

MARIN EMERGENCY RADIO AUTHORITY

371 Bel Marin Keys Blvd., Suite 100, Novato, CA 94949

Phone: (415) 883-9100

Fax: (415) 883-9155

DRAFT OF 1-22-09

2009 MERA OPERATIONS AND ADMINISTRATION WORK PLAN

JANUARY 1, 2009 – JUNE 30, 2009

MERA SYSTEM COVERAGE AND CAPACITY:

**The Operations Officer will develop and submit staff reports to the Executive Committee and Board including short and long-term recommendations, background information, detailed all-in costs (equipment, implementation services, project management, construction, environmental and legal review, site acquisition, etc.) and impact analyses, timelines for implementation and alternatives to provide a basis for informed official decisions on system coverage and capacity.

MERA SYSTEM OPERATIONS POLICIES AND PROCEDURES:

**The Operations Officer will develop system operations policies and procedures for Executive Committee and Board action that codify MERA's operations responsibilities to its member agencies, requirements of system use by its members and mutual aid agencies, system user priority, training requirements and manuals, equipment procurement and replacement procedures, major event procedures and protocols and system monitoring and management.

MERA ADMINISTRATION:

**The Executive Officer will develop staff reports on the renewal of the DPW Technical Services agreement, operating and capital budgets, system improvement financing and accounting, along with administrative policies that compliment and support systems operations policies and procedures, for presentation to the Executive Committee and Board.

**The Executive Officer will research and memorialize the MERA's organizational structure and governance, including descriptions of the roles and responsibilities of the Board, Executive Committee, Operations Group, current Sub and Ad Hoc Committees, Executive Officer, Operations Officer and other contract staff and consultants.

**The Executive Officer will develop reports for member input and official acceptance on the organization's history, website uses and enhancements, and a member agency, schools and affected agencies communications plan.

**The Executive Officer will provide an update on MERA's role with Wireless Marin and the next steps in the project for Executive Committee and Board action.

**The Executive Officer will continue to build internal organizational capacity to more effectively and efficiently conduct routine operations and respond to special projects.

JULY 1, 2009 – DECEMBER 31, 2009

MERA STRATEGIC PLAN:

**The Operations and Executive Officers will prepare a draft strategic plan as the first step in MERA's strategic planning process for member agency vetting and Board adoption. The draft will be developed with the assistance of a Board or Executive Committee appointed Ad Hoc Committee convened specifically for this purpose. The Ad Hoc Committee will seek input from the Police and Fire Chiefs' Associations, the Operational Issues Work Group, technical consultants and other staff during this period. Periodic iterations of the draft will be submitted to the MERA member agencies for their information and comments to assure the the plan reflects their goals for the system. The plan will address the future of the system, its half-life status, user needs and expectations, state of other similar emergency communications systems, emerging technology and identify resources to enhance and/or replace it when necessary.

The above priority assignments will be undertaken along with the regular day-to-day duties of the Executive and Operations Officers per their respective contracts with MERA and any other special projects that may arise (e.g., Forbes Hills Remediation, etc.).