

**PIMA COUNTY WIRELESS INTEGRATED NETWORK
(PCWIN)
EXECUTIVE MANAGEMENT COMMITTEE**

Pima County Sheriff's Department
Administration Building, 3rd Floor
1750 E. Benson Highway
Friday, January 26, 2012
9:00 a.m.

SUMMARY OF MEETING

Note: The following is a summary of what transpired at the January 26, 2012 EMC meeting. Cassette tape and materials provided are available upon request.

I. Call to Order: Captain Paul Wilson, Alternate Chairman, 9:12 a.m.

Roll Call: Catherine Hanna, Pima County Sheriff's Department

Members Present

Captain Paul Wilson, Pima County Sheriff's Department (*Alternate*)
Chief Anthony Daykin, University of Arizona Police Department
Chief Daniel Sharp, Oro Valley Police Department
Chief Doug Chappell, Drexel Heights Fire District
Chief Roberto Villaseñor, Tucson Police Department
Assistant Chief Dave Ridings, Tucson Fire Department (*Alternate*)
Deputy Chief Sharon Allen, Tucson Police Department (*Alternate*)
Mr. Mike Hein, Office of Emergency Management & Homeland Security

Members Absent

Sheriff Clarence Dupnik, Pima County Sheriff's Department
Chief Jeff Piechura, Northwest Fire District
Chief Joseph Delgado, Tohono O'odham Police Department

Others Present

John Bowers, Motorola
Frank Brady, RACES
Gary Bynum, Drexel Heights FD
Tony Casella, PC IT
Carl Drescher, Town of Marana
Carrie Hemman, Motorola
Randy Karrer, Golder Ranch FD

Joseph Martinez, Tohono O'odham PD IT
John Moffatt, PC Strategic Planning Office
Robert Padilla, PC Finance & Risk Mgmt
Pat Quinn, Tucson Fire Department
Mike Sacco, PCSD Communications
Michael Smith, Tucson Fire Department
James Stoltenberry, Rural Metro FD

II. Approval of Minutes
Captain Paul Wilson, Pima County Sheriff's Department

Captain Wilson proposes approval of the minutes for the December 9, 2011, Executive Management Committee (EMC) meeting. Chief Chappell moves to approve the minutes and Chief Sharp seconds the motion. Motion unanimously carries.

Materials provided: EMC summary dated December 9, 2011.

III. Pledge of Allegiance

Committee stands and recites the Pledge of Allegiance.

IV. PCWIN Project Status Report
Dr. John Moffatt, Pima County Strategic Planning Office

Committee members are asked to refer to their powerpoint handout during the status update.

Radio System

Motorola is our radio system contractor. Several dates are forthcoming, which are to be noted:

- Prime site equipment will be installed in late Summer 2012
- Site equipment staging will be complete September 14, 2012
- Site equipment installation will be complete September 5, 2013
- Console equipment installation will be complete by June 21, 2013
- Subscriber order is due no later than August 2012

User agreements will determine the number of subscribers ordered. Per PCWIN's contract, we'll receive a 35% discount when ordered by August 2012.

Microwave System

There are a number of sites connected via microwave. PCWIN's selected contract is NIC, using Ceragon equipment. Dates to be aware of include:

- Equipment will be received by January 31, 2012
- Staging and testing will be complete by March 15, 2012
- Installation of 20 different hops will be complete by March 26, 2013
- System cutover is expected March 29, 2013

Due to the structural changes made during the project, including changes to the Tohono O'odham Nation, engineering to microwave continues.

Network Integration

Network integration will tie the microwave and network connectivity together between the City of Tucson and Pima County.

- Network design is complete
- Procurement and testing will occur throughout March 2012
- Installation for 11 sites will be complete on April 9, 2013
- Performance and circuit testing will begin May 23, 2013
- Network integration completion is expected June 6, 2013

Site Development

There are 29 sites to be developed; eight (8) are complete and 14 are underway. Three (3) are not finalized.

Another complaint from Dr. Rosenzweig was filed with the FCC and the President's Advisory Council, objecting to the [Tumamoc](#) project, which may be resolved in a meeting with the U of A President and Mr. Huckelberry.

Tumamoc Hill's environmental assessment is complete and no objections were noted from the Tribal community or the State Historic Preservation Office. Documentation is with the FCC and will be forwarded to the President's Advisory Council for additional review following Dr. Rosenzweig's complaint. It was commented that this was an extremely well-done process, so Staff is encouraged for Tumamoc's completion and approval.

The Tohono O'odham Nation sites (Jewek/Quijotoa and Kitt Peak) are the only sites which would allow the County to produce coverage throughout the Nation. The Indian Health Service and the Tohono O'odham Police Department were the other two (2) sites to be used, but will instead be handled during phase II of the site development process.

The Nation's Chairman has scheduled a meeting with Mr. Huckelberry, Supervisor Bronson, and Supervisor Valadez on February 28th to further discuss the Nation's plans for the project.

GovNet - Arivaca

GovNet is state-wide, government microwave network, building 250-300 sites around the State to connect with hospitals, schools, and libraries. PCWIN has permission to be on GovNet's tower, at Arivaca, with no capital expense and very little operating expense, saving the project hundreds of thousands of dollars. PCWIN is waiting for GovNet's approval process to conclude with the Arizona State Land Department.

Project site construction completion is anticipated by March 5, 2013. Tumamoc Hill has been the biggest challenge, and Staff continues to accelerate the process. Agreements are in place, and the Verizon building demolition is anticipated in mid-February.

Contractors, sub-contractors, and PCWIN staff have to go through sensitivity training before work can begin on Tumamoc. Site surveys will be scheduled to check for archeological impact. Construction will begin following those tasks. Bids for the site have been released.

Pima Emergency Communications & Operations Center (PECOC)

Construction contractor is Sundt, awarded on August 2, 2011.

- AV design will be complete by February 2012
- Substantial completion is expected July 2012
- Initial occupancy (OEM) will be September 2012
- Dispatch occupancy is undecided, although Staff would like the transition to be spaced out, as opposed to a one-day cutover. The primary issue is the ability to extend the legacy radio services into the building, so the dispatch agencies can continue to use their current equipment. The Sheriff's Department and Drexel Heights Fire District have to determine solutions to accomplish this, and testing this option will occur by February 2012.

Modifications from Scope

- Marana's withdrawal caused Staff to redesign the northern portion of the system
- Tucson International Airport Police and Fire withdrew as they did not see enough benefit for them in the project
- Thomas O. Price Center (TOPSC) will be used for the City of Tucson Police and Fire dispatch services, and become a mutual backup site to PECOC
- Tohono O'odham has been moved to a phase II approach to site development
- Tumamoc consolidation will remove seven (7) towers and three (3) buildings

Chief Villaseñor expresses concern regarding discussions on the applicability of the \$4.4M allocated by the County for TOPSC renovations, specific to the project. Even with the \$4.4M, it's not enough for the City of Tucson to accomplish the needs for the TOPSC. The City is already seeking additional funding to assist with the \$4.4M, but without a guarantee from the County that the \$4.4M will be there, the City of Tucson will have to re-evaluate their participation in the project. The City was under the impression that the current IGA with the County was specific enough to assure the money, but due to recent events, doubt has been cast and the City of Tucson wants the issue cleared up, in writing, before they proceed. Chief Villaseñor would like this issue resolved as quickly as possible.

Dr. Moffatt stated that the Bond issue included the public safety communications system, which also included the new courts building, and there's been a challenge to the use of some the Bond money to retro-fit the existing courts building.

Dr. Moffatt wrote a letter to the City of Tucson, explaining the issue, which includes a paragraph asking them to keep sending their bills to the County for payment. Dr. Moffatt has not been told to stop paying bills, nor is there any indication to do so.

Chief Villaseñor expresses the importance of this project, but guaranteeing that funding is paramount for the City of Tucson to proceed in the project.

Mr. Hein suggests that the City of Tucson construct a clear articulation of the ramifications and options that are important to their agency. Dr. Moffatt will forward the EMC a copy of the letter sent to the City.

Chief Villaseñor stresses that the mere specter of non-payment of the City of Tucson's bills causes them to halt plans until the issue is resolved. Dr. Moffatt will aggressively pursue answers to this issue.

Tumamoc Hill

Staff needed to accommodate the spiritual, archeological, and biological demands of the site. Staff has chosen to take down seven towers and three buildings to accommodate the goals of the site, adding cost and schedule delays.

Cost Projections

The original Bond issue was \$92M. Through the efforts of Lt. Mike Sacco, DHS, City of Tucson, and Drexel Heights Fire District, approximately \$10M in grant funding has been allocated to support the project. Projections are as follows:

- Radio System - \$61,122,349
- PECOC - \$36,376,836
- TOPSC - \$4,442,836
- Total - \$101,941,711

PCWIN Final Documentation and Completion of Project is July 2014.

Narrowbanding

PCWIN Staff have narrowed down the narrowbanding applications to six (6) agencies who requested to participate in a narrowbanding waiver request: City of Tucson, City of South Tucson, Mount Lemmon Fire District, and Pima County – Ajo/Gibson Fire Department and the Why Fire District Dispatch locations. Staff is finalizing the application documents and will forward them to the State PSIC Office and the FCC for additional review and feedback before it's officially submitted.

It's important for the City of Tucson, as they would have a considerable expense associated with equipment replacement to narrowband on their existing UHF/VHF systems if the Commission is not inclined to support the waiver.

Pima County and City of Tucson staff has begun discussions on including MEDS components on the PCWIN system. Assistant Chief Ridings asks Dr. Moffatt and Captain Wilson to give a PCWIN presentation to the Southern Arizona Regional EMS Council sub-committee of providers, on February 8th in Sierra Vista. Future presentations to additional medical personnel will take place at a later time.

Rural Metro

Rural Metro has expressed an interest in joining the project; an estimated 450-500 additional radios onto the system. Dr. Moffatt asked that they fill out a questionnaire to send to AECOM to provide the design integration plan. As a private entity, the responsibility to design and buy into the system will be Rural Metro's. The addition of Rural Metro would only include radios, at this point. They would retain their own dispatch center and it may include a couple of added consoles.

Town of Marana

Robert Padilla, of the Pima County Finance & Risk Management Department, inquired about the Town of Marana's participation in the project. Dr. Moffatt explained that the decision can only be made with the Town Council's support. Carl Drescher, with the Town of Marana's IT, explained that a more definitive position will be outlined by Spring 2012.

Materials provided: Executive Management Committee Project Update (powerpoint handout), dated January 26, 2012.

V. Pima County Regional Emergency Dispatch (PC-RED) Chief Doug Chappell, Drexel Heights Fire District

Part of the scope change with the dispatch facilities had to include allowing the County fire districts to plan to consolidate some of their dispatch services and co-locate into the PECOC facility.

Chief Chappell explains that ~~planning and~~ the organizational structure is being put together. County Dispatch is in the process of developing a budget, so costs can be assessed. Next, County Dispatch will determine who will participate in the Regional Dispatch operation. Drexel has developed a Joint Powers Authority (JPA) format for managing this operation, one year after its inception. Before the JPA is established, Drexel Heights will be the lead agency (IGA in place) to start. The format for the JPA puts an Executive Committee together with members participating in the oversight process. The Executive Committee and the Operations Committee will include the fire chiefs and/or their staff.

If the resources permit, Drexel Heights would like to move into PECOC early, along with the Sheriff's Department, as they can use the additional facilities to train for the anticipated equipment changes.

VI. Governance Chief Doug Chappell, Drexel Heights Fire District Chief Daniel Sharp, Oro Valley Police Department

PCWIN has been operating under a Governance structure that is defined in a Pima County ordinance, and that structure has worked out well, as it relates to implementation, but as the project moves into an operating state, additional factors must be considered to move the project forward for the next 20 years.

Back in late 2010, PCWIN acquired some services to conduct an assessment of our current Governance structure. The final report identified some action items that could be taken to improve the structure, which was publicized at previous meetings, and posted on the PCWIN website.

Today's meeting was designed to bring together the various stakeholders to discuss what they would like to see in the Governance model, so those ideas can be incorporated into future user agreements and operations.

At the last meeting, a motion was taken and approved for Staff to acquire services from Buford Goff and Associates, who had completed the Governance model for Phoenix. A contract was signed by the consultant and placed on the Board of Supervisor's agenda for approval, but it was declined because the DHS grant would not fund a direct select contract. The contract has to be competitively bid. Staff is in the process of creating a limited competition bid for services.

Depending on the outcome of this meeting, Staff may be able to modify the scope of what the consultant will do.

The most significant observations were about organization, participation and ownership issues. The key issues and actionable items identified included:

- **Strained relationships between partner agencies.** Revise the PCWIN governance structure and overall project approach to address system "ownership" from both a user perspective and a financial perspective.
- **Agency representation on the EMC.** A minority of the participating agencies are represented on the EMC. The smaller agencies feel unrepresented.
- **Implications of losing agency partners.** Legal and financial documents should be completed to fully commit subscriber agencies to the project.
- **Evolution from design to implementation, operation, and sustainment functions.** Develop strategies to migrate from design and purchase-oriented expertise toward implementation and operation oriented expertise.
- **Project staffing (operational support).** Develop post-implementation support capabilities.
- **Identifying sustainment funds.** Reassess funding strategies for long term sustainment of the new systems.

Governance

- Phoenix Model
 - Executive Committee (all participating agencies)
 - Rule that there can be weighted voting if necessary
 - Operating Committee (Technical Guidance)
 - Executive Director
 - Administrative Staff
 - Service Level Agreement for Technical Support
- Governance Issues
 - Executive Committee Role
 - Develop, sustain, and promote the regional vision of the project
 - Develop and implement a strategic business plan
 - Oversee budget issues
 - Make recommendations to the Board on bond expenditures, budget scope, personnel, contracts, and other matters
 - Develop and secure appropriate IGAs
 - Develop and implement practices, procedures, protocols, and requirements for Self-Funded Agency Member participants
 - Implement a long-term management plan upon successful completion of the project
 - Financial Role
 - O&M costs apportioned equally to all agencies, based on participation ratio
 - Fees billed monthly – Admin function
 - 5-year budget projection window provided to members each year for planning
- System Reliability
 - O&M services for infrastructure performed by a centrally managed support organization
 - O&M and programming services provided for subscriber equipment. Services will be provided by PC Wireless and COT radio maintenance shops
 - Pima County will maintain master repair contracts with manufacturers
- Operational Issues
 - System standards – 10-codes, console configuration, interop patches
 - Maintenance – preventative, repairs
 - Fleet Management – talk groups, enabling radios, priorities, failure modes, frequency coordination, programming coordination of 7,000 radios
 - Purchasing – develop and maintain minimum equipment standards for consistency
- Individual Agency Responsibilities
 - Installation and de-installation services for mobile radio equipment after initial build-out
 - Purchase additional subscriber equipment approved by EMC
 - Replace lost, stolen, or damaged equipment not under warranty
 - Accessory replacement
- Cost Projections Included in Monthly Fees Per Radio
 - Personnel and Admin Fees

- Operating expenses – Admin Office, tech services, vehicles, spare parts, insurance and supplies
- Contractual – maintenance contracts
- Leases & Utilities
- Emergency Fund – first year amounts covered by Warranty accumulated into Emergency Fund

The EMC needs to begin the planning process and direct the consultant on what the Governance model should look like. The Phoenix Model is a reasonable approach, and it can be modified. Chief Chappell and Chief Sharp request participant agency comment and feedback.

Discussion

Chief Randy Karrer, with the Golder Ranch Fire District, explains that he is familiar with the Phoenix Governance Model and he encourages Staff to continue looking into that model, as it's reasonable and it works. He has seen the value to which the model provides, although he is not in favor of weighted voting.

Additionally, Chief Karrer appreciates the way Phoenix has the ability to standardize their communications systems. The Phoenix model will be beneficial to Pima County; the fire disciplines in Pima County need collaboration. Chief Karrer believes the regional radio system and the automatic aid agreements, along with a central dispatch system allow for Phoenix to be successful, and will allow PCWIN to be successful.

Chief Chappell states that it's almost impossible to gather all of the automatic aids and formats without a standardized radio platform. The PCWIN project has the ability to get us to that point.

Deputy Chief Quinn appreciates two (2) aspects from the Phoenix model: one is that the municipalities are represented by a limited three (3) votes, which allows larger players to represent their specific needs. Another aspect is how Phoenix introduced the program administrator position, given to David Felix, who didn't come from the represented entities, he came from the State. That position avoided the appearance of impropriety.

Captain Wilson explains the three (3) governing committees:

Board of Directors; sets policy, establishes funding, approves membership, exercises other authorized powers under IGAs. It includes one member from each city, town, county, state, Indian nation, fire district, or separately constituted public entity. Members of this board are usually senior executives in their agency.

Executive Committee; provides a high-level expertise in the communications and operations and advises the Board and directs the efforts of the Executive Director. Consists of an appointed, five (5) member board; a police executive, fire executive, a municipal executive, CIO, and a network manager.

Operations Working Group; addresses the network operational issues and maintain the board approved policies and procedures. Each member can have up to three (3) representatives.

In respect to weighted vote, Phoenix has included that option in their IGAs. During any meeting and taking action on items, any member at any time during that meeting can call for a weighted vote. Weighting depends on the total number of subscribers which that jurisdiction has on the system.

During his visit to Pima County, David Felix explained that Phoenix hasn't had to exercise the weighted voting option, as the mind-set of the board is to make the best decision for everyone, not just one single entity.

Deputy Chief Sharon Allen sees a benefit to the Phoenix model and supports the weighted voting.

Besides the initial capital for supporting the system, Mr. Hein asks Dr. Moffatt to clarify what the County and the City of Tucson have provided as the backbone to the system, as we see it today.

The system is made up several layers; subscribers and consoles are connected to the City and County networks, which are made up of fiber and microwave connectivity. The consoles are connected via hardwire and microwave. Subscribers are wireless. Above connectivity is the land mobile radio system (LMR), consisting of a trunked 800 MHz system, where all subscribers will go through the network. There are 29 tower sites that broadcast and come off of that network. In order to support the PCWIN system, you have various levels of support.

Tony Casella adds that the project is on a Motorola system; a service which runs on a network infrastructure. There are different ways as to divide how that looks. When managing towers sites, you would have a Facilities group, who would maintain your generators, electric, HVAC units, and anything related to that building. Those costs would be some kind of service level agreement (SLA) to the PCWIN organization.

In regards to weighted voting, Captain Wilson states that the vast majority of the radio system users on RWC are city jurisdictions; the vast majority of Maricopa County is in an incorporated city or town with a varying degree of resources, but more resources, typically, than our entities, such as the volunteer fire agencies. He asks the Committee to be careful as to understand the implications of the weighted voting from the standpoint that a City or County can use weighted voting to push an issue one way, such as an increased cost, which would run a volunteer organization out of the project.

Audience member, Mr. Frank Brady, expresses concern that the current system will be good for 15 years, and suggests Staff begin future updates to the system. Dr. Moffatt picked the system timeframe between 15-20 years. Gathering agreements and building 30 sites takes time; delays throughout this project have put the project behind one year, but Staff is doing everything they can do to accelerate that timeframe.

Direction

Chief Sharp is comfortable with the direction Staff has to engage a consultant and look into the Phoenix Governance Model as a reasonable model for the PCWIN project.

Chief Daykin states the importance of bottom-line costs to operate on the system, and expresses concern that if Staff isn't careful, all entities will buy into a system, initially, and become fractured if costs become too high. Costs will determine most of the decisions for participating agencies.

Materials provided: Executive Management Committee Project Update (PowerPoint handout), dated January 26, 2012.

VII. New Business, Captain Paul Wilson, Pima County Sheriff's Department

Captain Wilson reviewed the budgetary numbers for the PCWIN radio project, which are very similar to what was previously published in the 2009 Business Plan. He will email the PCWIN radio project budget details to the Committee following the meeting, which will outline the annual operating and maintenance costs.

Costs associated with operating PECOC and TOPSC had not been updated since 2007. Captain Wilson created a document, noting his assumptions as to how he came up with the line-item costs. He does not have the numbers associated with the TOPSC Center Project and he will meet with the City to discuss additional numbers.

The radio number is \$42.24 per unit, \$0.25 less than previously estimated in 2009. This does include the changes to subscribers with the withdrawal of Marana and the Tucson Airport Authority, and the City's Public Works.

VIII. Call to the Public

Captain Wilson asks if anyone in the audience would like to address the Committee. He receives no response.

IX. Date-Time-Location of Next Meeting(s)

Thursday, February 23, 2012

Pima County Sheriff's Department
Administration Building, 3rd Floor, Sheriff's Operations Center
1750 E. Benson Highway, Tucson

X. Adjournment

Captain Wilson asks for a motion for adjournment. Chief Sharp moves to adjourn the meeting. Chief Daykin seconds the motion. Motion is unanimously carries.

Meeting adjourns at 11:02 a.m.

Minutes prepared by: Catherine Hanna