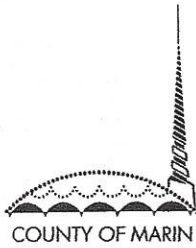


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OFFICE OF THE
COUNTY ADMINISTRATOR

April 10, 2019

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Dear Chief Pearce and Mr. Cusimano,

Thank you for sharing your concerns about the implementation of the next generation radio system in your March 13th letter. As a member agency and implementation partner, we certainly acknowledge that this is a challenging and multi-faceted project. Although there have been lessons learned during the implementation of this project, we have worked with MERA every step of the way with extensive governing Board and MERA staff oversight. This is an important project for us, and we are committed to do everything in our power to work with you to deliver a successful project that is within budget and implemented as soon as possible given legal, regulatory and site requirements. Consistent with our discussion over the last few months, we have added additional resources to ensure that the project is able to move as quickly as possible without hindering its long-term success.

Project Go-live

Your letter refers to the latest estimate of a 2023 completion as "being more than five years" beyond the original plan. Given regional oversight requirements, CEQA, coastal permits, and lease negotiations, the earliest the project could have been completed was in 2022. Although Motorola originally proposed a March 2019 date, Motorola's schedule was not realistic and did not include time for completion of California Environmental Quality Act (CEQA) nor site construction as these are MERA and County responsibilities in the contract and therefore not accounted for in Motorola's schedule. Unfortunately, that schedule was not a good indicator of the actual go-live date. Motorola's proposal states: *"All new sites will require environmental review prior to site acquisition and site development and construction activities. MERA is responsible to conduct the environmental reviews. For new sites and any existing site requiring modifications, MERA will develop and submit all required Environmental Disclosures, Impact Statements or Reports."* And further states: *"The preliminary schedule provided in this proposal assumes MERA has completed their civil construction for new sites and these sites are ready when Motorola begins installation."* We still face future CEQA and permitting uncertainty that are beyond the control of the County so we will need to work together well to minimize any further delays.

We are doing everything in our power to avoid future delays that could be encountered as lease negotiations proceed and coastal commission permits are pursued. In managing the project, the County is exploring any and all opportunities to reduce delays and expedite the completion of the project. Specifically, we are preparing construction bid packages and permit applications to coincide with the completion of the CEQA process to ensure there is limited downtime between critical project activities. There have been change orders approved by MERA to include two bands in subscriber radios to allow radio installations to occur sooner and reduce cutover time via wireless programming for Next Gen. To ensure the stability and effectiveness of the current system, we also have negotiated extended service support with Motorola for the legacy system at no cost and are actively testing and building an inventory of spare parts.

Project is within Parcel Tax Revenues

As a member agency that pays just over 36% of MERA's budget, we clearly have a shared interest in keeping the project budget within the parcel tax resources. Like most complex and multi-faceted projects, there have been recent change orders that made significant amendments to the Motorola implementation contract. Even with the recently-adopted change orders, the Project has approximately \$5 million in unappropriated reserves and includes \$9 million for an extended service agreement that will extend the system's useful life for 15 years.

Increase DPW Project staffing

In response to your feedback and given the increased workload required for upcoming phases of our project, the County is dedicating additional staff to support pre-work for the future phases of the Next Gen project. As we approach the completion of CEQA, we will allocate a full-time project manager and part-time Senior Engineer to ensure the timely completion of tasks around permitting and preparations for site construction.

In addition, the County will contract with Federal Engineering (FE) to assist with the County's deliverables under the Next Gen Implementation Agreement. Examples include, but are not limited to, assistance with lease document preparation, construction document preparation, and permitting for sites. These tasks performed by FE will assist in the pre-work necessary to minimize future delays and will be funded from the available DPW project implementation staffing budget. A contract amendment with Federal Engineering (FE) that is within the project budget will be brought forward within the next few weeks.

To successfully implement this important countywide project, we need to be working together to address concerns and make sure that the system goes live as quickly as possible within legal and regulatory constraints. Ideally, we can address issues in our monthly meetings as we go forward. Please give me or Raul a call any time if there are specific concerns or ideas that you feel are not addressed.

Sincerely,



Matthew Hymel
County Administrator



Raul Rojas
Public Works Director