementation, operation or upgrade of the system.
- m. To purchase all materials, supplies, services and equipment for which funds are provided in the budget as long as they fall within the following criteria.
 - (1) The design of the Emergency Telephone System.
 - (2) The coding of an initial Master Street Address Guide database, and update and maintenance thereof.
 - (3) The repayment of any monies advanced for the implementation of the system.
 - (4) The charges for Automatic Number Identification and Automatic Location Identification equipment, and maintenance, replacement and update thereof.
 - (5) The non-recurring charges related to installation of the Emergency Telephone System and the ongoing network charges.
 - (6) Other products and services necessary for the implementation, upgrade and maintenance of the system and any other purpose related to the operation of the system, including cost attributable directly to the construction, leasing, or maintenance of any buildings or facilities or costs of personnel attributable directly to the operation of the system.
 - (7) Other items as may be authorized in the Emergency Telephone System Act, 50 ILCS 750/15.4.

B. DIRECTOR

1. APPOINTMENT

- a. The Director shall be the administrative head of the Joint Emergency Telephone System and shall be directly responsible to the Board of Directors for the administration and operation of the Joint Emergency Telephone System.

2. DUTIES

- a. To attend all meetings of the Board of Directors unless excused therefrom.
 - (1) The Director shall have the right to take part in the discussion of all matters coming before the Board of Directors but shall have no vote therein.
 - (2) The Director shall be entitled to and given notice of all meetings, regular and special, of the Board of Directors.
- b. To serve in the capacity of Secretary if so designated.
- c. To recommend to the JETS Board for adoption such measures as he may deem necessary or expedient for the efficient operation of the Joint Emergency Telephone System.
- d. To enforce, to administer, and to make operative the policies of the JETS Board as established by the Board of Directors.
- e. To prepare a proposed annual budget as well as a report of estimated revenues in order to determine the estimated funds necessary to defray the expenses of the JETS Board for the fiscal year. The Director shall submit the proposed budget to the Board of Directors no later than December 31.
- f. To purchase all materials, supplies, services and equipment for which funds are provided in the budget, and/or as approved by the JETS Board.

ARTICLE V – FINANCE

A. BUDGET

1. The fiscal year of the Joint Emergency Telephone System shall commence May 1, and end on April 30.
2. An annual budget shall be adopted by the Board of Directors at its regular February meeting each year.
 - a. The Director of QuadCom shall prepare a proposed annual budget no later than December 31.
 - b. Before adopting the annual budget the JETS Board shall hold a public hearing on the proposed annual budget in accordance with procedures stipulated in the Municipal Budgeting Law.
3. Immediately upon approval of the annual budget, the Board of Directors shall have the authority to fix the surcharge rate as long as the new rate does not exceed the rate specified in the referendum and is set not to exceed budgetary needs. A new rate shall be fixed by a $\frac{3}{4}$ vote of the Board of Directors.
 - a. The amount of surcharge due and owing shall be paid to the Joint Emergency Telephone System Board not later than 30 days after the surcharge liability accrues, net of any network or other 9-1-1 system charges then due the particular telecommunications carrier, as shown on an itemized bill.
 - b. All monies received by the JETS Board pursuant to the surcharge imposed by law shall be deposited into an Emergency Telephone System Fund. The treasurer designed in Section A.1.d of these By-Laws shall be custodian of the fund. All interest accruing on the fund shall remain in the fund. No expenditures may be made from such fund except upon the direction of the Board by resolution passed by a majority of all members of the board. Expenditures may be made only to pay for the costs associated with those areas defined in Section 15.4 of the Emergency Telephone System Act.

B. AUDIT

1. The JETS Board shall call for an annual audit of the financial affairs of the QuadCom Joint Emergency Telephone System, to be made by a Certified Public Accountant at the end of each fiscal year in accordance with generally accepted auditing principals.
2. An original copy of the annual audit report shall be delivered to each participating agency's respective Village Clerk or Secretary.

ARTICLE VI – LIABILITY AND PROPERTY

A. Except as otherwise provided by individual contracts, all participants in the Joint Emergency Telephone System shall be jointly and severally liable for the debts and liabilities of the Joint Emergency Telephone System.

B. Each participant shall defend, protect, indemnify, keep and save harmless one another the Joint Emergency Telephone System and QuadCom, its officers, agents and employees, against all injuries, deaths, losses, damages, claims, liens, suits, liabilities, judgments, costs, expenses and attorneys' fees, which may directly or indirectly arise from the operation nor maintenance of the Joint Emergency Telephone System or from the failure of any participating agency to comply with any of the terms of the Joint Emergency Telephone System agreement or these By-Laws.

C. All property acquired by the JETS Board shall be owned in common by the members of the QuadCom Joint Emergency Telephone System unless otherwise determined in writing by all parties.

ARTICLE VII – WITHDRAWAL, TERMINATION, DISSOLUTION

A. Any participant may at any time given written notice to the JETS Board by service on the Director, of withdrawal from the venture subject to the provisions of Article VII D. The nonpayment of cost sharing charges as set forth herein, or the refusal or declination of any participant to be bound by any obligation of the Board of Directors shall constitute notice of withdrawal.

B. Upon any such withdrawal:

1. Withdrawal shall not take effect for a period of 180 days from date of such notification.
2. Upon withdrawal, the withdrawing participant shall continue to be responsible for the following:
 - a. For 100% of its pro-rated share of any authorized unpaid capital or system development costs.
 - b. For its share of operational costs to April 30 following the termination date.
 - c. For any contractual obligations it has separately signed with the JETS Board.
 - d. For the prompt return of all equipment it is using that was purchased and owned by the JETS Board.
 - e. If withdrawal results in termination of this Agreement, then the withdrawing participant shall participate in the termination of this contract as set forth in Article VII, Section C of these By-Laws.

C. On withdrawal of a participant so as to reduce the number of continuing participants to less than that required to keep the JETS Board operational, or upon the unanimous action of the participants to dissolve, then the Agreement shall be terminated and the JETS Board dissolved. Upon such dissolution (and after payment of all debts) all assets or liabilities of the QuadCom Joint Emergency Telephone System shall be distributed among the members who had participated in the system for more than one (1) year prior to such mandatory dissolution in amounts proportional to the member's contribution under the cost-sharing formula.

D. No participant being a party to the Agreement may withdraw for a period of one (1) year from the date of the initial signing of the Agreement.

ARTICLE VIII – AMENDMENT

A. Amendment to these By-Laws may be proposed by any member of the Board of Directors.

1. The amendment shall be submitted in writing to the Board of Directors at least thirty (30) days prior to the meeting of the Board of Directors at which such amendment is to be considered.
2. The proposed amendment and the reason therefore shall be considered by the Board of Directors, along with the recommendations of the Executive Committee.

B. A majority vote of the Board of Directors shall be required to adopt any amendment to these By-Laws unless specified elsewhere.

C. Any proposed amendments to Article V Finance shall require a unanimous vote.

ARTICLE IX – PARLIAMENTARY AUTHORITY

All matters not covered by these By-Laws shall be governed by Robert's Rules of Order.

ARTICLE X – EFFECTIVE DATE

These By-Laws shall go into effect immediately upon the execution of the QuadCom Intergovernmental Cooperation Agreement establishing the Joint Emergency Telephone System Board by all of the original participants in the venture. Any amendment to these By-Laws shall take effect immediately upon approval thereof.

LETTER OF AGREEMENT

AGREEMENT made and entered into this 14th day of November, 1991 by and between the Quadcom Joint Emergency Telephone System Board (hereinafter referred to as Quadcom JETSB) and the Village of South Barrington Emergency Telephone System Board (hereinafter referred to as South Barrington ETSB) for the purpose of the Quadcom JETSB providing service to the South Barrington ETSB.

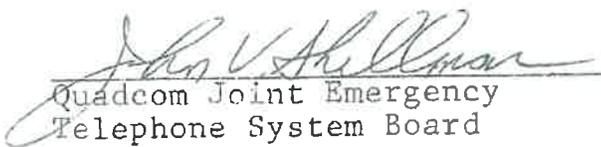
1. The South Barrington ETSB agrees to pay to Quadcom JETSB the amount of \$.62 per telephone line per month for the services provided by Quadcom.

2. The Quadcom JETSB agrees to provide all E-911 services to the South Barrington ETSB including the receipt and processing of 911 calls and the transfer of those calls to the appropriate agency or entity for dispatch and service.

3. Both parties agree that the terms of this agreement are governed by the terms of the applicable Illinois statutes and Illinois Commerce Commission (I.C.C.) tariffs.

4. The South Barrington ETSB will be represented on the Quadcom JETSB and shall have all the rights and powers of the other members of the Quadcom Joint Emergency Telephone System.

5. This agreement shall be made a part of the amendment to the I.C.C. filing and shall be approved by the I.C.C. as part of the process of granting amended authority to the Quadcom JETSB to operate an E-911 system.



Quadcom Joint Emergency
Telephone System Board



Village of South Barrington
Emergency Telephone System
Board

QuadCom Application - please print or type application form

Agency Name: _____

Mailing Address: _____

Street Address: _____

City/State/Zip: _____

Phone: _____ Fax: _____

Contact Person: _____

FULL MEMBERSHIP

As full members of QuadCom, an agency must pay a one time buy in cost; an annual fee; and any 9-1-1 surcharge funds collected up to \$.65 become revenue for QuadCom. Full members have a seat on the QuadCom Executive Committee, QuadCom Board of Directors and the JETS Board of Directors. Communications phone line charges, and radio infrastructure maintenance fees are paid for by QuadCom.

DISPATCH SERVICES

As a contract agency, an annual fee will be charged for dispatch services only. Contract members do not have voting rights on any board or committee. Contract members bear all costs for any additional services needed.

Police Services Only Fire Services Only Both Police & Fire
Does your village currently have a 9-1-1 surcharge: Yes No

If yes, Please indicate the current 9-1-1 surcharge per access line: \$ _____

Approximate monthly 9-1-1 surcharge revenue: \$ _____

Total monthly 9-1-1 access line charges from SBC: \$ _____

Number of access lines being billed to you by SBC: _____

Previous year's total calls for service:

POLICE _____ FIRE: _____

Approximate yearly administrative calls for service (if known): _____

Annual maintenance fee for radio receive equipment: \$ _____

Total Monthly radio circuit phone line costs: _____

Do your vehicles have mobile computers: Yes No

If yes, how many? _____ Network Type (ALERTS/IWIN) _____

Do you have MDC ID's for radio identifiers? [] Yes [] No

Please provide a Map of your jurisdiction coverage area.

PLEASE NOTE: Prior to the commencement of the application process, the applicant must agree to pay in advance the money necessary to fund the cost of a study done by a mutually agreed upon consultant to determine among other things the following:

- 1) Can QuadCom provide the service you are requesting?;
- 2) What capital costs may be associated with providing service to you?, and
- 3) What impact will your membership have on the current QuadCom system and its members? The cost of the study will be determined prior to the beginning of the study. Funds expended by you to conduct the study may be applied to your first year membership/service fees. Any capital costs incurred as a result of QuadCom providing service to you will be your responsibility separate and apart from any membership/service fee. Capital assets necessary for QuadCom to provide service to you shall become the property of QuadCom at the time QuadCom begins providing service to you.

Signature of Applicant: _____

Print name of Applicant: _____

If you need additional information, please contact the QuadCom Director at 847-428-8787

Please complete and return to:

**QuadCom Public Safety Communications System
Attn: Director Of Communications
505 Elm Ridge Road
Carpentersville, Illinois 60110-2063**

END OF REPORT

NOTES: _____

