

MARIN EMERGENCY RADIO AUTHORITY

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MEMORANDUM

DATE: September 14, 2011
TO: MERA Executive Committee
FROM: Maureen Cassingham, Executive Officer
SUBJECT: AGENDA ITEM **B-1**: REPORT #3 ON STRATEGIC PLAN
IMPLEMENTATION

Recommended Action: Receive and file Report #3 on Strategic Plan Implementation as presented.

Background: Attached are Reports #1 and #2 on Strategic Plan Implementation dated March 9, 2011, and May 18, 2011, respectively. Since those reports, the Finance Committee met on May 25, the Governance Work Group met on June 15 and the Outreach Subcommittee rescheduled its June 28 meeting to July 21.

The Finance Committee reviewed Vice Chair Gaffney's MERA Strategic Plan Funding Alternatives Matrix which included grants, member agency contributions, property taxes, parcel charges/property-related fees, sales tax and low interest loan programs as potential funding sources. The Committee also discussed a 911 phone tax. The consensus of the Committee was that funding of the next gen system would likely have to come from several sources including grants, member contributions and a tax or fee. The Committee requested Operations Officer Mansourian to prepare a feasibility study of 700 MHz replacement technology to fully understand what will be required of MERA from planning, financing and construction standpoints. He will prepare a report by the end of July which will include the tasks, timeline and costs to undertake this project. Payment for this DPW study (estimated at \$50,000 to \$60,000) will come from the MERA Replacement Fund where the Board has designated all Strategic Plan expenses be charged. This will permit MERA to capitalize all next gen system expenses.

The Governance Work Group reviewed the latest drafts of the Vision Statement, Core Values and Principles of Governance. They also discussed, in detail, Board composition and size and voting and funding formulas. Member input will be included in a draft document reflecting Work Group consensus/agreement on governance options and components which will be circulated for their comments by July 25. Their feedback will be incorporated in another draft which will be reviewed in a joint meeting with the Finance Committee and Outreach Subcommittee on September 20.

The Outreach Subcommittee will be reviewing the Second Status Report on MERA's Current Communications from public affairs consultants Mullen and Price, along with next steps and timeline for presenting new communications strategies at the joint meeting and to the Executive Committee and Board later this year.

As previously noted, copies of the minutes of the Finance Committee and Outreach Subcommittee are distributed electronically to the Executive Committee and Board and posted to meraonline.org. Notes from the Governance Work Group meetings are available on request.

ATTACHMENTS: MERA Strategic Plan Implementation Report
(March 9, 2011 – E.C.)

MERA Strategic Plan Implementation Report #2
(May 11, 2011 – E.C.) and May 18, 2011 – B.O.D.)