

**MARIN EMERGENCY RADIO AUTHORITY**

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**MEMORANDUM**

**DATE:** March 9, 2011  
**TO:** MERA Executive Committee  
**FROM:** Maureen Cassingham, Executive Officer  
**SUBJECT:** **AGENDA ITEM A-2:** MERA STRATEGIC PLAN  
IMPLEMENTATION UPDATE

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**Recommended Action:** Receive and file the MERA Strategic Plan Implementation Update.

**Background:** The first meeting of the Governance Work Group (GWG) was convened on February 9, 2011. Tom Robinson, CBG Communications, Inc., is facilitating the five projected meetings over the next year to help the Group (Hymel, Odetto, Pearce, Rodericks, McMorro and Rock) develop governance recommendations to the Board to implement and oversee the next-gen system. The GWG reviewed its charge, current MERA governance, current and potential governance issues cited in the Strategic Plan, future governance considerations including Board size, composition, committees, etc., governance issues identified in the Board Self-Assessment Survey results, best governance practices of other like governmental authorities, and possible content of a Vision Statement, Principles of Governance and a statement of Core Values.

Next steps for the GWG are to review and provide feedback on a draft Vision Statement, Core Values and Principles of Governance. The GWG will meet again on April 13 to finalize these drafts and begin tackling future governance highest priority and foundational issues.

The Outreach Subcommittee (Cusimano, Doyle, Kreins and Sinnott) held its first meeting on February 16, 2011. Chief Kreins was elected Chair. The Subcommittee reviewed its charge, current and potential outreach issues cited in the Strategic Plan and Board Self-Assessment Survey results regarding MERA Board Member and Member Agency communications and the need for periodic joint meetings with Sustainability and Governance to coordinate their efforts. During the next six months, Outreach will be working on the development of messages MERA needs to convey to the public and the tools needed to do so for Executive Committee and Board review and approval. Before the public information campaign begins, Outreach will focus on developing a strategy for improving communications with the managers and governing bodies of its member agencies on current operations and Strategic Plan directions. The strategy will also be

presented to the Executive Committee and Board before proceeding. The Subcommittee will meet again on March 15 to discuss internal and external communications strategies and messages with two public relations consultants and determine whether professional advice is needed, timing of same and associated costs.

The Sustainability Subcommittee (Gaffney, Rodericks and Rzepinski) is scheduled to meet on March 2. Included on their agenda is a review of the Subcommittee's charge, relationship of the MERA Finance Committee with its Sustainability Subcommittee framework for the Subcommittee's work plan and work plan timeline.

Since this report had to be included in the Executive Committee agenda packet distributed early on March 2, I will provide a verbal update on March 9 on what was discussed at the March 2 Sustainability Subcommittee meeting along with the date of their next meeting.