



**Board of Directors
MINUTES
January 27, 2011**

Phoenix City Council Chambers
200 West Jefferson Street
Phoenix, Arizona 85003

Board Members Present

Mark Brown	Mike Frazier	David Neuman*
Carol Campbell*	Jim Haner	Shannon Tolle*
Wayne Clement	Jim Heger	Paul Wilson
Bob Costello	John Imig*	Ed Zuercher
Chad Dragos	Patrick Melvin	
David Fitzhugh	Charlie Meyer	

Board Members Absent

Brad Hartig
Mark Schott
Susan Thorpe
Marc Walker

*Board Alternate

Staff Present

Tahir Alhassan	David Felix	Jennifer Hagen	Bill Phillips
Dave Clarke	Celicia Fiedler	Rick Kolker	
Jesse Cooper	John Gardner	Steve Kreis	

Public Present

Brenda Buren	Joe Gibson	Cy Otsuka	Michael Todd
Jim Case	Loretta Hadlock	Vicky Scott	Tim Ulery
Dave Collett	Dave Heck	Dale Shaw	Mirta Vazquez
Dan Couch	Mark Mann	Nick Spino	
Bill Fleming	Chris Nadeau	Janne Stringer	

1. Call to Order

Chair Meyer called the meeting to order at 10:02 a.m. and announced the following new member and alternate representatives:

- Board Member Mr. Clement replacing Mr. Medina – Town of Guadalupe
- Board Alternate Mr. Neuman for Mr. Walker – City of Chandler
- Board Alternate Mr. Imig for Vice-Chair Thorpe – City of Peoria
- Board Alternate Mr. Tolle for Mr. Hartig – City of Scottsdale
- Board Alternate Ms. Campbell for Mr. Schott – City of Surprise

2. Approval of the Meeting Minutes from December 16, 2010

Chair Meyer asked if the Board had any changes to the minutes; Mr. Felix responded that there were two amendments to the minutes:

- a) Board Member Mr. Fitzhugh should be listed as present
- b) Item 4, paragraph 2 “City of Surprise” should read “City of Phoenix”

A **MOTION** was made by Mr. Zuercher and **SECONDED** by Mr. Brown to accept the amendments and approve the minutes. **MOTION CARRIED UNANIMOUSLY.**

3. TRWC Talkgroup Usage and Joint Executive Committee Meeting Update

Mr. Felix introduced Mr. Phillips to present an update on the TRWC talkgroup usage of the RWC system. Mr. Phillips stated that he would provide an overview of the total system usage for July through December (2010), and that the Board package contained detailed usage information by talkgroup and subsystem. He explained that December depicted a significant drop in the number of calls, possibly due to it being a holiday month. He further identified November as an anomaly with very high usage. He explained that the duration of calls ranged between 10 and 20 hours per month; however, the most important statistic was the percent of channel use during the busiest hour, which was still very significant at almost 1/2 channel of usage.

Mr. Felix added that the 40 radios the RWC Board authorized the TRWC to use were removed from the Interoperability talkgroups and assigned to specific talkgroups, Investigation 1 and 2. He clarified that the 40 radios were for the TRWC’s operational use in the Valley, for units assigned to the Mesa Police Department (PD) that worked independent of any joint taskforce, multi-agency event, or surveillance. He added that the usage reflects the change in talkgroups.

Mr. Felix explained that he instructed Mr. Alhassan to begin charging the TRWC for Operations and Maintenance (O&M) on the radios on a quarterly basis as of the last quarter of calendar year 2010 until June 2011. He added that the TRWC had accepted the arrangement, and that the RWC and TRWC would be looking into another solution to the TRWC’s operational need.

Mr. Felix conveyed that one of the items resulting from a (October 2010) meeting between the RWC and TRWC Chairs, Vice-Chairs, and Executive Directors was for the Executive Directors to meet regularly and to facilitate a joint meeting with the two Executive Committees. Mr. Felix explained that the joint meeting was held on January 24, 2011, and he commended Judi Mueller, from the City of Phoenix Human Resources Department, who facilitated the meeting. Mr. Felix stated that in addition to the attendance of the two Executive Committees, there

was technical representation from the RWC and TRWC, as well as operational representatives from Mesa PD.

Mr. Felix identified a number of areas that were covered during the meeting such as the two groups getting organized, answering the questions of why the groups were meeting, why it was important to meet, and what the consequences would be if they did not meet. He stated that the two groups would begin looking at long term plans, how to keep the two systems compatible, and how to interoperate and operate on the two systems. Mr. Felix also stated that the focus question for the meeting was “How do we connect the two systems to provide long term equitable operational use of the two systems for the benefit of all members?”

Mr. Felix explained that during a discussion about the operational need of Mesa’s detectives, it was realized that some of their activities were truly multi-agency; thus, they could use the interoperability talkgroups during those events. He stated that the group discussed the difference between interoperability and operability, although more work needs to be done so the groups are clear on the definitions.

Mr. Felix stated that the two groups initially plan to meet approximately every two weeks so they can continue working to resolve the issues by the June timeframe. He added that progress briefings would be provided to the Board. He further stated that overall the two groups had very positive comments and there was no negative associated with the meeting.

Chair Meyer thanked the RWC and TRWC Executive Directors for putting together the meeting. In response to a question by Chair Meyer, Mr. Felix replied that the IGA provided for interoperability between the two systems for multi-agency events in which interoperable talkgroups could be used without charge. He explained that the talkgroups were already programmed into the radios. He added that the IGA did not define specific rules for engaging the interoperability talkgroups and that the RWC still needed to define specific interoperability rules.

Mr. Felix added that the (40) radios discussed were for single agency operational use and that the TRWC would be charged O&M during this interim period of time, as was agreed to and approved by the Board last year.

No action was taken on this item.

4. Special Assessments

Mr. Felix explained that the IGA, Exhibit A 4.2.2 described events that may warrant a special assessment and one such situation was to pay the cost of special projects, system changes, and/or expansions not previous included in the budget. He stated that in this case, the special assessment would be specific to

cities or towns for work that Phoenix ITS would be doing to bring those entities onto the network.

Mr. Felix indicated that (prior to this meeting) he was asked if other Members would be assessed a portion of these costs and he replied that they would not. He stated that the costs would go specifically to Buckeye, Chandler, Goodyear, and Scottsdale. He added that each entity had ongoing projects that Phoenix ITS needed to complete and that the cost to each entity may be slightly adjusted. He noted that the Executive Committee recommended approval of the special assessments as outlined, contingent upon mutual agreement by those Members, which already occurred.

Mr. Heger questioned whether special assessments were specific to entities coming onto the system. Mr. Felix replied that other Members would not be assessed.

Mr. Zuercher asked if each of the four entities agreed that the amounts were fair and reasonable. Mr. Felix replied that the amounts were pre-negotiated with each of the entities.

A **MOTION** was made by Mr. Wilson and **SECONDED** by Mr. Heger to approve the special assessments. **MOTION CARRIED UNANIMOUSLY.**

5. **RWC Financial Statement Audit Update**

Mr. Melvin joined the meeting at the beginning of this item.

Mr. Felix explained that the RWC Governance, Exhibit A 4.4 outlined that an audit of the RWC financial records would be conducted annually and that the Board would determine the scope of the audit. Mr. Felix introduced Mr. Alhassan to explain the scope of work.

Mr. Alhassan stated that the meeting materials contained a draft request for an audit, and the scope of work was included. He explained that the City of Phoenix, being the Administrative Managing Member, had a Qualified Vendor List (QVL) of approximately 12 firms and that the intent was to send the request to firms on the QVL. He stated that a selection would be made, followed by the contract and agreement process. He added that the Executive Committee had been briefed and provided input.

In response to a question by Mr. Zuercher, Mr. Alhassan responded that the intent was to retain the firm for one year, although an option to renew for two or more years could be included.

In response to questions by Mr. Wilson, Mr. Alhassan affirmed that the audit would be consistent with GASB rules 34s and 45s and that there would not be a

need to perform a single audit in reference to grant funds because no grant money was received in fiscal year 2011, the fiscal year subject to the audit.

Mr. Alhassan expressed that there were other levels of audits; although he did not recommend them for the RWC audit. He defined the following:

- a) Compilations – the RWC would provide account balances to the auditor and the auditor would compile a financial statement.
- b) Financial Statement Review – the RWC would compile a financial statement and the auditor would conduct a review of the financial statement and provide a review report of the findings.

Mr. Alhassan stated that the recommendation was for the highest level of service which was a complete audit. He explained that at the end of the examination the auditor would provide the RWC with an audit opinion. He noted that, more importantly, the auditor would advise on how to improve internal controls. Mr. Alhassan expressed that since this would be the first year for an audit, he anticipated the auditor would identify areas for improvement.

Chair Meyer asked for a general description of the criteria that would be used to select the firm. Mr. Alhassan responded that because the firms were on the City of Phoenix's QVL and had already went through the Request for Proposal (RFP) process and were evaluated and considered qualified, the RWC would be comparing pricing.

In response to a question by Mr. Fitzhugh, Mr. Alhassan responded that a portion of the approved budget had been identified to pay for the audit. Mr. Felix clarified that the budget exists, although in the event that the amount allocated was not enough to cover the costs, a transfer of funds could occur from RWC staff cost savings to cover the difference.

In response to a question by Chair Meyer, Mr. Alhassan responded that the RWC had the option to reduce the scope, although he did not want to speculate on the price.

In response to a question by Mr. Melvin, Mr. Alhassan responded that the audit price would be known by the end of February or early March.

In response to a question by Mr. Melvin, Mr. Alhassan explained that cost savings came through staffing, since staff started later in the year – August 2010. He added that there was a similar joint venture that the RWC used as a reference to help determine costs.

In response to a question by Mr. Zuercher, Mr. Felix responded that the difference may be a few thousand; however, the amount was not being published at this time to prevent a vendor from having access to it.

Mr. Heger commented that the RWC needed to be careful about limiting the scope. He suggested that rather than limiting the scope, the RWC make the appropriate budget changes next year, if necessary. Mr. Alhassan stated that the RWC would have another opportunity to realign the budget in the fall.

Chair Meyer stated that the audit would be a baseline audit. He added that this would be an audit of a complex cooperative which may be a factor in the price.

Mr. Fitzhugh requested that the next Board report include a brief discussion about whether items were funded or required a transfer from other accounts and how the award was managed.

Mr. Felix explained that the Governance called for approval of the scope of work. He stated that if proposals were received and a recommendation ready, it would be brought to the March 2011 Board meeting for approval.

Chair Meyer stated that the Administrative Managing Member decides on the firm; however, the Board sets the scope. He added that the financial impact of the audit could be included as an agenda item.

In response to a question by Mr. Zuercher, Mr. Felix confirmed that the contract would be between the City of Phoenix and the firm.

A **MOTION** was made by Mr. Heger and **SECONDED** by Mr. Melvin to approve the audit scope of work. **MOTION CARRIED UNANIMOUSLY.**

6. **Associate Member Billing**

Mr. Felix reported on this item. He explained that at the last Board meeting a question was raised regarding direct billing to Associate Members, specifically Southwest Ambulance and Professional Medical Transport, for O&M charges for radios they would use on the network. He reminded that the question was whether direct billing to a for-profit entity would compromise the tax-exempt status of the RWC. He updated that the item currently awaits a formal opinion from bond counsel.

No action was taken, as this item was for information and discussion.

7. **Chandler Mall Communications**

Chair Meyer stated that the Chandler Mall incident was a fairly significant event involving multiple agencies and speaks to the purpose of interoperable communications.

Mr. Felix explained that anytime a significant event occurs, a briefing will take place to determine what went well and what went wrong. He stated that a

meeting was facilitated with the Chandler Police Department's operations and communications staff, Mesa Police Department, Tempe Police Department, Department of Public Safety (DPS), and US Marshals. He relayed that at the briefing, the group discussed the communication systems and sequence of events that occurred. Mr. Felix explained that Tempe, as an RWC Member, had an updated system, Mesa (TRWC) had interoperability talkgroups, DPS had UHF, US Marshals had either 800 MHz radios or VHF, and Chandler had 800 MHz conventional. He added that because there were disparate radios on scene, a decision was made to activate a Department of Justice patch for Mesa and Chandler, which DPS and the US Marshals were added to later. He stated that as more agencies were patched together, they experienced more degrades of service. He added that the degrades of service worked to the lowest common denominator; therefore, whoever had the lowest quality of radio, had the lowest degraded service, resulting in delays and inaudible communication. He also stated that the event did not have a communications leader to address the situation.

Mr. Felix explained that an individual from DPS's telecommunications had commented that the situation sounded like a failure of NIMS (National Incident Management System), which is a structure that takes place to manage these types of events to include a communications component.

Mr. Felix expressed that the result of the debriefing was that everyone had a clear understanding of how the event rolled out and recognized the need to have communications leaders that are specially trained to set up communications. He added that discussions also occurred in which an agency may opt out of a patch and stay on its own system on the perimeter.

Mr. Felix added that as a follow-up, the Mesa Police Department had prepared a debriefing paper which would be shared with the RWC Members. He added that the RWC Working Group was going to review the incident from a technical and policy standpoint so, in the future, guidance could be provided in the form of field guides or training to communication centers.

In response to a question by Mr. Melvin, Mr. Felix replied that Mesa's report was technical, but would be shared. Mr. Melvin stated that his reason for asking was that it would be beneficial for ones that did not participate in the incident to have a summary of what happened so that they can avoid any pitfalls that were experienced. Mr. Felix stated that the RWC would provide a summary report that would be supplemental to the report Mesa had prepared.

In response to a question by Chair Meyer regarding the characteristics of the degradation of communications, Mr. Felix replied that either only a portion goes through or goes through delayed, poor audio quality, or the system is busy and the user gets a bonk but thinks the transmission goes through. He added that the degradation occurs because the systems are working off different standards and protocols.

In response to a question by Chair Meyer, Mr. Felix confirmed that if an agency knows the characteristics of its system and radios, it may be able to anticipate where it would fall in terms of service ability or communications during a multi-agency event. He added that not knowing who else was tied into a patch can also pull down audio quality for all users.

In response to a question by Mr. Frazier, Mr. Felix responded that all users were affected and experienced a different type of effect depending on what system they were on. He added that the patch was overextended.

In response to a question by Chair Meyer, Mr. Felix stated that the Operations Working Group would perform a review of the incident from a policy and procedure standpoint. He stated that some areas would self correct, such as Chandler would soon have the interoperability talkgroups. He added that the education piece was that there would be better management on the operational and communications side of using a patch. He noted that because the State and other agencies like US Marshals would not be interoperable at a standard based level in the future, some type of patch or gateway would inevitably need to be used.

No action taken, as this item was for information and discussion.

8. Motorola Scorecard Update

Mr. Felix introduced Mr. Fleming of Motorola. Mr. Fleming stated that as of January 1, 2011, he was now representing the entire RWC. Mr. Fleming introduced Mirta Vazquez, field quality director, who delivered the Scorecard presentation.

Ms. Vazquez explained that the scorecard initiative, which began at the end of 2004, was a joint process between Motorola and its top customers. She stated that scorecard customers were large entities with plans and strategies in place and had an idea of how Motorola could assist them. She added that, at present, there were 27 scorecard customers worldwide and 11 in the United States which included 5 public safety entities.

Ms. Vazquez explained that the scorecard initiative was a way for Motorola to improve its performance by validating a customer's key requirements through measurable objectives. Ms. Vazquez stated that quarterly meetings were held with Motorola's local team, select executives, and RWC Members. She stated that the process was a win-win for the RWC and Motorola. She summarized the benefits to the customer and Motorola. Ms. Vazquez explained the continuous improvement model in which performance data was collected, the customer evaluated the performance, and then Motorola used the feedback to make improvements and provide updates on issues and progress.

Ms. Vazquez stated that the 2011 Scorecard for the RWC had 13 metric/performance items. She expressed that many of the deliverables were very strategic and would also help other customers of the same size. She shared examples of successes of the RWC Scorecard, one of which was the Technology Roadmap. She explained that the RWC was the first to request a five-year rolling plan and now every customer's scorecard had this process. She explained that customers needed a long term plan for future releases and upgrades.

Mr. Fleming provided an example of a metric item, using the Federal Communications Commission mandate that would be forthcoming in 2017. He stated that next week, Motorola would be delivering a proposal on how the RWC would transition to meet the 2017 deadline. He stated that, in this case, specific goals were set with a pass/fail rating. He shared that another metric item was to take a five-year view and visit every Member annually to review the RWC roadmap and focus on Member-specific requirements to align with the roadmap.

Mr. Felix explained that the Scorecard was used to hold Motorola accountable, hold down costs, and get the most out of the money spent. He stated that the Scorecard was vetted by the Operations Working Group and Executive Committee. He added that meetings with Motorola were very productive and the process was not simply an exercise.

No action taken, as this item was for information and discussion.

9. RWC Strategic Plan

Mr. Felix presented this item. He stated that the purpose of the information was to inform the Board and address areas in which staff was fulfilling the needs of the Board and the RWC.

Mr. Felix explained that the RWC staff attended a full-day retreat. He expressed that as a new team it was important to identify roles and responsibilities and examine ways to ensure that the Board and RWC were supported. He stated that identifying areas of responsibility allowed for staff to be held accountable for accomplishing individual responsibilities. He also stated that staff identified areas to set focus upon and outlined those on a spreadsheet.

Mr. Felix shared that some of the other objectives of the retreat included identifying customers and stakeholders, establishing values, and performing a Strengths, Weaknesses, Obstacles, and Threats analysis. He also summarized the goals in each of the strategic areas contained on the spreadsheet: Staff, Funding, Administration, Relationships, and Information/ Communication.

No action taken, as this item was for information and discussion.

10. RWC Website Demonstration

Mr. Clarke presented the RWC website and its features. He explained that the site was scheduled to go live on January 31, 2011, and that the domain name was RWCAZ.org. He further stated that he developed the site at no cost and arranged no cost hosting through the City of Phoenix servers. He stated that the site was designed to be an on-line information brochure. Mr. Clarke expressed that if Board Members desired not to have certain contact information displayed they could notify him of any edits and he would make the requested changes.

Mr. Imig inquired about a secure portion for Members only. Mr. Clarke replied that he was looking into that feature so that sensitive information would not be available to the public. Mr. Imig stated that some resources would be good for Members, although site maps and system design should not be publicly accessible. Mr. Felix stated that having a secure site was discussed early on. He added that the RWC would be obtaining updated web tools to help build the site and bring it to life. Mr. Clarke stated that he intended to develop additional visual elements.

Mr. Zuercher stated that there was nothing that indicated where the RWC was located and inquired whether there was some way to identify its geographical location. Mr. Clarke thanked Mr. Zuercher for his suggestion and stated he could envision a scrolling text listing the Members.

No action taken, as this item was for information and discussion.

11. Call to the Public

None.

12. Next Meeting: March 24, 2011; 10:00 – 11:30 a.m.

Chair Meyer announced the date of the next meeting.

13. Adjournment

Chair Meyer adjourned the meeting at 11:24 a.m.