

DeKalb County Economic Development Corporation Wage and Benefits Survey

Thank you for participating in our Wage and Benefit survey.
Each participating company will receive a copy of the survey report.

1. Company

39 companies responded (totals in this survey range from 27 to 43 due to variances in responses).

4. Total Employment 4522 : full-time 4241 part-time 281

5. Phone _____

6. What was the percent of your company's last annual wage adjustment?

mean of 3.53%(out of 26 responses)

7. What is the effective date of your company's annual wages in this survey? (check one)

Jan 1,2000 July 1,2000 Other _____

Jan 1,2000 18.4%(7 out of 38 responses)
July 1,2000 50% (19 out of 38 responses)
On employees' anniversaries 13.2%(5 out of 38 responses)
Other dates 18.4%(7 out of 38 responses)

Survey questions apply to all regular, permanent employees who are eligible for company benefits. Please check the appropriate box and enter the appropriate information.

		Full Time Employees			Part-time Employees		
		Yes	No	How Many days per Year	Yes	No	How Many Days per Year?
8	Paid Holidays	38 of 39 97.4%		9 mean of 8.9 days	2 of 27 7.4%		10 not enough data to report meaningful statistics.
11	Paid Sick Leave	25 of 40 60%		12 mean of 15.1 days	1 of 27 3.7%		13 not enough data to report meaningful statistics.
14	Paid Maternity Leave	19 of 37 51.4%		15 mean of 41.9 days **	1 of 27 3.7%		16 not enough data to report meaningful statistics.

** There were 8 responses to the number of days for **maternity** leave: 13 weeks (recorded as 65 days), 5 days, 30 days, 6 or **8 weeks** (recorded as 34 days), 6 **weeks** (recorded as 30 days), 130 days, 20 days, and 20 days.

		Full-time Employees		Part-time Employees	
		Yes	No	Yes	No
17	Credit Union	16 of 39 responses 41%		10 of 27 responses 37%	
18	Shift Premium	17 of 39 responses 43.6%		9 of 27 responses 33.3%	
19	Suggestions System	17 of 39 responses 43.6%		10 of 27 responses 37%	
20	Profit Sharing	25 of 39 responses 64.1%		6 of 27 responses 22.2%	
21	Christmas Bonus	16 of 39 responses 41%		10 of 27 responses 37%	
22	Educational Reimbursement	32 of 39 responses 82%		7 of 27 responses 25.9%	
23	Employee Discounts	16 of 39 responses 41%		8 of 27 responses 29.6%	
24	Commission On Sales	16 of 39 responses 41%		2 of 27 responses 7.4%	
25	Stock Purchase Plan	8 of 39 responses 20.5%		1 of 27 responses 3.7%	
26	Flextime	16 of 39 responses 41%		9 of 27 responses 33.3%	
27	Transportation Assistance	3 of 39 responses 7.7%		3 of 27 responses 11.1%	
28	Child Care Assistance	4 of 39 responses 10.3%		1 of 27 responses 3.7%	

29. Basic workweek for full-time employees (in hours): please check the appropriate box.

Up to and including 35 per week (0 of 41 responses-0%)	Over 37.5 but less than 40 per week (2 of 41 responses-4.9%)
Over 35 but less than 37.5 per week (0 of 41 responses-0%)	40 hours per week (32 of 41 responses-78%)
37.5 hours per week (1 of 41 responses-2.4%)	Over 40 hours p a week (6 of 41 responses-14.6%)

30. Which of the **following** does your **firm** use as a basis for wage and salary increases?
(Check all that apply)

Merit review (38 of 41) 92.7%	Length of service (13 of 41) 31.7%	Cost of living (13 of 41) 31.7%
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31. Frequency of range and salary **adjustments: Stat** Year:

1 month (1 of 42) 2.4%	2 months (2 of 42) 4.8%	3 months (15 of 42) 35.7%	6 months (8 of 42) 19%	Annual (21 of 42) 50%	Other (2 of 42) 4.8%
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32. Frequency of wage and salary adjustments **after** Start Year:

3 months (1 of 42) 2.4%	6 months (5 of 42) 11.9%	Annual (36 of 42) 85.7%	Other 0%
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33. Does your company have a union **affiliation**? (If no, skip the next two questions)

Yes (7 out of 41 responses)	17%	No
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What is the name of the union? _____

Unions Represented in this survey **were:** The International Association of Machinists and Aerospace Workers,
Teamsters,
 Operating Engineers
 United Furniture Workers
 The Fraternal Order of Police
 The **International** Association of Fire Fighters
 The **American** Federation of State, County, **and** Municipal Employees

34. Does your laboring **contract** include a wage **re-opening** clause? (0 out of 7 responses)

35. Does your contract **include** a cost-of-living clause? (2 out of 7 responses)

Please tell us about your paid vacation benefits (check only one box per line).

Years of Service Required		
36.	1 week vacation	Mean of 1 year (26 responses)
37.	2 weeks vacation	Mean of 2.03 years (40 responses)
38.	3 weeks vacation	Mean of 7.76 years (37 responses)
39.	4 weeks vacation	Mean of 12.11 years (27 responses)
40.	5 weeks vacation	Mean of 21.25 years (8 responses)
41.	6 weeks vacation	25 years (1 response)
42.	Over 6 weeks vacation	No responses

43. The total cost of your company's fringe benefit package is equal to what percent of your straight time hourly wage dollar? Mean of 31.6% (20 responses)

Please tell us who pays these costs (check all that apply)

Full-time Employees				Part-time Employees			
	Company Paid	Employee Paid	Company Employee Shared %Split	Company Paid	Employee Paid	Comp. Empl. Shared %Split	
44	Dental insurance	9 of 41 22%	16 of 41 39%	16 of 41 39%	1 of 26 3.8%	25 of 26 96.2%	0 of 26 0%
45	Eye Glasses	4 of 40 10%	24 of 40 60%	12 of 40 30%	0 of 26 0%	26 of 26 100%	0 of 26 0%
46	Group life insurance	26 of 41 63.4%	2 of 41 4.9%	13 of 41 31.7%	1 of 26 3.8%	25 of 26 96.2%	0 of 26 0%
47	Hospitalization insurance	12 of 42 28.6%	3 of 42 7.1%	27 of 42 64.3%	1 of 26 3.8%	25 of 26 96.2%	0 of 26 0%
48	Long-term disability insurance	17 of 39 43.6%	17 of 39 43.6%	5 of 39 12.8%	1 of 26 3.8%	25 of 26 96.2%	0 of 26 0%
49	Major medical insurance	12 of 40 30%	3 of 40 7.5%	25 of 40 62.5%	1 of 26 3.8%	25 of 26 96.2%	0 of 26 0%
50	Pension Plan	12 of 39 30.8%	16 of 39 41%	11 of 39 28.2%	0 of 26 0%	25 of 26 96.2%	1 of 26 3.8%
51	Prescription	12 of 40 30%	5 of 40 12.5%	23 of 40 57.5%	0 of 26 0%	26 of 26 100%	0 of 26 0%
52	Short-term disability insurance	25 of 40 62.5%	11 of 40 27.5%	4 of 40 10%	1 of 26 3.8%	25 of 26 96.2%	0 of 26 0%
53	Surgical benefits	14 of 40 35%	3 of 40 7.5%	23 of 40 57.5%	1 of 26 3.8%	25 of 26 96.2%	0 of 26 0%

Number of Employees by Zip Code (also, see attached maps)

Number of Employees	Zip Code
1	46324
1	50161
1	50438
1	53115
1	53121
1	53147
1	53191
1	53195
1	53511
1	54437
1	60008
1	60010
1	60016
1	60018
1	60025
26	60033
1	60046
2	60050
2	60056
1	60068
3	60098
12	60102
9	60103
2	60109
5	60111
58	60112
15	60113
3	60114
1049	60115
2	60118
13	60119

Number of Employees	Zip Code
17	60123
9	60129
10	60134
328	60135
11	60140
120	60145
77	60146
9	60148
46	60150
25	60151
14	60152
1	60155
1	60157
7	60168
21	60174
18	60175
2	60177
725	60178
1	60180
1	60181
3	60182
3	60185
5	60187
11	60188
1	60190
1	60194
1	60195
1	60431
2	60435
1	60480
6	60504

Number of Employees	Zip Code
5	60505
16	60506
6	60510
1	60515
1	60516
8	60518
8	60520
13	60530
10	60531
3	60532
5	60538
1	60540
1	60541
4	60542
5	60543
1	60544
9	60545
71	60548
9	60550
5	60551
5	60552
6	60553
11	60554
1	60555
34	60556
30	60560
1	60563
1	60565
1	60953
4	61006
178	61008

Number of Employees	Zip Code
6	61010
2	61011
1	61012
5	61015
14	61016
7	61020
7	61021
2	61031
1	61032
9	61038
2	61043
5	61049
10	61052
1	61054
10	61061
13	61065
156	61068
1	61071
5	61072
4	61073
3	61081
2	61084
2	61088
6	61101
3	61102
3	61103
8	61104
8	61107
6	61108
34	61109
3	61111

Number of Employees	Zip Code
3	61114
1	61201
1	61301
2	61310
2	61326
1	61330
4	61342
6	61353
1	61354
1	61376
1	61550
1	61615
1	64117
1	68136
1	75214

Office Positions

Accountant:	# of comp.	14
	# of positions	18
Range: 11.86 to 38.46	1st quart	19.64
	median	22.63
	3rd quart	29.00
	mean	23.53

Clerk-general office	# of comp.	19
	# of positions	44
Range: 6.20 to 19.23	1st quart	10.10
	median	10.58
	3rd quart	10.58
	mean	10.36

Microcomputer Software Spec.	# of comp.	8
	# of positions	11
	1st quart	7.00
Range: 7.00 to 35.20	median	19.23
	3rd quart	24.21
	mean	17.71

Accounting Clerk	# of comp.	19
	# of positions	48
Range: 6.20 to 18.45	1st quart	10.45
	median	12.40
	3rd quart	13.71
	mean	11.79

Computer/LAN/WAN Admin.	# of comp.	6
	# of positions	7
	1st quart	16.00
Range: 15.48 to 43.05	median	19.70
	3rd quart	31.16
	mean	23.18

Shipping/receiving Clerk	# of comp.	16
	# of positions	27
	1st quart	10.35
Range: 7.80 to 24.04	median	13.09
	3rd quart	14.00
	mean	12.83

Admin. Assist.	# of comp.	19
	# of positions	25
Range: 6.75 to 28.25	1st quart	11.44
	median	12.25
	3rd quart	16.83
	mean	13.66

Customer Serv :	# of comp	18
	# of sitions	141
	1st quart	6.00
Range: 6.00 to 31.25	median	10.33
	3rd quart	12.75
	mean	10.85
	1st quart	15.98
	median	15.98
	3rd quart	20.00
	mean	17.71

Secretary	# of comp.	9
	# of positions	26
Range: 7.00 to 17.78	1st quart	13.00
	median	13.96
	3rd quart	13.96
	mean	13.26

Clerk-data entry	# of comp.	6
	# of positions	11
Range: 6.20 to 16.23	1st quart	8.32
	median	8.32
	3rd quartile	10.25
	mean	19.19

Rep.	# of positions	14
	1st quart	10.33
	3rd quart	12.75
	mean	10.85
	1st quart	15.98
	median	15.98
	3rd quart	20.00
	mean	17.71

Industrial Positions

Assembler-small parts	# of companies	14
	# of positions	173
	1st quart	8.00
Range: 6.00 to 17.00	median	9.02
	3rd quart	13.35
	mean	110.47

Assembler-Electronics	# of comp.	4
	#of positions	316
	1st quart	15.00
Range: 9.32 to 16.74	median	15.45
	3rd quart	15.90
	(mean	(15.45

Drill Press Operator	# of comp.	4
	# of positions	13
Range: 8.00 to 15.72	1st quart	12.80
	median	12.80
	3rd quart	14.25
	mean	13.14

Electrician	# of comp.	7
	# of positions	15
Range: 11.00 to 22.41	1st quart	17.00
	median	18.04
	3rd quart	18.84
	mean	17.13

Engineer	# of comp.	7
	# of positions	28
Range: 15.00 to 43.05	1st quart	24.47
	median	27.43
	3rd quart	31.61
	mean	26.69

Foreman/team leader	# of comp.	24
	# of positions	110
Range: 6.00 to 36.18	(1st quart	(13.35
	median	(17.25
	3rd quart	18.21
	mean	116.90

Inspector1	# of comp.	15
Quality control	# of positions	41
	1st quart	11.65
Range: 7.80 to 19.77	median	14.42
	3rd quart	16.85
	mean	14.00

Janitor	# of comp.	16
	# of positions	23
Range: 6.00 to 16.16	1st quart	8.00
	median	11.86
	3rd quart	13.24
	mean	11.26

Laborer/Dockhand	# of comp	10
	# of positions	37
Range: 6.50 to 17.16	1st quart	8.00
	median	8.88
	3rd quart	12.00
	mean	10.20

Lift truck/warehouse operator	# of comp	11
	# of positions	69
	1st quart	11.48
Range: 7.00 to 16.23	median	13.88
	3rd quart	13.88
	mean	12.95

(Machineoperator (exc. drill, punch,...)	# of comp.	13
	# of positions	156
Range: 5.50 to 18.21	1st quart	9.48
	median	9.48
	3rd quart	12.41
	mean	10.82

Machine Operator	# of comp.	13
CNC	# of positions	136
Range: 7.50 to 19.77	1st quart	10.38
	median	16.86
	3rd quart	16.86
	mean	14.20

Machine Operator	# of comp.	5
Grinding machine	# of positions	18
	1st quart	9.65
Range: 8.00 to 17.71	median	13.50
	3rd quart	13.50
	mean	12.47

Machine Operator	# of comp.	1
plastic inject.		
molding	Not enough	
	Responses to	
	Report	
	Meaningful	Stats.

Machine Operator	# of comp.	2
Woodworking	# of positions	11
Machinery	1st quart	9.25
	median	9.25
Range: 8.75 to 18.75	3rd quart	14.75
	mean	10.75

Machinist	# of comp.	12
	# of positions	43
Range: 7.85 to 19.94	1st quart	11.37
	median	12.33
	3rd quart	15.13
	mean	13.35

Maintenance	# of comp.	19
Mechanic	# of positions	63
	1st quart	15.40
Range: 10.00 to 22.41	median	15.99
	3rd quart	17.13
	mean	16.27

Packer	# of comp.	12
	# of positions	151
Range: 6.55 to 16.11	1st quart	17.79
	(median	9.00
	(3rd quart	11.66
	mean	10.41

Sheet Metal Worker	# of comp.	2
	# of positions	10
Range: 8.00 to 17.76	1st quart	12.80
	median	12.80
	3rd quart	12.80
	mean	13.30

Sheet Press printing	# of comp.	4
Operator	# of positions	12
	1st quart	13.10
Range: 9.25 to 20.60	median	13.40
	3rd quart	13.80
	mean	13.81

Stock Person	# of comp.	7
	# of positions	17
Range: 6.00 to 16.23	1st quart	8.60
	median	10.42
	3rd quart	10.42
	mean	10.03

Technician	# of comp.	8
	# of positions	27
Range: 10.34 to 21.15	1st quart	13.50
	median	16.00
	3rd quart	18.00
	mean	15.74

Tool & die Maker	# of comp.	5
	# of positions	17
Range: 11.65 to 23.98	1st quart	18.04
	median	19.35
	3rd quart	20.52
	mean	19.22

Truck driver	# of comp.	11
	# of positions	28
Range: 7.00 to 20.48	1st quart	14.07
	median	14.48
	3rd quart	14.90
	mean	17.76

Web Press Printing	# of comp.	2	Welder,	# of comp.	7
Operator	# of positions	11	Spot Production	# of positions	65
	1st quart	16.00		1st quart	8.30
Range: 9.00 to 20.00	median	16.00	Range: 6.00 to 17.71	median	14.50
	3rd quart	17.00		3rd quart	15.96
	mean	16.27		mean	12.97

CALL CENTER LABOR MARKET ANALYSIS FOR DEKALB/SYCAMORE

Included in this report is a detailed discussion of the request for labor market information

NIU offers nearly 15,000 students available for part-time and seasonal employment.

DeKalb and Sycamore both adjoin I-88, and offer excellent transportation accessibility.

The area has had a good productive work force, which is growing at an estimated 2%-3% per year. The local area has had a very quiet labor management relations track record and has not seen a successful union election in business in over **twenty** years.

The area's pro business track record is evident with the past development of several large companies, including **Goodyear** and TNT Logistics, Nestle, **Panduit**, 3M, IDEAL INDUSTRIES, **Monsanto**, **Plano** Molding, Standard Register, and a number of others.

General Labor Market. Long term, we believe that DeKalb County has the capability of **furnishing** a growing labor market that **will satisfy your** company's needs both now and for the next twenty-five years. Growth rates for residential housing and population in DeKalb County are growing in excess of **2%/year** and could increase modestly (and manageably) in the next few years.

We expect the county's rate of housing growth to continue to increase in the future, but probably not at the faster pace of some of our neighboring counties to the east, north, or south. There is a desire to have a controlled and managed approach to growth so that the *rural* parts of the **county** can avoid scattered, patchwork development. Growth **can** be **confined** and managed to where it makes sense to provide highways, sewer, water, police, education, and a host of other **municipal** services. Modest increments of residential growth do not overtax the ability of local **governments** to keep up with services that are required.

Around the county, we have measured residential subdivision development in **DeKalb**, Cortland, Maple **Park**, Genoa, and Sycamore, which probably comprises about 90% of all the residential growth currently planned in the county. In reviewing the **future** development plans for 11 subdivisions in the city of DeKalb, **plans** are on the drawing boards for approximately 2,100 single-family homes, and 1,000 additional multiple **family** or townhouse **units**. **Plans** project a supply of **2,400** residential units for Sycamore, about 70% single family detached.

Growth characteristics in the neighboring communities such as Cortland, **Genoa**, and Maple Park, large and small subdivision plans indicate a probable development of **630** single family homes, and an additional 430 condominium and multiple family townhouse and duplex **units**. The entire county is currently absorbing over 700 new housing units per year, and we believe that growth could increase to 800-1,000 housing **units/year**. Total future development **capability** is estimated to be more than 5,500 units.

Where are these people coming from? Many are attracted to DeKalb County for jobs, or affordable housing, and many are also seeking the higher quality of education services, and the availability of community amenities such as parks and recreation facilities.

In DeKalb County, during 1998 and 1999, job growth was increasing at about 3%/year or roughly about 1,100-1,300 jobs per year. Job growth has slowed in 2000 and 2001. Many of these jobs are being filled by people who for a time have commuted into jobs in the western suburbs. In the early 1980's, during the recession, DeKalb County lost 40% of its industrial base and much of that has been rebuilt over the past ten years. Reducing outbound commuting (27% of the workforce) is a focus of our current efforts. We are also making efforts to increase inbound commuting (20% of the workforce.)

Some of our housing market is driven by existing home owners who are wealthier because of job and payroll gains and are moving up to newer, larger and more expensive homes or townhouses. Many of the newcomers coming to the county buy less expensive existing homes, although the average purchase price of existing homes has increased county-wide to nearly \$135,000 from \$125,000 in 1998. Many of these families are looking for a second full time or part time job in DeKalb County so they can be closer to their children, and closer to home. This pool of newcomers creates a fairly large pool of potential employees. In 1998, existing housing sales were 684 units. By 2000, existing home sales rose to 796 units in two years. So, with existing housing sales and new home construction, a total of nearly 1,500 families are moving into new homes or into different homes each year. Due to moving, this often encourages a spouse to seek a second full time or part time job.

Diverse and high quality housing choices are available because of a very active housing market in the county. Apartment-style condominiums are available, a modern manufactured home development exists, garden apartments and townhouses are available for rent or purchase, and traditional single-family homes on city lots or rural lots are generally available (and constitute the largest part of the residential inventory).

We also feel that our economy will sustain housing growth and attraction of new families into the labor market long term because of our unique geographic position in the northern Illinois region. There needs to be a synergy of many employers growing and the capability of absorbing many new families in a diverse array of professions and occupations. We believe that we are building an economy that has that resiliency in DeKalb County. The local industrial base has grown 300% in basic industries and employers in the last ten years.

Following is a summary of new employers, and others with significant increases in employment. Most of the county's employers are 25-100 employees, so there has been significant employment growth but it is spread over a multitude of companies adding 5-10 jobs per year. But, we have also had some plant closings, lay-offs and downsizing. These are summarized in a second table.

**Major Expanded Companies
(25 or more job growth)**

Name	1996	1997	1998	1999	2000
Eisenmann (ENCoat Services) (DeKalb)					79
Alexander Lumber (Cortland)					25
Plano Molding Company (Sandwich)				10	20
Gould Packaging (Mail-Well) (DeKalb)	15			30	
DeKalb Forge (DeKalb)	15			10	
Goodyear (TNT Logistics & Diversified Logistics) (DeKalb)			130	60	60
Tempo Components (Kirkland)			50		
Nestle Distribution (DeKalb)			50	10	10
Humane Manufacturing (Genoa)			40		
Panduit (DeKalb)	20	20	20	20	20
3M (DeKalb)	20			20	
MononaWire Corp. (DeKalb)		50	20		
DEKALB Genetics (Monsanto) (DeKalb)	50	50			
D.B. Hess (DeKalb)		25			
Alloyd (DeKalb)	40	50	20		
AG Communication Systems	100				

Note: Based on Year of Announcement, so jobs may have been actually added in the following year.

Lay-Offs. Following is a table that identifies lay-offs that occurred in 1997, 1998, and 1999.

Major Lay-offs

Company	1997	1998	1999	2000	2001	Total
Duplex Products (Sycamore) 50% Office	400		15			415
Caterpillar Agricultural Products (DeKalb) 100% Factory		50	57			107
Creative Calligraphy (DeKalb) 40-50% Customer Service	35	35	35			105
Cooper Industries Turner Brass (Sycamore) 90% Factory	80	70				150
DEKALB Genetics/DEKALB Swine Breeders/Monsanto (DeKalb/Sycamore) 100% Office, 60 people Customer Service			100	150	30	280
Caron International (DeKalb)			16			16

Company	1997	1998	1999	2000	2001	Total
Valley Recreation Products (Sycamore) Most Factory	40	40	40			120
A. O. Smith ESP (DeKalb) 80% Factory			20		20	40
Nestle (DeKalb) 100% Customer Service			30			30
Electro Mechanical Devices (DeKalb) 100% Factory			50			50
Balck Electric (Genoa) 80% Factory				50		50
AG Communication Systems (Genoa) 90% Factory - Attrition			50	100	25	175
Spaulding Composites (DeKalb) 90% Factory		15	15		20	50
IDEAL INDUSTRIES (Sycamore) 40-50% Office			35		47	82
Burgess Norton (DeKalb) 90% Factory					30	30
Johnson Controls (Sycamore) 90% Factory				20	60	80
CTS Frequency Controls (Sandwich) 80% Factory					240	240
Rittenhouse (DeKalb) 90% Factory					40	40
Alloyd (DeKalb) 100% Factory					30	30
TOTAL						2,100

MAJOR CLOSINGS OUTSIDE AREA						
Company	1997	1998	1999	2000	2001	Total
Avery Dennison (Rochelle)			320			320
Hines Lumber (Rochelle)				50		50
Motor Wheel (Mendota - LaSalle County)	240					240
TOTAL						610

In Nestle's case, the lay-offs of 30 people occurred in their customer service operation and new hires have been in the warehousing operation.

About 1/3 of the reductions at companies such as DEKALB Genetics/Monsanto, and DEKALB Swine Breeders have involved relocation of corporate staff to the St. Louis area. The other 2/3's of the people decided to retire or to remain in the local area and not accept transfers. These lay-

offs include clerical, administrative and customer service personnel, who were not offered an opportunity to relocate.

In the case of IDEAL INDUSTRIES, the lay-offs were a **reduction** of middle management forces. They felt that they were becoming too top heavy with managers and **administrators** and had an especially profitable year and simply imposed **staff reductions** across a number of departments. There have now been two separate lay-offs.

The reductions at Valley Recreation, Creative Calligraphy, Duplex Products, **Rittenhouse**, CTS, **Balck**, **Cooper/Turner**, and **Caron International** were decisions by those companies to go out of business in the area. None of these companies had unions, except for **Cooper/Turner Tools** and **Rittenhouse**. For the most part, the **market** for products being made by these companies **had** simply shrunk and did not **warrant** the plants remaining in operation. In the case of other reductions, it was simply a softness in the business cycle (**A. O. Smith** and Caterpillar in the **agricultural** goods business). EMD is a Caterpillar supplier. AG Communication Systems is **an** electronics **supplier** of telecommunications equipment and a subsidiary of Lucent **Technologies** that suffered a major sales reduction in the fall of 1999.

Demographics of the Labor Pool. Generally, DeKalb County will also see some growth in the graduating classes from **high** schools over the next few years. **The** size of classes now going through **DeKalb**, Sycamore, and the **Genoa** school systems is generally in the range of 20%-25% larger for the year 2000 class and thereafter because of a bubble or echo of the baby boom birth **rate** that began in the **early 1980's**. Larger high school classes will be sustained and **fueled** by the housing growth in DeKalb County that materialized in the 1990's. The approximate 550-600 student level will rise to nearly 750-900 students in the 2000-2010 decade.

Similarly, **Northern Illinois** University is hoping to take advantage of the baby boom echo in terms of attracting more junior college transfer and new **freshman** students. Over the **past** decade, NIU has had to work harder to attract students, and has changed the composition of the University more heavily toward graduate **students** because of the baby bust. In the **early 1990's**, that had **affected** college enrollments nationwide. With the echo of the baby boom materializing, NIU is hopeful of expanding university enrollments **from** a low point of 20,000 students three years ago on the DeKalb campus to as many as 23,000 students on the DeKalb campus by 2010. New students would be undergraduate and **hopefully** live in the **DeKalb/Sycamore** area.

NIU Career **Planning** and Placement officials also report that many NIU students who graduate **from** NIU wish to remain in the community. They recognize that **the** community is at the far western edge of the Chicago region and some simply do not want to go back to the city or suburbs.

Generally, the motivation of the NIU students is to remain in the NIU region. 80% of NIU's student body **comes** from the region, and when they take their first positions out of college, 80% of the students remain in the northern Illinois region.

The one difference is that **DeKalb/Sycamore** is **still** a commutable location from Chicago **area** suburbs such as **Schaumburg**, **Naperville**, **Aurora**, and **Elgin**. If the student decides to take a

professional position there and lives in DeKalb/Sycamore and later establishes a household, that spouse will become a candidate for employment locally. This helps drive some of the labor availability locally.

Labor Recruitment. To generate a solid supply of labor for any business enterprise, employers pursue a number of programs. Only a few companies do a comprehensive job of participating in a wide variety of programs available in DeKalb County. For example, for initial recruitment, companies can either choose to advertise themselves, and take applications on site, or enlist a partnership with the local Illinois Employment and Training Center and the Department of Employment Security. Recently, Nestle sought to fill approximately thirty new job openings and held a job fair in May 1999, attracting 190 candidates in the one-day event at its warehouse.

In February 1998, 3M wanted to fill some newly authorized permanent positions and ran a 1-day weekend ad in the local newspapers, and generated 306 new applications from that one advertising experience through the Illinois Department of Employment Security at the Illinois Employment and Training Center (IETC).

In the case of Customized Transportation Inc (now TNT Logistics) and Goodyear's startup in the DeKalb area, Kishwaukee College partnered with the Illinois Department of Employment Security and KDK Job Training and held three job fairs at the community college, which is located halfway between DeKalb/Sycamore and Rochelle. 450 candidates were attracted in June of 1999; and for all three job fairs and other visits to the Illinois Employment and Training Center, CTI generated nearly 1,500 applications to fill 130 jobs (now 240 employees).

The local Illinois Employment and Training Center (IETC), which is primarily operated by the Illinois Department of Employment Security (Job Service), receives applications at its office in DeKalb. The IETC works to partner with other organizations that are in the job training, education, and welfare roles. There is constant networking in order to provide improved life skills to candidates who are underqualified and to provide remedial training when necessary through a variety of community college and vocational training and special social service type education and training courses. There is enormous cooperation among all the social service agencies in DeKalb County.

Employers also have the opportunity to participate with a number of education programs at the elementary and secondary school level, the community college level, in vocational training programs and at the college and university level. Among some of the programs are Kishwaukee Education Consortium that operates vocational programs jointly for the high schools in Rochelle, DeKalb, Sycamore, Genoa-Kingston area, and Kirkland. Kishwaukee College sponsors a program that is geared toward providing a transition from high school vocational and professional-training programs called the Kishwaukee Education to Careers Partnership. Many programs under the direction of this organization (which is constituted mostly of business officials from manufacturing, retail, service, government and other employers), work to direct and identify skill needs in the general community and ways of offering programs to encourage students to make the transition to the associate degree or vocational degree or apprenticeship program at the community college. A major program is Business and Information Technology – aimed at office systems employees.

At the community college level, there are a **number** of private employer dominated advisory boards, which provide input on programs ranging **from** computer aided design to office systems **technology** to manufacturing and electronics programs to safety and distribution operations. Many of the administrative and clerical positions **are** covered by these programs. In addition, the **community** college offers continuing education workshops and **programs**.

Many of the **high school**, community college **and** other transition programs are set up to provide **mentoring** and job shadowing opportunities so that young people can get an idea of available job opportunities that would fit their skill and education aspirations or capabilities.

Northern Illinois University offers a wealth of cooperative education and **non-career** oriented job placement capabilities, as well as internship **and** other **mentoring** and job shadowing experiences **through** their career planning and placement programs and cooperative education programs. NIU has one of the most active **planning** and placement programs in the nation, including the information technology, engineering, **and** logistics programs.

DeKalb County Warm **up** **iii**. **One additional resource uniquely available would be an opportunity to form a partnership with the DeKalb County Farm Bureau.** Farming occupations have become more mechanized. There is a move in DeKalb County toward a single or dual crop farming operation. As a result, many **farm** families are **looking** for supplemental income sources on a full or part-time basis. The DeKalb County Farm Bureau is uniquely positioned to provide access to **the 1,900** farming families of the county, as well as over 6,000 member families. The Farm Bureau's meeting and office **facilities** directly adjoin the site under consideration in Sycamore.

Labor Supply Conclusion. We are convinced that if a **large** employer **were** to become proactive with **our** education resources, in our communities, and with our **service** clubs, and our social service organizations, they **will find** themselves extraordinarily **successful** in recruiting the skills, **talent**, and labor supply that they need to insure their business success. The **companies** that probably pursue this **locally include** organizations such as Caterpillar, **Kishwaukee Hospital**, IDEAL INDUSTRIES, NIU, many of the banks in the county, and many of the retailers. Not all of these employers pay the top wages or offer the top **benefit packages**. **Rather** they create a good **working relationship** with their workforce, which breeds strong positive reputation for the **company as** an employer in the general public's perception.

Wages & Benefits. Enclosed is a local wage survey that **DeKalb** County EDC conducted in July of 2000.

Quality of Life. While DeKalb is in the Chicago region **from** a **census** or statistical standpoint, we expect that DeKalb County communities will retain their own identity and remain **exurban** rather than suburban. There is nearly 20 miles of open farmland between DeKalb County and the Fox Valley and **Elgin/Aurora** areas of Chicago, which **form** the current outlying "edge" cities, and **traditional** suburbs.

As a growth management approach, DeKalb County has chosen to preserve the prime **farmland** (perennially the most productive farmland in the world). As a consequence, the strategy of the county is to grow incrementally outward, taking as few acres as necessary for urban development and keeping it in a compact fashion. Community integrity is maintained and new subdivisions integrate with the old developments. This keeps neighborhood **patterns** intact so that a variety of community amenities such as parks, recreation, and shopping areas can be fostered to serve the people of the new and growing parts of the community without creating impersonal voids of undeveloped **land**.

The **fabric** of the community is also **preserved** through encouragement of people to shop in neighborhood shopping areas, while **offering** some **of the** national merchant shopping malls. Main Street Programs have taken root and are working in Genoa and in **DeKalb**. Sycamore **has** elected to adopt a **Main** Street development strategy without formerly entering the Main Street program.

There is also a desire to foster participation in **service** clubs, school, and recreation programs and **church** programs. Several new church buildings have been built around the **Sycamore/DeKalb area** in order to accommodate the population growth and create diversity of worship opportunities.

Due to the presence of Northern Illinois University, many faiths have worship opportunities, including Christians, Jews, Muslims, and Buddhists, either in **DeKalb** County, or within a 20-30 minute drive **from the DeKalb/Sycamore area**

Many of our residents interested in more **leisure** activities have become active in local park and recreation and forest **districts** in the county. Access is increasing to bicycle trails, and more public programs are **being** offered in **restored** prairie areas, and wetlands, and **natural** resource areas of the **county**.

DeKalb County EDC 2000 Wage and Benefits Survey**Companies Participating:**

- 1 A. O. Smith Engineered Storage Products
- 2 AG Communication Systems
- 3 Albus Packaging Inc.
- 4 Alloyd Co. inc.
- 5 Armoloy of IL, Inc.
- 6 Castle BancGroup, Inc.
- 7 Castle PrinTech, Inc.
- 8 Caterpillar Agricultural Products
- 9 City of DeKalb
- 10 Competitive Edge
- 11 Daily Chronicle
- 12 Dolder Electric Supply Inc.
- 13 Driv-Lok. Inc.
- 14 Elmer Larson, LLC
- 15 Gould Pkg Inc.
- 16 Greenlee Textron
- 17 Hintzsche Fertilizer
- 18 IDEAL INDUSTRIES-DeKalb
- 19 IDEAL INDUSTRIES-Sycamore
- 20 Inlaid Woodcraft Co.
- 21 Kishwaukee Forge, Inc.
- 22 LMS-Walt, Inc.
- 23 Manpower
- 24 Monsanto Production
- 25 Northern FS Inc.
- 26 Opportunity House
- 27 Power Equipment Company
- 28 Rittenhouse
- 29 Sauber Mgf Co.
- 30 Seymour of Sycamore
- 31 Stairmasters, Inc.
- 32 Standard Register
- 33 Sycamore Containers, Inc.
- 34 Sycamore Systems
- 35 Sycamore Precision
- 36 Tempo Components
- 37 Unidentified
- 38 Vale Industries
- 39 Wholesale Gate Co.

Labor Statistics

WP (F-4) 8 37/78

1998 - 2001

Labor Force #Employed #Unemployed Rate

		Labor Force	#Employed	#Unemployed	Rate
2001	March	48,096	46,035	2,061	4.3%
	February	47,890	45,869	2,021	4.2%
	Januaty	47,737	45,670	2,067	4.3%
	Average	47,908	45,858	2,050	4.3%
2000	December	47,372	45,883	1,489	3.1%
	November	47,874	46,318	1,556	3.3%
	October	47,768	46,680	1,088	2.3%
	September	47,603	46,286	1,317	2.8%
	August	48,180	46,422	1,758	3.6%
	July	48,312	46,748	1,564	3.2%
	June	48,488	46,817	1,671	3.4%
	May	47,309	45,938	1,371	2.9%
	April	47,310	45,868	1,442	3.0%
	March	47,121	45,452	1,669	3.5%
	February	47,149	45,307	1,842	3.9%
	Januaty	47,115	45,212	1,903	4.0%
	Average	47,633	46,078	1,556	3.3%
1999	December	47,610	46,165	1,445	3.0%
	November	48,297	46,990	1,307	2.7%
	October	48,017	46,707	1,310	2.7%
	September	47,822	46,456	1,366	2.9%
	August	48,526	46,665	1,861	3.6%
	July	49,534	47,406	2,128	4.3%
	June	48,654	46,921	1,733	3.6%
	May	47,653	46,141	1,512	3.2%
	April	47,329	45,985	1,344	3.1%
	March	47,264	45,684	1,580	3.3%
	February	47,090	45,244	1,846	3.9%
	Januaty	47,177	45,159	1,963	4.2%
	Average	47,910	46,294	1,616	3.4%
1998	December	47,223	45,739	1,484	3.1%
	November	47,386	45,697	1,609	3.4%
	October	46,960	45,557	1,403	3.0%
	September	46,671	45,291	1,380	3.0%
	August	46,945	45,582	1,363	2.9%
	July	47,587	45,881	1,706	3.6%
	June	47,066	45,590	1,476	3.1%
	May	46,277	45,002	1,275	2.8%
	April	46,091	44,948	1,143	3.1%
	March	46,470	44,519	1,951	4.2%
	Average	46,860	45,381	1,509	3.2%

SOURCE: Illinois Department of Employment Security
 LAST UPDATE: April 2001

DEKALB COUNTY OFFICE JOB APPLICANTS

	12/31/99	03/31/00	06/30/00	12/31/00
TOTAL APPLICANTS	1,024	1,267	1,089	1,832
UNEMPLOYED	1,437(3.0%)	1,669(3.5%)	1,671(3.4%)	1,489(3.1%)
PROFESSIONAL	232	237	303	523
CLERICAL	141	265	173	321
SALES	64	70	30	62
DOMESTIC	1	0	1	1
OTHER SERVICE	86	96	74	144
AGRICULTURALF&F	34	36	29	41
PROCESSING	3	10	8	13
W H I N E TRADES	98	142	83	157
BENCHWORK	61	53	67	96
PACKAGING & MATERIAL HAND	112	148	145	200
SUBTOTAL - INDUSTRY	274	353	303	466
STRUCTURAL WORK	132	124	124	196
MOTOR FREIGHT & TRANSP.	56	83	49	74
ALL OTHER	4	3	3	4

SOURCE: Illinois Department of Employment Security

LAST UPDATE: April 2001

TREND - DEKALB COUNTY Covered by Illinois UC - March of Each Year

	<u>1998</u>		<u>1999</u>	
	FIRMS	EMPLOYMENT	FIRMS	EMPLOYMENT
AG, FISH, & FORESTRY	71	1,001	73	984
CONSTRUCTION & MINING	294	1,106	301	1,247
MANUFACTURING	154	5,934	146	6,651
TRANS. COMM. & UTILITIES	78	801	83	819
RETAIL/WHOLESALE TRADE	536	6,940	524	6,846
FINANCE/INS/REAL ESTATE	143	1,113	142	1,253
SERVICES	565	5,744	597	5,756
TOTAL	1,841	22,669	1,866	23,556

SOURCE:

Economic Information & Analysis, IDES - 1999

LAST UPDATE:

April 2001

Labor Market Area

DeKalb County Labor Market Area December 1999

County	County Labor Force	Unemployment Rate December '98	% Available to DeKalb County (Commute Time to Work)		Available Workers for DeKalb County		Available Unemployed Workers for DeKalb County	
			>40 min.	>30 min.	>40 min.	>30 min.	>40 min.	>30 min.
DeKalb	47,610	3.0%	100.0%	100.0%	46,165	46,165	1,445	1,445
Lee	17,702	3.9%	19.7%	10.8%	3,352	1,838	135	74
Ogle	28,331	4.7%	25.4%	13.3%	6,860	3,592	336	176
Kendall	29,824	2.5%	32.4%	17.2%	9,418	5,000	245	130
Boone	22,097	5.5%	27.1%	12.4%	5,660	2,590	328	150
Kane	220,134	4.0%	31.9%	16.7%	67,411	35,291	2,811	1,472
McHenry	138,281	3.0%	32.8%	20.0%	43,991	26,824	1,365	832
LaSalle	54,770	6.3%	20.5%	12.1%	10,522	6,211	706	416
Winnebago	150,611	4.3%	15.0%	6.1%	21,632	8,797	960	390
TOTAL	709,360				215,011	136,306	8,332	5,086

Sources: Labor Data - Illinois Department of Employment Security

Commuting Times - U.S. Census Data

Commuting Patterns in DeKalb County 1990

County	36,265 Working in DeKalb Co., # Commuting From:	% Commuting From:	39,449 Living in DeKalb Co., # Commuting To:	% Commuting To:
Boone	349	0.96%	167	0.42%
Cook	918	2.53%	1,492	3.78%
DeKalb	29,022	80.03%	29,022	73.57%
DuPage	385	1.06%	1,660	4.21%
Kane	1,054	2.91%	3,851	9.76%
Kendall	569	1.57%	894	2.27%
Lake	55	0.15%	156	0.40%
LaSalle	1,350	3.72%	318	0.81%
Lee	353	0.97%	52	0.13%
McHenry	154	0.42%	358	0.91%
Ogle	1,261	3.48%	234	0.59%
Stephenson	11	0.03%	35	0.09%
Will	59	0.16%	215	0.55%
Winnebago	374	1.03%	634	1.61%
OTHER	351	0.97%	361	0.92%

Source: Illinois Department of Employment Security

Exhibit (A)

WP (F-4) 8 42/78

Monsanto Remodeling

1047 Bethany Road
Sycamore, IL 60178

Description	Unit Price	Quantity Sq. Ft.	Quantity Each	Estimated Price
Carpeting	\$ 3.50	20,000		\$ 70,000.00
Painting	\$ 1.00	12,000		\$ 12,000.00
Workstations	\$ 5,000.00		125	\$ 625,000.00
Manager Office	\$ 12,000.00		1	\$ 12,000.00
Chairs-WS	\$ 325.00		126	\$ 40,950.00
Chairs-Guest	\$ 150.00		20	\$ 3,000.00
Cabinets	\$ 500.00		15	\$ 7,500.00
Tables-Training Rm.	\$ 250.00		20	\$ 5,000.00
Conference Tables	\$ 500.00		2	\$ 1,000.00
Chairs-Training Rm./Conf. Rm.	\$ 150.00		56	\$ 8,400.00
Lunch Rm. Appl.-Vending	\$ 3,000.00		1	\$ 3,000.00
Restrooms (Add)	\$12,000.00		2	\$ 24,000.00
Security Card Sys.	\$12,000.00		1	\$ 12,000.00
Electrical	\$ 5.00	20,000		\$ 100,000.00
Total Estimate				\$ 923,850.00

* Call Center Expansion - Technology

Cost Estimate

PBX for New Site	\$ 550,000	Actual bid from SBC
Option 61C Symposium for all sites Cards, Installation etc Voice mail system		
Servers, Routers & wiring	\$ 65,000	From Dave Scantlin
Relocate Target Vision, IEX & E-talk	\$ 10,000	Estimate
Relocate 1 IVR	\$ 10,000	Estimate
Subtotal	\$ 635,000	
Contingency (10%)	\$ 63,500	
<hr/>		
Total	\$ 698,500	

Centralized Scheduling

Centralized Scheduling Consolidation Enhancements Project Initiation Report

What was carried over?
From original \$5.7M

Prepared by: Dan Martin
Version: 1.0
Date: 4/1/03

Project Board:

Sponsor: Jim Griffin
Customer Representative: Liz Rogers,
Bob Goad,
Pat
Whiteside,
Jim Bruen
Technical Representative: Mark Guth,
Nadeem
Choudhary

Project Name

Approval Signatures

Name: Jim Griffin
Title: AVP Customer Services

Name: Pat Whiteside
Title: General Manager Centralized
Scheduling

Name: Bob Goad
Title: Manager Workload Administration

Name: Liz Rogers
Title: ~~Manager~~ Operations Dispatching

Name: Mark Guth
Title: Manager IT ~~Networks~~

Name: Charlie Williams
Title: Facilities & Property Manager

Name: ~~Nadeem~~ Choudhary
Title: Business Technologist

Name: ~~Dan~~ Martin
Title: Business Analyst

Name:
Title:

Name:
Title:

Centralized Scheduling Consoiodation Enhancements
Project Initiation Report

Project Name

Document History

Reviewed By

Organization	Person
AVP Customer Services	Jim Griffin
Centralized Scheduling	Pat Whiteside
Centralized Scheduling	Liz Rogers
Centralized Scheduling	Bob Goad
IT Operations	Mark Guth
IS Project Office, Business Technologist	Nadeem Choudhary

Revision Record

Number	Date and Sections	Notes
1.0	4/1/03	Submitted to CMT.

Project Name

Table of Contents

1. EXECUTIVE SUMMARY	1
1.1 Project Description/Scope Summary	1
1.2 Constraints/Issues/Risks	1
1.3 Recommendation	1
1.4 Strategic Intent	1
1.5 Duration	1
1.6 Impact	1
1.7 Architecture Compliance	2
1.8 Benefits Summary	2
1.9 Cost Summary	2
2. PROJECT OVERVIEW	3
2.1 Project Scope	3
2.2 Business Objectives	3
2.3 Project Objectives	3
2.4 High Level Requirements	3
3. BUSINESS CASE	4
3.1 Cost Analysis	4
3.2 Benefit Analysis	4
4. PROJECT PLAN	6
4.1 Assumptions	6
4.2 Constraints	6
4.3 Schedule	6
5. PROJECT ORGANIZATION	7
5.1 Assigning Resources	7
6. PROJECT BUDGET	10

/ EXECUTIVE SUMMARY

1.1 Project Description/Scope Summary

The purpose of this project is to prepare for the enhanced Centralized Scheduling benefits coming from the CFM project. These anticipated enhancements include better communications and aligned processes between Centralized Scheduling Operations and Dispatching and more information presented visually to Centralized Scheduling. By taking advantage of the Highland and Operations move to Sycamore to implement these recommendations now there will be cost avoidance of retrofitting the Centralized Scheduling environment in the future.

1.2 Constraints/Issues/Risks

- Console furniture needs to be implemented with the Move Out of Highland to Sycamore to avoid rework costs.

1.3 Recommendation

Options	Comments
Configure a command and control environment for Centralized Scheduling utilizing flat screen monitors.	Recommended option to fully prepare for CFM enhancements.
Configure a standard 8x8 cubicle environment for Centralized Scheduling utilizing the current dispatching monitors.	Recommended option if Rat screen monitors are not approved.
Configure a command and control environment for Centralized Scheduling utilizing the current dispatching monitors.	Not recommended due to limited desktop workspace available with Dispatching's current monitors.

1.4 Strategic Intent

- Prepare Centralized Scheduling for the enhanced Centralized Scheduling benefits coming from the CFM project.
- Avoid the cost of retrofitting the Centralized Scheduling environment in the future.

1.5 Duration

These enhancements will be implemented during the move from Highland and G.O. Dispatching to Sycamore.

1.6 Impact

Centralized Scheduling will receive the enhancements identified in this request.

- Workstations & Chairs
- Flat Screen Monitors
- Ceiling Monitors and Statistics for Display
- PC's
- Headsets

1.7 Architecture Compliance

The technology recommended within this request meets Nicor Gas standards or can be supported by the vendors.

1.8 Benefits Summary

Benefit Proposition	Value
Avoid additional furniture and rework costs that will be incurred if the control center furniture is installed at a later date	\$ 405K
Reducing the number of PC's per dispatcher to one will reduce costs.	\$ 36K
Total Value	\$ 441K

1.9 Cost Summary

High Level, Total Project Costs		
Costs	Capital	Assumptions
Technical & Communications	\$ 78K	IT Capital
Facilities – Furniture	\$ 165K	Facilities Capital
Project Totals:	\$ 243K	

2. PROJECT OVERVIEW

2.1 Project Scope

The scope of this project is limited to Centralized Scheduling on the north floor at Sycamore

2.2 Business Objectives

Business Objectives Ref. No.	Business Objective Description
B1	Prepare for enhanced capabilities coming with the CFM project.
B2	Better utilization of Nicor Gas facility assets.

2.3 Project Objectives

Business Objective Ref. No.	Project Objective Ref. No.	Project Objective Description
B1, B2	P1	Configure a command and control environment for Centralized Scheduling.

2.4 High Level Requirements

Project Objective Ref. No.	Requirement Ref. No.	Requirement Description
P1	R1	Flat Screen Monitors
P1	R2	Ceiling Monitors
P1	R3	Extract Statistics for Display
P1	R4	PC
P1	R5	Headsets
P1	R6	Workstations & Chairs

3. BUSINESS CASE

3.1 Cost Analysis

The project costs identified in the follow table include the total project costs for IT Capital, Facilities Capital, and OE.

High Level, Total Project Costs		
Costs	Capital	Assumptions
Technical & Communications	\$ 78K	IT Capital
Facilities – Furniture	\$ 165K	Facilities Capital
Project Totals:	\$ 243K	

3.2 Benefit Analysis

Tangible Benefits		
Benefit	Value	Assumption
If the control center furniture is installed at a later date additional furniture and rework costs will be incurred.	\$405K	If the control center furniture is not approved, Centralized Scheduling may want to change to it in the future. The additional costs to do this at a later time include: LAN rewiring @ \$100,000 + Electrical rework @ \$50,000 + Carpeting @ \$10,000 + Furniture @ \$245,000 = \$405,000. In addition to these costs, the Centralized Scheduling, which includes critical business functions, will need to be relocated during this renovation.
Reducing the number of PC's per dispatcher to one will reduce costs.	\$36K	Reducing the number of Dispatcher PC's from 3 to 1 will result in a \$36,000 hardware savings.

Intangible Benefits	
Benefit	Assumption
Control Center Furniture for Centralized Scheduling:	
Standardize Centralized Scheduling's furniture.	Standard furniture will make it easier to optimize work.
The control center furniture is built to allow easy access to the PC for maintenance.	Reduce Help Desk disruptions to the Centralized Scheduling personnel when maintaining the PC.
The control center furniture is built to allow easy access to the network and electrical wiring for maintenance.	Trouble shooting and maintenance on the network and electrical wiring can be done with minimal impact to the Centralized Scheduling personnel.

Intangible Benefits - Continued	
Flat Screen Monitors:	
Flat screen monitors are ergonomically less fatiguing to users.	CFM will provide more visual information to the end user. Flat screen monitors cause less eyestrain and are easier to reposition for comfort.
Centralized Scheduling Statistics:	
Headsets:	
Headsets will significantly reduce noise.	Centralized Scheduling does a large part of their communications with the field by voice. Headsets will reduce the amount of noise in the room.
PC's	
Reducing the number of PC's per Dispatcher to one increase comfort.	More legroom will be available for the Dispatchers.

Strategic Benefits (providing information that was not previously available)	
Benefit	Assumption
A control center furniture configuration will help enable CFM benefits.	<p>The first step to migrating to a control center environment for Nicor Gas' field force management is the physical consolidation of Dispatch and Workload. This will be achieved by the move to Sycamore.</p> <p>The second step is to establish a control center environment through the proper selection of furniture. A control center environment will help facilitate the timely and accurate communication of information. This will be accomplished by reducing communication barriers between personnel and providing a common line of site to the front for global updates by management.</p> <p>The final step is the completion of the CFM project that will align processes and culture.</p>
A control center configuration will enable the installation of a video wall.	Centralized Scheduling plans to inst: a video wall at the front of the control center center. These monitors will take advantage of the CFM project to provide summary statistics, critical alerts, and better facilitate the planning of restoration during emergencies through a global view of Nicor Gas' territory. This video wall can also be used to provide high level information to executives and visitors without the need to disrupt operations during critical times.

4. PROJECT PLAN

4.1 Assumptions

- CFM will be completed in mid 2006.

4.2 Constraints

- Console furniture needs to be installed with the move to Sycamore to avoid future rework costs.
- A lead time of 6 – 8 weeks is required to order the console furniture. Delaying the procurement of the furniture could delay the move of Centralized Scheduling to Sycamore

4.3 Schedule

The installation of these recommendations will be integrated with the move out of Highland to Sycamore.

Overview of Project Schedule	
Milestone	Start/End Dates
Initiation & Planning	4/7/2003
Vender Selection	4/8/2003
Procurement	4/10/2003
Build Phase	4/10/2003 - 7/1/2003
Go Live	7/14/2003

5. PROJECT ORGANIZATION

5.1 Assigning Resources

Role	Responsibilities	Resource	Time Req'd
Project Board	<ul style="list-style-type: none"> Expenditures Resolution of issues Go/No go Ensure success Approve scope 	See Below	
Project Sponsor	<ul style="list-style-type: none"> Chairs the board and funds the project Represents project to the rest of the organization 	Jim Griffin	
Customer Representative	<ul style="list-style-type: none"> Allocates business resources to the project team Ensures that the project's results will work in the operational level of the business. 	Pat Whiteside	
Technical Representative	<ul style="list-style-type: none"> Ensures that the technical deliverables of the project are consistent with the overall technical strategy of the corporation. Allocates technical resources to the project team. 	Mark Guth	
Project/Stage Manager	<ul style="list-style-type: none"> Day to day management Production of end of stage deliverables. Reporting and scheduling. Brings issues to the board. 		
Project Team	<ul style="list-style-type: none"> Do the actual work on the project 	See Below	
Business Team	<ul style="list-style-type: none"> Define Requirements 	Liz Rogers, Bob Goad, Jim Bruen	
Technical Team	<ul style="list-style-type: none"> Produce the technical deliverables 	Nadeem Choudhary, Darren Mairan	
Intervening Managers	<ul style="list-style-type: none"> Receive reports on project activities and progress, especially where their direct report staff are being utilized (however, they do not set project priorities or direction.) 	Pat Whiteside	

Project Coordinators	<ul style="list-style-type: none"> Ensures that the main interests being served by the project are properly represented at the working level Provides continuity in the day to day coordination of the project especially if there are changes of Project Manager. 	See Below	
Planning	<ul style="list-style-type: none"> Responsible for the planning and administrative aspects of the project. 	Liz Rogers, Bob Goad, Jim Bruen, Jessie Sanderson, Darren Tim	
Business	<ul style="list-style-type: none"> Ensures that the operational interests of the business are being fully represented in the day-to-day operations of the project. Helps identify who from the business areas can add value to the project team. 	Liz Rogers, Bob Goad, Jim Bruen	
Move Coordinator	<ul style="list-style-type: none"> Responsible for the planning and sequencing of personnel moves. Communicates move dates and responsibilities to personnel. Maintains and distributes information that will be of assistance to employees moving to Svcamore (i.e. Maps, town informaion / brochures, etc.) 	Jessie Sanderson, Darren Tim	
Technical	<ul style="list-style-type: none"> helps ensure the technical quality of the deliverables being produced. Assists in identifying all the technical tasks and standards that need to be followed. Identifies resources to facilitate the production of project deliverables. 	Nadeem Choudhary, Darren Maiman	
Key Resources	<ul style="list-style-type: none"> Provide expert knowledge in specific business or technical areas. Contribute to the creation of stage deliverables by providing information May also review stage deliverab 	See Below	
Technical Support	<ul style="list-style-type: none"> Make sure the system is up and running Installations 	Nadeem Choudhary, Darren Maiman	

Project

LAN Support	<ul style="list-style-type: none"> Provides expert knowledge and support for the implementation of the project on the organization's LAN 		
Process Coordinator	<ul style="list-style-type: none"> Ensure quality of the technical deliverables produced Assists in identifying all of the technical tasks and standards that need to be followed. 	Nadeem Choudhary	
GUI Standards	<ul style="list-style-type: none"> Provides expert knowledge of good GUI design practices and organizational GUI standards. 	NA	
Other	<ul style="list-style-type: none"> Research - BTS Subject Matter Experts - BU Technical Design Analyst - BTS/Op Program Analyst - AP System Analyst - AP Web Analyst - AP Client Server Developer - AP Network Engineer - OP Telecom Engineer - OP Wireless Engineer - OP DBA (MS SQL, Informix, etc.) - OP Help Desk - OP Change Management - AP Trainer - AP Auditor - AP/OP Architects - BTS Web Engineer - OP Security - Sec Change Control - OP Data Access - OP Ops Support (Unix, NT, etc.) - OP 	Help Desk	
Key Stakeholders	<ul style="list-style-type: none"> Receive major deliverables produced during a stage of the project. 	Pat Whiteside, Liz Rogers. Bob Goad. Jim Bruen, Shirley Welte	

6. PROJECT BUDGET

Centralize Scheduling Consolidation

Item	Qty	Cost per unit	IT Capital	Facilities Capital	Notes / Assumptions
Flat Screen Monitors	62	\$900	\$56,000		Flat screens provide a larger workspace for the user and reduce eye fatigue. If Ratscreens are not approved. 8x8 workstations will need to be installed to accommodate monitors.
Ceiling Monitors	2	\$500	\$1,000		Provide current statistics for Centralized Scheduling.
Extract Statistics for Display			\$5,000		This is the data that will be displayed on the ceiling monitors.
PC <i>Config 10,000 for PC's</i>	18	\$0	\$0		18 PC's for Dispatching only. PC cost will be covered by IT. XXX
Headsets	40		\$9,000		Headsets will significantly reduce noise.
Workstations & Chairs				\$150,000	Additional capital required to procure console furniture.
Sub Totals			\$71,000	\$150,000	
Contingency (-10%)			\$7,000	\$15,000	
Sub Total w/ Contingency			\$78,000	\$165,000	

Project Summary	Total Capital
Centralized Scheduling Consolidation Enhancements Total Capital:	\$243,000

Summary by Cap Type	Data Center / Network	Facilities Furniture
Sub Total	\$71,000	\$150,000
Contingency (70%)	\$7,000	\$15,000
Work Order Requests by Cap Type	\$78,000	\$165,000

+ 18,000
96,000
+ 232,000
328,000
 for Station
 200K covered over for IT Capital to Reserve Contingency
 80K for Body

**Move Out of Highland
Budget
41112003**

Basic Move

Item	Qty	Cost per unit	Facilities Capital	IT Capital	OE	Notes / Assumptions
Cisco Switch	1	\$50,000		\$50,000		Required for the additional personnel to be moved into Sycamore.
LAN Wiring				\$130,000		The Call Center Move project did not include this task for the north and 1st floors.
Phones	20			\$10,500		20 replacement phones for Dispatching.
Exchange Server				\$10,000		Required to support the additional personnel to be moved into Sycamore.
File & Print Server				\$10,000		IT Ops strongly recommends a new file & print server since Field Force Management and the Call Center are both 24x7 operations that could be severely impacted if sever trouble were encountered. Seperate servers will reduce the impact of any unforeseen outages.
Connect CEB to Sycamore					\$15,000	OE. 7 Connections to Sycamore. Cost will be covered by IT.
Frame Relay Router	1	\$0		\$0		Cost will be covered by IT.
Demolition			\$5,000			The Call Center Move project did not include this task for the north and 1st floors.
Ceilings			\$31,000			The Call Center Move project did not include this task for the north and 1st floors.
Parking Lot			\$137,500			Required to accommodate the additional parking needs for the move from Highland.
Furniture			\$100,000			15 replacement workstations for Dispatching, chairs, cabinets, and furniture components.
Guest chairs			\$3,000			Chairs for offices and conference rooms.
Workstation moves					\$45,000	Cost of actually moving people.
Build offices			\$7,500			The Call Center Move project did not include this task for the north and 1st floors.
Manager office			\$28,000			The Call Center Move project did not include this task for the north and 1st floors.
Tables			\$6,000			The Call Center Move project did not include this task for the north and 1st floors.
Fire Suppression			\$45,000			The Call Center Move project did not include this task for the north and 1st floors.
Electrical			\$100,000			The Call Center Move project did not include this task for the north and 1st floors.
Basic Move Sub Totals			\$463,000	\$210,500	\$60,000	
Contingency (10%)			\$46,300	\$21,050	\$6,000	
Sub Total w/ Contingency			\$509,300	\$231,550	\$66,000	

Project Summary	Total Capital	Total Project (w/ OE)
Basic Move Total Capital & Total Project	\$740,850	\$806,850

Summary by Cap Type	Facilities Buildings & Grounds	Facilities Furniture	Data Center Network	OE
Sub Total	\$ 354,000	\$ 109,000	\$ 210,500	\$ 60,000
Contingency (10%)	\$ 35,400	\$ 10,900	\$ 21,050	\$ 6,000
Work Order Requests by Cap Type	\$ 389,400	\$ 119,900	\$ 231,550	\$ 66,000



MEMORANDUM

Date: 4/1/2003

Subject: Request for Transfer of Funds from the Call Center Move to Sycamore Project to separate Highland move work orders

From: Jim Griffin

To: CMT & IT Steering Committee

In 2002 the Sycamore Call Center Project was approved for \$5.7 million. Included in this project's work was \$100,000 for Highland Relocation and \$100,000 for Dispatching Relocation that was deferred to 2003. To perform these relocations the Move Out of Highland project has been created and is seeking approval. The goal of this project is to move the personnel from the Highland second floor and to consolidate Centralized Scheduling's Dispatching and Workload Administration at Sycamore. Additional departments impacted by this move include Meter Reading, Corrosion, Leak Survey, Locating, and Business Systems Support

The current IT estimate to prepare the Sycamore site for these departments is \$232,000. Two other work orders will be created to track facilities costs for this project. The total request for the Move Out of Highland is as follows:

IT costs to prepare Sycamore	\$232,000
Facilities - Building & Grounds	\$390,000
Facilities - Furniture	\$120,000
	<u><u> </u></u>
Total Move Out of Highland Request	\$742,000

I am requesting that additional work orders be approved for the sums above and be applied against the Sycamore Call Center Project budget.

Jim Griffin
AVP Customer Services

Centralized Scheduling

Centralized Scheduling Consolidation Enhancements Project Initiation Report

Prepared by: Dan Martin

Version: 1.0

Date: 4/1/03

Project Board:

Sponsor: Jim Griffin

Customer Representative: Liz Rogers,
Bob Goad,
Pat

Whiteside,
Jim Bruen

Technical Representative: Mark Guth,
Nadeem
Choudhary

Project Name

Approval Signatures

Name: Jim **Griin**
Title: AVP Customer Services

Name: Pat **Whiteside**
Title: General Manager Centralized
Scheduling

Name: Bob Goad
Title: Manager Workload Administration

Name: Liz Rogers
Title: Manager Operations Dispatching

Name: Mark Guth
Title: Manager IT Networks

Name: Charlie Williams
Title: Facilities & Property Manager

Name: Nadeem **Choudhary**
Title: Business **Technologist**

Name: Dan Martin
Title: Business Analyst

Name:
Title:

Name:
Title:

Centralized Scheduling Consolodation Enhancements

Project Name

Project Initiation Report

Project Name

Document History

Reviewed By

Organization	Person
AVP Customer Services	Jim Griffin
Centralized Scheduling	Pat Whiteside
Centralized Scheduling	Liz Rogers
Centralized Scheduling	Bob Goad
IT Operations	Mark Guth
IS Project Office, Business Technologist	Nadeem Choudhary

Revision Record

Number	Date and Sections	Notes
1.0	4/1/03	Submitted to CMT.

Project Name

Table of Contents

1. EXECUTIVE SUMMARY	1
1.1 Project Description/Scope Summary	1
1.2 Constraints/Issues/Risks	1
1.3 Recommendation	1
1.4 Strategic Intent	1
1.5 Duration	1
1.6 Impact	1
1.7 Architecture Compliance	2
1.8 Benefits Summary	2
1.9 Cost Summary	2
2. PROJECT OVERVIEW	3
2.1 Project Scope	3
2.2 Business Objectives	3
2.3 Project Objectives	3
2.4 High Level Requirements	3
3. BUSINESS CASE	4
3.1 Cost Analysis	4
3.2 Benefit Analysis	4
4. PROJECT PLAN	6
4.1 Assumptions	6
4.2 Constraints	6
4.3 Schedule	6
5. PROJECT ORGANIZATION	7
5.1 Assigning Resources	7
6. PROJECT BUDGET	10

■ EXECUTIVE SUMMARY

1.1 Project Description/Scope Summary

The purpose of this project is to prepare for the enhanced Centralized Scheduling benefits coming from the CFM project. These anticipated enhancements include better communications and aligned processes between Centralized Scheduling Operations and Dispatching and more information presented visually to Centralized Scheduling. By taking advantage of the Highland and Operations move to Sycamore to implement these recommendations now there will be cost avoidance of retrofitting the Centralized Scheduling environment in the future.

1.2 Constraints/Issues/Risks

- Console furniture needs to be implemented with the Move Out of Highland to Sycamore to avoid rework costs.

1.3 Recommendation

Options	Comments
Configure a command and control environment for Centralized Scheduling utilizing flat screen monitors.	Recommended option to fully prepare for CFM enhancements.
Configure a standard 8x8 cubicle environment for Centralized Scheduling utilizing the current dispatching monitors.	Recommended option if flat screen monitors are not approved.
Configure a command and control environment for Centralized Scheduling utilizing the current dispatching monitors.	Not recommended due to limited desktop workspace available with Dispatching's current monitors.

f.4 Strategic Intent

- Prepare Centralized Scheduling for the enhanced Centralized Scheduling benefits coming from the CFM project.
- Avoid the cost of retrofitting the Centralized Scheduling environment in the future.

1.5 Duration

These enhancements will be implemented during the move from Highland and G.O. Dispatching to Sycamore.

1.6 Impact

Centralized Scheduling will receive the enhancements identified in this request.

- Workstations & Chairs
- Flat Screen Monitors
- Ceiling Monitors and Statistics for Display
- PC's

- Headsets

7.7 Architecture Compliance

The technology recommended within this request meets Nicor Gas standards or can be supported by the vendors.

7.8 Benefits Summary

Benefit Proposition	Value
Avoid additional furniture and rework costs that will be incurred if the control center furniture is installed at a later date.	\$ 405K
Reducing the number of PC's per dispatcher to one will reduce costs.	\$ 36K
Total Value	\$ 441K

1.9 Cost Summary

High Level, Total Project Costs		
Costs	Capital	Assumptions
Technical & Communications	\$ 78K	IT Capital
Facilities – Furniture	\$ 165K	Facilities Capital
Project Totals:	\$ 243K	

2. PROJECT OVERVIEW

2.1 Project Scope

The scope of this project is limited to Centralized Scheduling on the north floor at Sycamore.

2.2 Business Objectives

Business Objectives Ref. No.	Business Objective Description
B1	Prepare for enhanced capabilities coming with the CFM project.
B2	Better utilization of Nicor Gas facility assets.

2.3 Project Objectives

Business Objective Ref. No.	Project Objective Ref. No.	Project Objective Description
B1, B2	P1	Configure a command and control environment for Centralized Scheduling.

2.4 High Level Requirements

Project Objective Ref. No.	Requirement Ref. No.	Requirement Description
P1	R1	Flat Screen Monitors
P1	R2	Ceiling Monitors
P1	R3	Extract Statistics for Display
P1	R4	PC
P1	R5	Headsets
P1	R6	Workstations & Chairs