

MARIN EMERGENCY RADIO AUTHORITY

c/o Town of Corte Madera
300 Tamalpais Drive, Corte Madera, CA 94925
PHONE: (415) 927-5050
WWW.MERAONLINE.ORG

GOVERNING BOARD

Minutes of June 10, 2020 Special Meeting

DRAFT: 6/22/20

Call to Order and Introductions

The teleconferenced special meeting was called to order by President Pearce on June 10, 2020 at 3:33 p.m. Pearce reviewed the teleconferencing protocol, noting roll call votes on all action items. Barrera called roll.

Governing Board Members & Alternates Present:

Town of Corte Madera	R. J. Suokko (Alternate)
City of Mill Valley	Jacqueline Graf (Alternate)
Town of Ross	Tom Gaffney
Town of San Anselmo	Doug Kelly
City of San Rafael	Bob Sinnott
County of Marin	Matthew Hymel
Town of Tiburon	Michael Cronin
Bolinas Fire Protection District	George Krakauer
Inverness Fire Protection District	Jim Fox
Kentfield Fire Protection District	Mark Pomi, Ron Naso (Alternate)
Marin Community College District	Martin Langeveld (Alternate)
Marin Transit	Amy Van Doren
Marin Municipal Water District	Don Wick (Alternate)
Marinwood Community Services District	Jeff Naylor
Novato Fire Protection District	Steve Metcho, L. J. Silverman (Alternate)
Southern Marin Fire Protection District	Cathryn Hilliard
Tiburon Fire Protection District	Richard Pearce

Governing Board Member Agencies Absent:

City of Belvedere
Town of Fairfax
City of Larkspur
City of Novato
City of Sausalito
Ross Valley Fire Department
Stinson Beach Fire Protection District
Central Marin Police Authority

Staff Present:

MERA Executive Officer	Maureen Cassingham
MERA General Counsel	Trisha Ortiz
MERA Deputy Executive Officer – Next Gen Project	Dave Jeffries
MERA Administrative Assistant – Next Gen Project	Maura Griffin
MERA Acting Operations Officer Recording Secretary	Raul Rojas Lorena Barrera

Guests Present:

Federal Engineering	David Mortimer
Marin County Public Works	Betsy Swenerton, Capital Planning and Projects Manager
Marin County Public Works	Jason Wong, Capital Planning and Projects
Marin County Fire	Mark Brown
AECOM	Kevin Uhl
AECOM	Mike Soderman
AECOM	Mark Hannah
AECOM	Albert King
AECOM	Mark Chase
AECOM	David Anderson
Motorola Solutions, Inc.	Kent Martin
Motorola Solutions, Inc.	Jennifer Di Pascale
Motorola Solutions, Inc.	Kourosh Mostashari

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) Minutes from May 13, 2020 Governing Board Regular Meeting
- 2) Report No. 96 on Strategic Plan Implementation

*M/S/P Kelly/Gaffney to approve Consent Calendar Items 1 and 2 as presented.
Roll call vote followed.*

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

B. Executive Officer's Report – (Cassingham)

1) Report No. 70 on Next Gen System Project and Budget – (Jeffries)

Jeffries reported MERA Project calls are continuing including a number of calls with AECOM regarding their proposal for NGP services. Calls with Motorola have begun to go over AECOM's Customer Design Review (CDR) comments. The final Media Advisory was issued for this year for the Measure A Low-Income Senior Exemption for income qualified applicants.

Jeffries noted the staff response to a Joint POC/FC Committee meeting question regarding Radio Change Order costs. He said these Change Orders had been included in Motorola Contract Line Item 1 versus Line Item 2. His Budget Summary has been revised to reflect this change which does not affect total Project costs. Funding sources were also updated.

2) Next Gen Project Oversight Committee Recommendation of AECOM Next Gen Radio System Customer Design Review (CDR) Submittal Analysis – Third Party Review

Cassingham reported on the NGPOC's review and recommendation of AECOM's CDR analysis, which was commissioned by the Governing Board on April 26. The analysis is very detailed of all the CDR Documents and identifies four key areas of concern, including quality of documentation, microwave system, coverage and project schedule. The Committee voted unanimously to recommend Governing Board acceptance along with direction to staff to address analysis findings with Motorola.

Cassingham introduced the AECOM Team. Soderman, Wireless Group Leader of the AECOM Technical Solutions Group, said the Team finds the architecture of the Proposed System from Motorola is a feasible solution for a 700 MHz P25 radio system that will meet the intent of MERA's functional requirements. Identified design document issues should be cleared up and resolved to minimize risks that can increase Project costs or schedule delays.

Hannah, AECOM's microwave expert, addressed the quality of Motorola's documentation, which covered most of the requirements. Due to lack of organization, inconsistencies and discrepancies between CDR documents, it was very challenging to review, resulting in many questions to MERA for clarification on important points. New information was discovered about other CDR documents which required repeated revisitation of other documents to determine which information was correct.

Hannah stressed a quality Design deserves the same quality of documentation to minimize confusion during Project implementation. Clear Design will help

minimize the need for future Change Orders leading to smooth Project implementation in the best interests of the Project and the vendor.

Hannah then discussed the microwave system. This is the communications network that links all the sites and subsystems together. It must be very reliable and is a critical part of the overall system. The approach presented is good; however, the documents submitted contained pieces of multiple designs. AECOM received clarification on which were the final design and used that variation as the master. They documented in their report all the discrepancies in that variation in all the other documents. Ultimately, there needs to be one agreed-upon Design and documentation needs to be consistent with that Design. This is needed to finalize frequency coordination and complete FCC licensing.

Hannah noted a second discrepancy in final Design, namely apparent obstructions from trees in the path engineering profiles. They were assured a path survey had been performed in 2017 but there is no evidence of that document in the CDR package. Potential obstructions should appear in the modeling software and should be physically measured to confirm if they are an issue or not. If they are not, the report should be updated accordingly. They recommend to reverify the paths to confirm there are no issues.

Hannah noted not doing path engineering now exposes the Project to risks of delay and to budget especially if a site is determined to be unreachable due to an obstruction. This may result in the need to find another site.

Anderson addressed coverage noting that reliable radio coverage is a critical system attribute. 700 MHz systems are typically designed for balanced talk-in and talk-out operation from portable radios. Field units must be able to hear and talk back to dispatchers. The MERA Design includes the equipment typically used for balanced operation; however, the County area guaranteed for talk-in is lower than that for talk-out. AECOM recommends the talk-in match talk-out.

Anderson said the RFP seeks clear voice quality, which is Delivered Audio Quality (DAQ). The coverage acceptance test plan or proof of performance is unclear on this. There are recommended edits to this CDR Plan that will help arrive at the test to achieve user standards. They have also provided guidance on how to strengthen coverage and how to test it.

Uhl addressed the Project Schedule, noting their comments are based on the Preliminary Project Schedule that was available. Key tasks are covered and in the right sequence. Also reviewed were task timelines to confirm if realistic. The Schedule looks reasonable in terms of level of task details and sequencing. Suggested changes are in AECOM's report. They conclude 3 years is a reasonable timeframe to get to cutover.

Uhl noted typical Schedule risks, which have been somewhat mitigated by existing site reuse. Two years for site construction is reasonable. Issues can arise beyond MERA's control, particularly with greenfield sites. Use of dual-band radios permits the start of fleet mapping, code plug development, and earlier installation of mobiles. The plan for the number of weekly installations is not yet developed.

Pearce noted the thoroughness of the AECOM Report and expressed appreciation for it. Jeffries said staff has gone through the Report in great detail and created a Master List of 130 items to work through with Motorola. Motorola has started their review. Where there are no issues, corrections will be made. Some will require more discussion. His intent is to present a summary to the Governing Board prior to any action on CDR.

Pearce asked about multiple revisions of site drawings. Jeffries said some drawings are still in progress and added that some are at 90% and closer to going out in bid packages. Swenerton and Wong are working diligently on these documents. Van Doren asked if issues identified in the Report are primarily ones to be resolved by Motorola or are they FE's or the County's responsibilities. Jeffries said a number of the items need Motorola cleanup. Some may be affected by differing FE and AECOM views and some are stylistic. It may involve a Change Order to address them, which will require a cost benefit analysis. And some issues may be waived until later in the Project. This will all be presented to the Governing Board in the staff analysis. Van Doren supported prioritizing next steps to keep the Schedule moving forward.

Jeffries said the County was expected to provide a Construction Schedule about six months ago to finalize Project Schedule. The transition of the Project to MERA has affected this. If engaged, AECOM would produce this Schedule with some delay as they come up to speed. He added that the timing of CDR corrections and approval also affect the Schedule.

*M/S/P Hilliard/Metcho to receive and accept the AECOM Next Gen Radio System Customer Design Review Submittal Analysis-Third Party Review as presented.
Roll call vote followed.*

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

3) Status Report on Transition of Next Gen System Project Implementation to MERA

Cassingham provided an update since the last Transition report. Another call between the parties occurred on May 19. Topics included a proposed MERA Transition Organization Chart, engagement of Program and Construction

Management services, addition of a part-time local Implementation Coordinator and assignment of the Motorola Contract and any others that are ongoing.

Cassingham said other items discussed included County provision of Contractor Contact and accounting information, transfer of all County NGP records to date to MERA, and County staff services availability pre-and-post 6/30/20 termination. Work is underway on a County Real Estate Services Agreement to complete in progress site leasing for certain NGP sites. The County similarly offered to continue its construction services to complete the Project, which is one of several options considered. She added there are AECOM items on today's agenda as well as the June 24 Agenda to complete the transition.

Pearce said both parties have been working diligently and cooperatively on the transition in the best interests of the Project. Van Doren asked about the extent of completion of permitting. Cassingham said Coastal Commission permitting was complete and there are remaining MALT easement issues. Rojas confirmed this, noting these smaller issues are being worked on and should be resolved in the near future.

4) Proposed MERA Next Gen Project Organization Chart and Position Responsibilities

Jeffries presented the Chart which is intended to address the transition of the Next Gen Project to MERA without County staffing currently assigned to it. It proposes a Program Manager reporting to the Deputy Executive Officer for Next Gen Project that would oversee the remainder of the Project, including coordination of the Radio System and Construction Project Manager positions, supported by a Construction Manager and part-time Implementation Coordinator to work on various non-Motorola Project tasks. Some of these tasks include working with County IST, Sheriff's Office Technical Services Unit, Communication Center and Radio Shop.

Pearce thanked Jeffries for developing the Chart and Position responsibilities to complete Next Gen. Kelly asked about salaries and benefits for these positions. Jeffries said the Program and Construction positions would be contractors, noting this will be addressed under Agenda Item 5. The Implementation Coordinator would be a part-time RGS contractor. Cassingham said this hourly rate is still under discussion and will be presented to the Governing Board on June 24 if the Organization Chart is approved.

Jeffries added the Project is being transitioned from County staffing to MERA part-time staffing, which must be supplemented by full-time contract managers with communications system and construction backgrounds to complete the next phases of Next Gen. Van Doren thanked Jeffries and Mortimer for working on the structure and tasks needed to manage and track Project completion.

*M/S/P Kelly/Van Doren to accept the Proposed Next Gen Project Organization Chart and Position Responsibilities as presented.
Roll call vote followed.*

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

5) Proposal from AECOM for NGP Program and Construction Management Services-
Task #2 MERA/AECOM Master Services Agreement

Cassingham said following the County's Notice of Termination of the Next Gen Implementation Agreement, the MERA Team of Pearce, Cusimano and the Executive and NGP Deputy Executive Officers began evaluating Project transition options, including organization structure, service options and use of consultants. MERA General Counsel confirmed replacement of the County's Implementation Services did not require competitive bidding for another service provider.

Cassingham said given AECOM's prior Marin County study of Next Gen System options and third-party Next Gen CDR review performance, the Team decided to reach out to them first for a proposal for Program and Construction Management services. Attached to her report is AECOM's scope of work and fee schedule to finish the Project. She said proposed costs are \$2,430,000. There is a balance of approximately \$1M in the Budget Implementation line item. Sources of funds to address the \$1.4M difference would be the Project Contingency or Unappropriated Reserve line items.

Cassingham requested presentation of the Proposal by the AECOM Team and responses to Board questions. Soderman introduced Albert King from AECOM's Northern California office, Manager of the West Region Government Sector. King said he has 21 years' experience with similar projects. He introduced Mark Chase as AECOM's proposed lead for MERA's Project.

Chase noted he is Senior Team Lead with AECOM and that he has been working closely with MERA to develop their proposal to complete this Project expeditiously. He reviewed the firm's extensive project management credentials and prior work with California public agencies. They have 50,000+ staff nationally and 1,500+ personnel in Northern California in San Francisco, Oakland and Sacramento. They are currently working on 10 CHP projects, including communication towers and related infrastructure.

Chase said they are proposing a Program Management team supported by extensive in-house technical services to deliver this Project. Under the general guidance of MERA management, AECOM will take the lead in providing day-to-day

management during contractor procurement, site construction, equipment installation, testing, acceptance and closeout. They are proposing James McKenzie, a Marin resident, as Program Manager, assisted by a locally-based Construction Project Manager. They will be supported by local office staff with scheduling, estimating and document control.

Chase said upon notice to proceed, AECOM would immediately develop a Program Management Plan, as expressed in detail in the Proposal, to organize and guide the Team. Specialized resources like architectural engineering, environmental and design services will be brought to bear as needed. Soderman's CDR Team will also provide ongoing support. He described AECOM's Project approach of providing concise recommendations, timely issues resolution and commitment to meeting MERA's expectations.

Gaffney asked about what percentage of Chase's and McKenzie's time will be spent on our Project. Chase said he will be part-time support, McKenzie will be full-time supported by another full-time Construction position. Jeffries clarified the Program Manager would stay with the Project until completion and coordinate the efforts of the Radio System Manager, Construction Project Manager and Implementation Coordinator. He added the two construction positions would be from AECOM and would be in place through Construction duration. In response to Gaffney, Chase clarified that AECOM would continue services through cutover and closeout.

Suokko asked about AECOM's Project Schedule assumptions. They assume Motorola's 26-month schedule is correct and 36 months Project completion is doable. He asked what would be done if the Schedule lagged and how the Team would deal with minimizing associated costs. Chase said AECOM will incorporate the Construction Schedule into Motorola's schedule and closely monitor task completion, red flag and proactively mitigate potential delays such as weather. AECOM has schedulers to continuously analyze and coordinate with contractors to anticipate and resolve Schedule issues.

Suokko asked if AECOM teams could be thinned out during delays to minimize costs. Chase said they proactively manage staff to address these situations; however, reducing the two FTE assigned to the Project would be difficult. With good relationship management of all the parties and contractors, AECOM expects to cooperatively problem solve to stay on track.

Soderman said AECOM's goal is to ensure the procurement process is tight and to get the construction phase completed as efficiently as possible to facilitate quick equipment installation. This team has been built to get this Project knocked out. Van Doren asked about estimating travel costs given one AECOM full-time position is not filled. Chase said AECOM will not be reimbursed for travel under 25 miles from the MERA provided office. He expects these costs will be minimal.

Van Doren asked about specialist staff travel who may be brought in from distances.

King said travel costs from San Francisco and Oakland offices would not be billed for reporting to the jobsite. In response to Van Doren, King said no staff would be brought in from outside California. Hilliard complimented the proposal, especially the troubleshooting commitment to get this Project done. She asked about MERA providing office space and why MERA would bear this expense given AECOM's local offices. She asked for clarification. Cassingham said she has been in conversation with one of MERA's member agencies for space, namely Corte Madera, since this is where MERA is based. She said space costs could be charged to Measure A.

Hilliard asked about the Criteria Architect. King said the Criteria Architect is responsible for performing design review of site buildings, foundations and system functioning to evaluate system performance. Kelly asked about this no-bid \$2.4M contract and how it compares to County costs. Cassingham reprised the remaining County implementation costs of \$1M from the original \$2M line item. This item was originally estimated in 2015 and could be subject to adjustment due to passage of time and unforeseen issues. The AECOM proposal is \$1.4M over the original \$2M line item which, if approved, could be addressed by Contingency or the Unappropriated Reserve.

Pearce inquired about access to sites and facilities and whether the County could foresee any challenges here. Rojas said he did not as long as there was coordination with County staff. He added that much has been put into this and believes this is the best path forward for timely Project completion.

M/S/P Suokko/Gaffney to approve the Proposal from AECOM for NGP Program and Construction Management Services – Task #2 MERA/AECOM Master Services Agreement as presented and authorize the Executive Officer to execute same. Roll call vote followed.

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

6) Report on Next Gen No-Cost Site Licenses and License Amendments and Request for Ratification

Cassingham recapped her report, noting there is a total of 18 NGP sites, 10 of which are existing and 8 new. As Executive Officer, she initially approved NGP no-cost site licenses and license amendments subsequent to Governing Board approval of system design. All licenses and license amendments were reviewed by MERA

General Counsel before execution. The Governing Board is now requested to ratify her actions.

Cassingham reported these licenses were for the Los Gamos, Civic Center, Mt. Barnabe, Dollar Hill and Bolinas/Stewart Point sites. Remaining no-cost site license amendments to be approved administratively and reported thereafter to the Governing Board include Sonoma Mt. and Pt. Reyes. Executive Officer negotiations for license amendments at Mt. Tam, San Pedro Ridge and Big Rock Ridge will be presented for Governing Board approval at upcoming meetings.

Cassingham said remaining leases still under negotiation by County Real Estate include OTA, Wolfback, Skyview Terrace, Mill Valley Water Tank, Coyote Peak and Muir Beach, along with site improvements at Tomales. All will be presented for Governing Board approval.

M/S/P Kelly/Wick to accept the Report on Next Gen Project No-Cost Site Licenses and License Amendments and confirm and ratify Executive Officer execution of same.

Roll call vote followed.

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

7) Proposed Assignment and Assumption Agreement By and Among the County of Marin, MERA and Motorola Solutions, Inc.

Cassingham reported that as part of the transition of the Next Gen Project to MERA, the County has requested MERA's assumption of the Motorola Contract effective July 1, 2020. MERA General and County Counsels developed the Assignment Agreement for presentation to the Governing Board. With the Board's earlier action on the Transition Organization Chart, the Motorola Agreement will be overseen by the Deputy Executive Officer for the Next Gen Project. No additional contract costs will be incurred with the assignment.

M/S/P Hilliard/Graf to approve the Proposed Assignment and Assumption Agreement By and Among the County of Marin, MERA and Motorola Solutions, Inc. as presented.

Roll call vote followed.

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

8) Other Information Items

None.

C. Operations Reports (Rojas)

1) Proposed Contract Change Order #12 – Early Radios and Assistance to Firefighters’ Grant

Rojas presented C.O. #12, which will be funded by a FEMA grant awarded last September. The amount of \$1.8M is available to upgrade fire radios to multi-band. Grant funds will be used to pay for the cost differential between current radio model costs and tri-band, which adds VHF frequencies. There will be 600 upgraded portables and 332 upgraded mobiles.

Jeffries responded to the question raised at the Joint Finance/Project Oversight Committee meeting about Next Gen radio costs and clarified the Budget radio expense had been placed in Motorola Contract Line Item 1 instead of Line Item 2. Pearce asked if the grant included radio chargers. Brown confirmed that chargers were included which will be a cost benefit to MERA. He added the AFG grant is regional, covering all the fire services in Marin on the MERA System. Jeffries confirmed MERA will not have to order chargers for these radios as they will be paid by the grant.

*M/S/P Gaffney/Hilliard to approve Motorola Change Order #12 and Early Radio Order #5 as presented.
Roll call vote followed.*

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

2) MERA System Operations Update - May

Rojas reported there were no System busies in May.

There was a catastrophic air conditioner failure at the San Pedro site. Emergency replacement was authorized and the cost estimate is between \$13,000 and \$14,500. The rest of the System is performing well at this time.

3) Other Information Items

None.

D. Open Time for Items Not on Agenda

None.

E. Adjournment

The meeting was adjourned at 5:00 p.m.

Respectfully submitted by:

Maureen Cassingham
MERA Executive Officer
and Secretary