

# **MARIN EMERGENCY RADIO AUTHORITY**

c/o Novato Fire Protection District  
95 Rowland Way, Novato, CA 94945  
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G.B. 5/10/17 Agenda Item B-1

## **GOVERNING BOARD**

### **Minutes of February 22, 2017 Regular Meeting**

**DRAFT: 3/23/17**

#### **Call to Order and Introductions**

The meeting was called to order by President Pearce on February 22, 2017 at 3:32 p.m. at the Novato Fire Protection District Administration Office, Heritage Conference Room, 95 Rowland Way, Novato, CA 94945. Self-introductions followed.

#### **Governing Board Members & Alternates Present:**

City of Belvedere	Beth Pollard
Town of Corte Madera	Dan Reese (Alternate)
Town of Fairfax	David Cron (Alternate)
City of Larkspur	Scott Shurtz
City of Mill Valley	Jacqueline Graf-Reis (Alternate)
City of Novato	Pam Drew
Town of Ross	Tom Gaffney
Town of Anselmo	Doug Kelly
City of San Rafael	Bob Sinnott (Alternate)
Bolinas Fire Protection District	Anita Tyrrell-Brown
Inverness Public Utility District	Jim Fox
Kentfield Fire Protection District	Mark Pomi, Ron Naso (Alternate)
Marin Community College District	Martin Langeveld (Alternate)
Marin Transit	Amy Van Doren
Marinwood Community Services District	Tom Roach
Novato Fire Protection District	Steve Metcho, L.J. Silverman (Alternate)
Stinson Beach Fire District	Kenny Stevens
Tiburon Fire Protection District	Richard Pearce
Central Marin Police Authority	Theo Mainaris (Alternate)

#### **Governing Board Member Agencies Absent:**

County of Marin  
City of Sausalito  
Town of Tiburon  
Marin Municipal Water District  
Ross Valley Fire Department  
Southern Marin Fire Protection District

**Staff Present:**

MERA Executive Officer	Maureen Cassingham
MERA General Counsel	Trisha Ortiz
MERA Deputy Executive Officer - Next Gen Project	Dave Jeffries
MERA Operations Officer	Pat Echols
County Communications Engineer	Richard Chuck
Recording Secretary	Jeanne Villa

**Guests Present:**

Federal Engineering	Rajit Jhaver
Motorola Solutions	Dan Delaney
Motorola Solutions	Rodney Hughes

A. Consent Calendar

All matters on the Consent Calendar are to be approved with one motion unless a Member of the Governing Board or the public requests that separate action be taken on a specific item:

- 1) Resolution of Commendation – Jim McCann, City Manager - City of Mill Valley:  
MERA Executive Board Member representing Southern Marin Cities and Towns.
- 2) Resolution of Commendation – Debra Stutsman, Retiring Town Manager - Town of San Anselmo: MERA Governing Board Alternate representing Town of San Anselmo; MERA Executive Board Member representing Ross Valley Cities and Towns.
- 3) Minutes from December 14, 2016 Governing Board Regular Meeting.
- 4) Report No. 51 on Strategic Plan Implementation
- 5) Update on Non-Member System User of Letters of Agreement (LOAs)
- 6) Measure A Citizens Oversight Committee Member Requests for Additional Terms.

*M/S/P Roach/Gaffney to approve the Consent Calendar Items 1-6 as presented.*

AYES: All  
NAYS: None  
ABSTENTIONS: None  
Motion carried.

B. Executive Officer's Report – (Cassingham)

1.) Proposed Comprehensive Long-Term Next Gen Project Budget – (Jeffries)

Jeffries distributed and presented the staff report and draft Next Gen Project Budget, which reflects known and anticipated costs for the entire Project to be funded by Measure A Parcel Taxes. This draft looks at total Project costs, not just the Motorola contract. Staff will be working with the Finance Committee as projections are updated.

Jeffries reviewed the individual line items beginning with Item #1, which is the Motorola Contract Project development costs for Years 1-3, which will be discussed in greater detail later in the Agenda. Item #2 is the Motorola System Upgrade Agreement (SUA) II costs for Years 4-15, which will be paid for later. Item #3 for fire station alerting is an estimated pre-planned change order. Not included in the Draft Budget is a line item for GPS tracking of portable radios. Preliminary costs estimate for GPS is \$450,000 plus costs to local agencies for interface to the two CAD Systems. Meetings have been conducted with County COM and San Rafael dispatch centers, along with conversations with vendors. Jeffries said, in addition to these actions, he will be making presentations to the Police and Fire Chiefs' Associations on the GPS feature to get their input. A staff report will be developed for presentation to the Governing Board no later than the April meeting along with a recommendation.

Jeffries said Line 4 Site Construction is an estimate, which will be bid separately from the Motorola Contract. Likewise, Line 5, Site Acquisition, including environmentals, is an estimate. Line Items 6 and 7 are Phase I and II known costs for Federal Engineering (FE) Services, the latter of which is for Project Management. Line Item 8 is the budget for DPW services from the Next Gen Project Implementation Agreement. Line Item 9 is an estimate of non-DPW staff expenses for licensing, permits and frequency coordination. Line Item 10 is for RGS contract staff working on the Next Gen Project, for his time plus Cassingham's and Anderson's time through mid-2019. Line Item 11 is for estimated Project-related legal costs. Project-related fees are included in Line Item 12 for audits, parcel tax administration, etc.

Jeffries said recognition of initial Project planning and outreach costs are included in Line Item 13. Line Item 14 represents tower structural enhancements for the Dollar Hill site. Contingency is addressed in Line Item 15 in the amount of 15% of Items 1-14 for unforeseen expenses during the course of the Project. Line Item 16, Future Longevity, represents funds that will be available to address future opportunities like a redundant prime site for resiliency or additional sites.

Jeffries summarized the near-term total is nearly \$49M with an estimated overall total of \$69.5M. He reiterated that this is a planning document for ongoing discussion and related refinements. Kelly asked for more information about the GPS.

Jeffries said Motorola has estimated \$450,000 for GPS as a MERA cost if this feature is approved. This includes servers, software, and additional tower equipment. This would take GPS from the radios to wherever the data connects to the CAD systems. At that point, it would be up to San Rafael, the COM Center, and Fairfax to link their CAD systems to hold the data and use it. Local agency costs are estimated at \$50,000 for those interfaces. Neither CAD vendors have been asked for firm estimates. Intergraph had the larger costs for the County with Sunridge having lesser costs for San Rafael leaving minimal costs for Fairfax.

Jeffries said he is seeking the Chiefs' input both on the GPS feature and agency costs. Some of the interface costs would be borne by the agency itself or passed through to other agencies using their dispatch services. If there is support for GPS, staff will present the matter for future Governing Board consideration.

2. Update on Retirement of 2007 Project Note – (Cassingham)

Cassingham distributed the staff report on this matter, which was reviewed by the Finance Committee earlier this afternoon. She provided background on the Note, stating the retirement of it was included in the Next Gen System Financing Plan approved by the Governing Board in December 2014. The original Note amount was \$2,250,000, borrowed from Citizens Business Bank, carrying a 4.43% interest rate. The end of its term is February 2022.

Cassingham said the Financing Team in early 2016 determined that retirement of the Note would, given it is such a small financing secured by operating payments, complicate and delay the 2016 Bond financing. Retirement of the Note was delayed a second time due to Trustee Substitution. In the interim, a Surety was acquired for the 2010 Bonds Reserve to permit cash flow for Next Gen and temporarily replenish funds MERA had advanced for Next Gen planning expenses. Once Measure A Parcel Tax collections began, those funds were used to replenish the 2010 Project Fund.

Cassingham reported that the Finance Committee supported MERA filing a Notice of Completion with the Trustee to close the 2010 Bonds Project Fund and transfer the \$2M+ to the 2010 Bonds Revenue Fund for Debt Service. The Trustee would pay Debt Service and transfer any unused funds to the Surplus Fund. The remaining balance in this Fund would be remitted to MERA. She said the Committee recommended postponement of Note retirement.

Gaffney said the freed-up \$2M+ from the 2010 Bond proceeds, instead of paying off the Note, can be used for the Next Gen Project. He said these funds could help pay for the \$3.2M for non-safety MERA radios like Public Works, which the parcel tax cannot be used for. The Committee wants to keep its options open for the use of these proceeds and make decisions later. Refinancing the Note in addition to its retirement also remains an option. Pearce added this is a cash flow issue that requires further assessment, but it is important to get these funds now.

*M/S/P Gaffney/Roach to approve the plan to instruct the Trustee to close the 2010 Bonds Project Fund, transfer excess funds from the 2010 Project Fund to the 2010 Revenue Fund for Debt Service, transfer excess funds from the Revenue Fund after Debt Service to the Surplus Fund and remit funds available to MERA for future use as determined by the MERA Governing Board.*

AYES: All  
NAYS: None  
ABSTENTIONS: None  
Motion carried.

C. Operations Reports – (Echols)

1) Proposed Radio Communications System Contract

Echols presented his staff report on the proposed Motorola contract noting it has been a long time coming and there has been great anticipation. The vendor RFP was released in April 2016 for the design and implementation of the Next Gen Radio Communications System. The RFP process closed in August with one proposal from Motorola Solutions.

Echols said since that time, the proposal has been under review and we have been working with Motorola on refinements along with the Project Oversight Committee, Operations Working Group, the Negotiating Team of MERA and County staff, including Jeffries, Cassingham, Chuck and himself to achieve the final proposal of 900+ pages appended to the Contract.

As part of the due diligence of these reviews, a lot of client reference checking was conducted, site installation visits were made and the Ops Group called sub-contractor references to better learn about other Motorola Contract deployments. The Finance Committee's Ad Hoc Advisory Board assisted in reviewing proposal costs along with the proposal itself. All this resulted in feedback to Motorola consisting of questions, comments and scope revision requests to assure the scope of work met RFP requirements.

Echols said the final step was to develop the contract document to which the proposal is an exhibit. Terms and conditions were developed by a team led by

MERA General Counsel Ortiz, Deputy County Counsel Kiernan, Cassingham, Jeffries, Echols, Chuck, law and fire representatives, and the Federal Engineering team. Final terms and conditions were then negotiated with Motorola.

Echols added that due to this very exhaustive process, he is confident that this is a tight Contract with a scope of work so detailed as to deliver the Project MERA is seeking. He noted that the fire station alerting component and GPS capability for portable radios are pending. In the next few months, staff will return to get final review and approval of these elements. The two combined represent an estimated \$1.5M in additions to the Contract.

Echols summarized the new System as using 12 sites, including 5 new sites at Tomales, Marshall, Muir Beach, Wolfback Ridge and Over The Air (OTA) on the north flank of Mt. Burdell. 6 of the current MERA sites at Forbes Hill, Mt. Burdell, Mt. Tiburon, Bay Hill, Sonoma Mountain and Mill Valley City Hall were not included by Motorola in their proposed System. They felt the 12-site solution met the requirements of the RFP. The Negotiating Team, in an effort to enhance Southern Marin coverage, asked Motorola to analyze several alternative sites in San Francisco, including Sutro, a City site at Clay and Jones, a site in the Presidio and the V.A. Hospital. None of these provided any enhanced Southern Marin coverage compared to what Wolfback and Muir Beach can provide.

Echols reported the total contract cost is \$34.34M, including a base system cost of \$24.42M and extended System upgrades of \$9.92M. The base contract includes a 3-year warranty with years 4-15 covered by the SUA II. Fire Station Alerting (FSA) and GPS coming after Contract execution should not affect the Project implementation schedule. There are 2 incentives in the Contract, including a \$4M discount if the Contract is approved by the Board of Supervisors on March 7, 2017 and a \$500,000 discount if we take delivery of the subscriber radios by the end of 2017. Based on the implementation schedule, we need to receive the radios by year's end to complete programming in the Spring of 2018. We would seek to defer battery deliveries at a later date.

Echols said approval of this Contract does not constitute a Project under CEQA. Once it is executed, we move into a detailed design phase, which begins with preliminary detailed design and is completed with the final design phase. With the preliminary detailed design phase, there will be sufficient detail to begin the CEQA process to evaluate impacts. What we have at this point is a concept-level project. The Contract permits us to move forward with the design of the Project leading to the development of final plans and specifications.

Echols briefly described the construction bid process per Public Contract Code, which is bid separately through advertised competitive bidding. This site work is estimated at \$3M. Prior to initiating this process, all the CEQA work needs to be done. Echols, in wrapping up his report, thanked Jeffries, Chuck, Ortiz, Jhaver,

Cassingham and Kiernan for their herculean efforts over the last few months with proposal refinements and contract development. He recognized all the hours of effort, teamwork and support throughout. Pearce noted the tremendous amount of work to get to this point. He asked if the Statement of Work attached to the Contract represented all the issues MERA wanted addressed. Echols and Jeffries said, with Errata #1, the Contract and final proposal from Motorola accomplishes this. Echols said by taking the time over the last six months needed to vet the proposal and Contract, he is confident in both.

Pearce said the key items like Volunteer Paging, Fire Station Alerting and GPS have been or are being thoroughly addressed, which is key to us moving forward. The process has been well handled to date but is far from over. He asked for assurance that coverage is linked into the Proposal. Echols said the coverage maps are included in the Proposal, noting they meet or exceed RFP requirements.

Tyrell-Brown asked if there were any concerns about early acceptance of the radios. Jeffries responded that the concern from Gen I is that we took delivery of them so early which was complicated by land use issues. He said, if we are on track in needing the radios in the Spring of 2018, then December delivery is not a concern. If during detailed design review there is slippage, we may want to revisit this. The discount may be lost or reduced, plus this would become a change order. He reiterated that FSA and GPS would also be change orders. He added that Gen I will be used throughout the change over until we are comfortable and satisfied that all users have been successfully migrated.

Van Doren inquired about site acquisition impacts on taking the radios at the end of 2017. Jeffries said new site lease negotiations lie ahead, plus we may need to renegotiate current site leases for Next Gen plus CEQA reviews. Echols noted new site construction entitlements will take time, noting Tomales has been resolved. He said it is now primarily Wolfback Ridge, Muri Beach and OTA which is at an existing site. OTA looks straightforward. We will be working with Muir Beach Fire on that site as part of their new station design and siting. We will be working with Muir Beach Fire in presenting the site and are hopeful about it. Wolfback Ridge is an existing site which presents fewer challenges.

In response to Van Doren, Echols said MERA and DPW staff will work together on negotiations of current site leases with Cassingham taking the communications lead based on the relationships she has developed with Lessors over the last decade. DPW has a Real Estate Division that could assist. Kelly added his appreciation for all the work to date on Next Gen and supported taking delivery of the radios in 2017 for the \$500,000 discount to be applied against the cost of the GPS. Jeffries clarified that the discount has been factored into the Contract cost being considered today. Kelly said he strongly recommended adding GPS to the Contract when the Governing Board considers that feature.

Gaffney asked if the \$450,000 estimate for GPS was in the Budget. Jeffries said FSA was included because this has been consistently supported by MERA. However, GPS has not been included since we have not asked for and received support to include it. This hinges on the Police and Fire Chiefs' support. In response to Naso, Jeffries said a Muir Beach site was intended to address the coverage gap along the Coast, along with help from Tomales. The coverage maps show all sites contributing to better coverage.

Naso inquired about Southern Marin coverage. Jeffries said Wolfback will help, however, it may not resolve some pockets. We have looked at San Francisco sites and Martha, which were not as helpful. Changes in technology and amplifiers will do a better job in picking up signal. 98% of the signal may be achieved; however, there is drop off in some of the canyons, which is part of the topographical challenge.

Echols said what it will take to get complete coverage has been looked at, which could require 60+ tower sites and would not be financially feasible. He assured Naso that Next Gen assures greater coverage than we have now in West County and Southern Marin. Jeffries added that responder training will benefit from the workarounds we develop with conventional channels.

Silverman asked about North County coverage. Jeffries said the OTA site at Mt. Burdell addresses this and the North 101 corridor. He said this site wasn't on our radar until the coverage analysis was undertaken. Echols added that OTA also addresses other coverage at San Antonio Road and areas west. Jeffries said OTA allowed us to take out Burdell and Sonoma Mountain. Sonoma may stay because of mutual aid radios.

Gaffney asked why we can use fewer towers with Next Gen. Delaney said today's digital technology addresses this. Echols said there is 1 net less site. Wolfback addresses much of the coverage. Jeffries said we had projected 13 sites and added 4 new ones.

Pearce said many agencies are specing apparatus and inquired about a vendor fair to assist with this. Jeffries will be developing packages to bring back for Governing Board approval. We have discussed one for radio replacement, which needs to be defined. Agencies can then predict what they get from MERA. Any adds would be at local agency cost. In the next few months, we will have samples to touch and get dimensions from. Equipment installation is expected in mid-2018. Echols said there are new packaged police vehicles where the factory installs radio equipment. Right now, DPW's fleet services needs to gut vehicles to effect these installs.



*M/S/P Kelly/Stevens to recommend that the Marin County Board of Supervisors approve the proposed Contract with Motorola Systems, Inc., for Next Generation Project Implementation.*

AYES: All  
NAYS: None  
ABSTENTIONS: None  
Motion carried.

2) Status/Work Statistics Reports – (Chuck)

Chuck said one antenna at Bay Hill was replaced due to wind damage. A P.A. amplifier and rectifier were also replaced at the site. Annual P.M.s have begun at all the Fire Stations. Work was performed on this Sonoma Mountain dehydrators. Control station installations were completed at MCOE. All their MERA radios are in service and they are doing weekly tests. He noted various other site repairs.

Chuck said in January there were 825 hours and 44 minutes of air time. With all the storms, there were only 2 minutes and 24 seconds of busies. He mentioned a generator running at Big Rock for the last four days and road repair issues.

3) Other Information Items

None.

D. Open Time for Items Not on Agenda:

None.

E. Adjournment

The meeting was adjourned at 4:19 p.m.

Respectfully submitted by:

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Maureen Cassingham  
MERA Executive Officer  
and Secretary