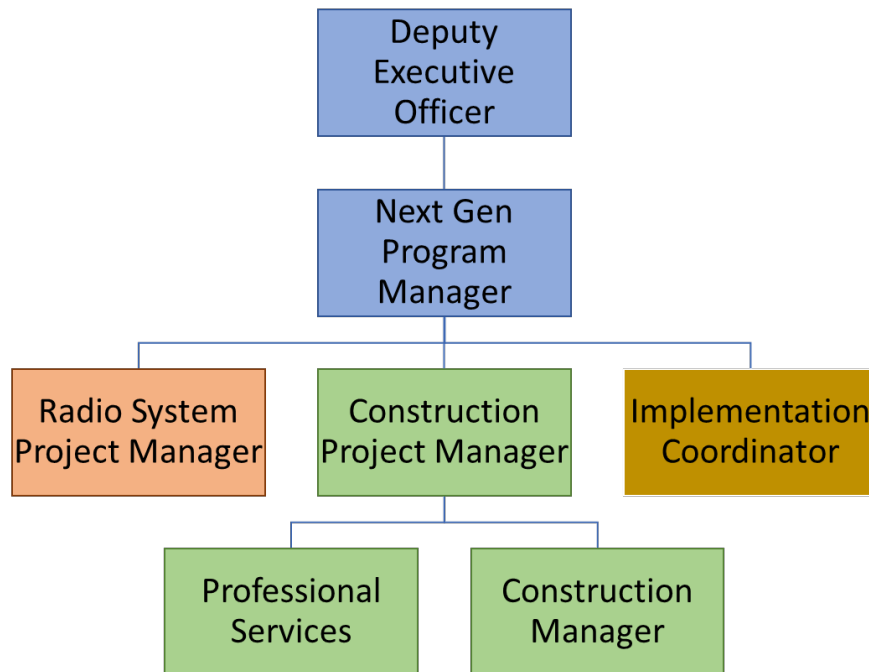


**Introduction:**

MERA Board President Pearce, Vice-President Cusimano, Executive Officer Cassingham and Dep. Executive Officer Jeffries have met and discussed the upcoming transition of the Next Gen Implementation Project from Marin County to MERA. To carry out the functions necessary to complete the Next Gen Project, we are recommending the following Post-Transition model:

- 1) This involves the use of a Next Gen Program Manager to provide day to day oversight of the two Project Managers and the Implementation Coordinator. The Next Gen Program Manager would report to the Deputy Executive Officer.
- 2) Use of the current Federal Engineering Consultant as the Radio System Project Manager with Federal Engineering Support per the existing agreement to oversee Motorola and that contract.
- 3) Use of a new Construction Project Manager to oversee the Bid and Construction phases of the project. This would include a Construction Manager and access to Professional Services as needed. This would include the finalization, bidding process and coordination of bid awards for the construction bid packages.
- 4) Use of a new Implementation Coordinator to oversee the majority of the previously identified “Non-Motorola” tasks. This could be a new RGS employee with the appropriate skill set.



**A. The Role of the Next Gen Program Manager:**

- a. This role reports to the Deputy Executive Officer.
- b. The overall responsibility of this role is to supervise and coordinate the efforts of the Radio System Project Manager, Construction Project Manager and Implementation Coordinator to successfully complete the project on time and on budget.

**B. The Role of the Radio System Project Manager:**

- a. This role reports to the Next Gen Program Manager and is currently filled by Mr. David Mortimer of Federal Engineering.
- b. The overall responsibility of this role is to ensure proper execution of the Motorola Contract as well as the tasks described in section E – Assignment of Other Tasks.

**C. The Role of the Construction Project Manager:**

- a. This role reports to the Next Gen Program Manager and needs to be contracted.
- b. This role supervises a new Construction Manager as well as supervision of the finalization of bid construction packages thru the completion of the bid process.
- c. The overall responsibility of this role is to ensure proper execution of the Construction Contracts as well as the tasks described in section E – Assignment of Other Tasks.

**D. The Role of the Implementation Coordinator:**

- a. This role reports to the Next Gen Program Manager and needs to be contracted. RGS may be a source for this position.
- b. The overall responsibility of this role is to ensure the proper execution of the tasks identified in Section E – Assignment of Other Tasks.
- c. The Implementation Coordinator will also participate in the OPS Committee and Training Committee.

**E. Assignment of Other Tasks:**

Joint or Other Assignment	Radio System Project Manager	Construction Project Manager	Implementation Coordinator
Dep Exec / Program Manager	Contractor	County Staff	Member Agencies

Task #	Task	Primary Responsibility	Supported By
1	Complete CEQA Requirements	COMPLETE	
2	Obtain CA Coastal Commission Develop. Permits	COMPLETE	
3	Approve Detailed Next Gen System Design	Radio System	
4	Complete Lease Negotiations and Execute Leases	Exec Officer	Radio System
5	Notify FCC Annually re: project progress/Ext. Impl.	Radio System	
6	Resolve R56 noncompliance for existing site equip.	Construction	Contractor
7	Update Signage at Existing Sites	COMPLETE	
8	Complete new construction and modification at sites to prepare for Motorola Installation	Construction	Contractor
9	Pull Fiber between floors at EOF and Civic Center	Construction	Contractor
10	Establish PG&E Service to new sites	Construction	Contractor
11	Trim trees at sites where needed	Construction	Contractor
12	Provide Public Network connectivity from EOF to dispatch sites for consoles	Dispatch Centers	Radio System

13	Prepare dispatch sites for new equipment installation (Site readiness)	Dispatch Centers	<b>Construction / Radio System</b>
14	Coordinate schedules with dispatch centers for Motorola equipment installation and cutover	Implementation	Radio System
15	Provide interface between NG logging recorder and MCSO phone recording server, if needed	MCSO TSU	Radio System
16	Prepare space at EOF for logging recorder equip.	DPW Comm Div	Radio System
17	Resolve who within MERA agencies has access to logging recorder playback and how they access	MCSO Comm Div	
18	Convert radio-controlled gates / locks to NG System	DPW Comm Div	Radio System
19	Relocate conventional equipment	DPW Comm Div	Radio System
20	Resolve future plans for Woodacre MW, Novato PD MW, BayRICS Interoperability, Bay Loop, Marin Command	<b>Dep Exec Ofc / DPW</b>	Radio System
21	Document procedures currently used by dispatch centers for console paging / Fire Station Alerting and provide to Motorola	Implementation	Dispatch Centers
22	Develop Console screen configurations with Motorola	Radio System	Dispatch Centers
23	Develop interface between CAD and Mach Alert	Radio System	MCSO TSU
24	Provide IP addresses for Fire Station alerting servers, AIC's, and controllers	DPW Comm Div	Radio System
25	Provide public network connectivity from EOF to fire station alerting sites	Fire Agencies	Radio System
26	Determine locations for fire station alerting controllers at individual fire stations	Fire Agencies	Radio System
27	Prepare fire station alerting sites for installation of equipment (site readiness)	Fire Agencies	Radio System
28	Specify .wav files for specific fire station alert tones (if needed)	DPW Comm Div	Fire Agencies
29	Interface new fire station alerting system with individual fire station systems	Fire Agencies	DPW Comm Div
30	Coordinate schedules with fire agencies for fire station alerting equipment installation and cutover	Implementation	Radio System
31	Move fire station alerting connections at fire station punch block from old system to new system during cutover	Fire Agencies	Radio System
32	Determine configurations for radio knobs / buttons / switches / soft keys	<b>COMPLETE</b>	
33	Develop NextGen radio system ID's and aliases	Dep Exec Ofc	<b>MERA Ops</b>
34	Develop fleet maps / configurations for mobiles and portables	Dep Exec Ofc	<b>MERA Ops</b>
35	Place radio orders for MERA member agencies	Implementation	Radio System
36	Inform MERA non-member agencies of new radio requirements	Implementation	Radio System
37	Provide inventory of vehicle types and mobile radio details to Motorola	Implementation	Member Agencies

38	Decommission Gen I mobiles and portables	DPW Comm Div	Member Agencies
39	Disposition decommissioned Gen I site equipment / Provide storage location	Implementation	
40	Develop Code Plugs for pagers	Implementation	Fire Agencies
41	Evaluate existing member agency access points for use in Wi-Fi programming, where needed	Member Agencies	Implementation
42	Design and install additional member agency access points for Wi-Fi programming where needed	Member Agencies	<b>County IST / Implementation</b>
43	Provide Public Network connectivity from EOF to member agency access points for Wi-Fi connectivity	Member Agencies	Radio System
44	Participate in Factory Acceptance Tests (Motorola, Nokia, Mach Alert, Commdex)	Radio System	<b>Program Mngr / Dep Exec Ofc / Implementation</b>
45	Inspect and approve individual mobile radio installations	Member Agencies	Implementation
46	Coordinate schedule with member agencies for delivery of vehicles for mobile radio installations	Implementation	Member Agencies
47	Coordinate schedule for delivery of portable radios to member agencies after programming	Implementation	Member Agencies
48	Coordinate schedule for delivery of pagers to fire agencies after programming	Implementation	Member Agencies
49	Coordinate Training Dates and Locations	<b>MERA Ops</b>	Implementation
50	Approve Motorola-produced training materials	<b>Training Cmte</b>	Implementation
51	Develop MERA-Specific training materials	<b>Training Cmte</b>	Implementation
52	Participate in System Functional Test	Radio System	Program Mngr / Dep Exec Ofc
53	Monitor 30-day Operational Test	Radio System	Program Mngr / Dep Exec Ofc
54	Provide vehicle and driver for Coverage Acceptance Test	Implementation	
55	Participate in Coverage Acceptance Test	Radio System	Implementation
56	Monitor System Cutover	Radio System	Implementation
57	Verify resolution of Final Punch List items	Radio System	
58	Configure firewalls for logging recorders	County IST	Radio System
59	Obtain Air Quality permits for generators	Construction	Implementation
60	Arrange access to controlled sites for Motorola employees and contractors	Radio System	DPW Comm Div
61	Create remote network access to system for Motorola	County IST	Radio System
62	Store Motorola equipment prior to installation	Implementation	Radio System
63	Perform baseline tests on existing equipment before it is moved by Motorola as part of site readiness	DPW Comm Div	Radio System
64	Update FCC Licenses for conventional channels	<b>Radio System / DPW</b>	
65	Renew FAA determination, if required	Radio System	

66	Provide County network connectivity from EOF to public network for dispatch consoles	County IST	Radio System
67	Provide County network connectivity from EOF to public network for fire station alerting	County IST	Radio System
68	Provide County network connectivity from EOF to public network for wi-fi programming	County IST	Radio System