



Regional Wireless Cooperative
 Board of Directors
 Agenda
 March 27, 2014

	ITEM	PRESENTER
1)	Call to Order, Roll Call, Employee Recognition, Jim Haner Retirement, Opening Comments	Chair Campbell El Mirage
2)	Approval of RWC Board Meeting Minutes from January 23, 2014 This item is for information, discussion and action.	Chair Campbell El Mirage Est. 2 min
3)	Approval of the CIP Funding Policy The purpose of this item is to present the new CIP Funding Policy and request approval from the Board. This item is for information, discussion and action.	Mr. David Felix - RWC Executive Director Est. 5 min
4)	Approval to Set 2014/2015 Subscriber Unit Rate The purpose of this item is to present the proposed O&M Rate for 2014/2015 and request approval from the Board. This item is for information, discussion and action.	Ms. Kelli Butz – RWC Accountant III Est. 5 min
5)	Required Minimum Balance The purpose of this item is to discuss the RWC Governance Document requirement to maintain a 12.5% minimum balance (RMB) and provide options for approval. This item is for information, discussion and action.	Mr. David Felix - RWC Executive Director & Ms. Kelli Butz – RWC Accountant III Est. 10 min



Regional Wireless Cooperative
 Board of Directors
 Agenda
 March 27, 2014

6)	<p>Governance Working Group Update This purpose of this item is to update the Board of Directors on the continued efforts of the Governance Working Group. This item is for information, discussion and possible action.</p>	<p>Chair Campbell El Mirage & Vice Chair Hartig Scottsdale & Mr. David Felix – RWC Executive Director</p> <p>Est. 15 min</p>
7)	<p>Late Fees The purpose of this item is to discuss the RWC Governance Document requirement to assess a 1% Late Fee to members that are late in making payment of RWC fees. This item is for information and discussion.</p>	<p>Mr. David Felix - RWC Executive Director & Ms. Kelli Butz – RWC Accountant III</p> <p>Est. 5 min</p>
8)	<p>Project Updates:</p> <ul style="list-style-type: none"> A. 700 MHz Narrow-Banding, TDMA, Lifecycle Hardware Phase B. 800 MHz Re-Banding C. Avondale Console Upgrade D. Goodyear Police Integration onto RWC E. Maricopa County Community College District F. Maricopa Site G. Paradise Valley H. Scottsdale Coverage (Northwest) <p>This item is for information and discussion.</p>	<p>Mr. Bill Phillips - Phoenix ITS & Mr. David Felix - RWC Executive Director</p> <p>Est. 15 min</p>



Regional Wireless Cooperative
 Board of Directors
 Agenda
 March 27, 2014

9)	<p>Executive Director Update</p> <ul style="list-style-type: none"> A. ASU Membership Update B. Arizona Public Safety Communications Commission C. Motorola Scorecard <p>This item is for information and discussion.</p>	<p>Mr. David Felix – RWC Executive Director</p> <p>Est. 10 min.</p>
10)	<p>Call to the Public</p> <p>This item is for information only.</p>	<p>Chair Campbell El Mirage</p>
11)	<p>Announcements & Future Agenda Items</p> <p>The purpose of this item is to communicate any Board announcements or future agenda items.</p> <p>The next meeting is a Joint Board Meeting: May 22, 2014 from 9:00 – 11:00.</p> <p>This item is for information only.</p>	<p>Chair Campbell El Mirage</p>
12)	<p>Adjourn</p>	<p>Chair Campbell El Mirage</p>



Regional Wireless Cooperative
 Board of Directors
 Agenda
 March 27, 2014

**Board of Directors
 2014 Meeting Schedule**

<u>Date</u>	<u>Location</u>
Thursday, January 23 10:00-12:00	Maricopa Association of Governments (MAG) 302 North 1st Avenue, 2nd Floor Phoenix, AZ 85003
Thursday, March 27 10:00-12:00	Maricopa Association of Governments (MAG) 302 North 1st Avenue, 2nd Floor Phoenix, AZ 85003
Thursday, May 22 9:00-11:00 *Joint Mtg*	Maricopa Association of Governments (MAG) 302 North 1st Avenue, 2nd Floor Phoenix, AZ 85003
Thursday, July 24 10:00-12:00	Maricopa Association of Governments (MAG) 302 North 1st Avenue, 2nd Floor Phoenix, AZ 85003
Thursday, September 25 10:00-12:00	Maricopa Association of Governments (MAG) 302 North 1st Avenue, 2nd Floor Phoenix, AZ 85003
Thursday, November 20 9:00-11:00 *Joint Mtg*	Maricopa Association of Governments (MAG) 302 North 1st Avenue, 2nd Floor Phoenix, AZ 85003

Sun City Fire District

James Haner
Sun City Fire District
18602 N. 99th Ave
Sun City, AZ 85373
February 20, 2014

David Felix
Executive Director
Regional Wireless Cooperative
City of Phoenix
200 W. Washington St 12th Floor
Phoenix, AZ 85003-1611

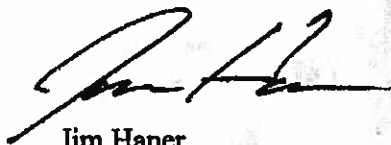
Dear David:

The time for me to retire from the fire service has arrived. The Sun City Fire District board of directors has approved my retirement and has appointed my interim replacement. They've asked me to stay on with the district in an advisory capacity to help transition the new leadership into their position(s). I anticipate leaving sometime this summer.

Effective immediately interim Fire Chief Mike Thompson will represent the Sun City Fire District on the RWC board. Mike has been with the Sun City Fire District for 37 years and most recently has managed our resource management division including our radio inventory. He is currently listed as our alternate board member and can be reached at thompson@suncityfire.com, 602-228-5333 (mobile), 623-974-2321 (office).


I've certainly enjoyed working with you, your fantastic staff and of course the other directors.

Sincerely,



Jim Haner
Sun City Fire District

cc: Steve Campbell, Chairman
Kim Engle

REGIONAL WIRELESS COOPERATIVE POLICIES AND PROCEDURES	
	No. A-12.13
Subject: Capital Improvement Project Funding Policy	Effective Date XX/XX/XXX

1.0 Purpose

1.1. The purpose of this policy is to establish parameters for Regional Wireless Cooperative (RWC) Capital Improvement Program (CIP) projects. The policy sets the procedure for assessing total project costs to members, method of pro-rata funding by members and identification of members' multi-year funding commitments.

2.0 Owner

2.1. RWC Board of Directors.

3.0 Applies To

3.1. All RWC members.

4.0 Background

4.1. The Capital Improvement Plan (CIP) Working Group was tasked with establishing a process to clearly identify required costs and funding, for a specified term, so members and their participating departments could budget CIP costs appropriately.

5.0 Policy Statement

5.1. RWC members will be assessed CIP project costs and special assessments that are as stable and fixed as possible. Special assessments will be based on a fixed radio count, or "snapshot" established at the beginning of the project.

6.0 Supporting Rules

- 6.1. The RWC Board of Directors, with recommendations from the RWC Executive Committee, will determine the point in time when an upcoming CIP project budget snapshot will be established.
- 6.2. CIP projects will be established for a specified term and will require an RWC Board of Directors formal resolution stating the purpose of the project, term of project, total cost of project and each RWC Member's fixed share of the project costs, programmed across the specified term.

- 6.3. The project must be adopted early enough to allow RWC Board Members sufficient time to seek appropriate funding authority from their respective jurisdiction and/or elected officials.
- 6.4. Based on the snapshot, the fixed cost, and the term of the project, an annual CIP rate for each year of the project will be established.
 - 6.4.1. The amount of funding may not be the same for each year of the project.
- 6.5. At the end of the CIP project term any excess funds shall either remain in the RWC CIP reserve fund for future projects, or, upon request, be returned to the Member(s) as a credit memo.
- 6.6. If a Member has the funds available earlier during the project period, a special assessment may be issued at that time for the Member.
- 6.7. Special assessments to a Member may not be increased except under the following circumstances:
 - 6.7.1. Special assessments will be added for any new Members who join during the term of the project.
 - 6.7.2. Special assessments for existing Members will be increased only if their radio counts increase more than 10%. For example, a Member adding its Police Department's radio count to the network would result in an additional special assessment.
- 6.8. Once a CIP project and the fixed special assessments are approved by the RWC Board of Directors, member agencies will not be entitled to any refund from a reduction of radio counts during the term of the project.

7.0 Responsibilities

- 7.1. The Administrative Managing Member will provide billable subscriber counts to establish the annual special assessments for the term of the project for each Member.
 - 7.1.1. The subscriber snapshot counts will be determined on a date established by the Board of Directors.
- 7.2. At fiscal year-end the Administrative Managing Member will reconcile subscriber counts.
 - 7.2.1. The budget for the remainder of the project for Members with an increase in subscriber counts of more than 10% will be calculated at this time.
 - 7.2.2. Changes to existing special assessments will be calculated based on the annual CIP rate, as described in Section 6.4 above, and the number of months those subscribers are on the system.
 - 7.2.2.1. Example: Agency Y joins the RWC as a member in the thirteenth month of a thirty-six month CIP project. The agency would be responsible for the remaining twenty-four months of annual CIP costs. These special assessments will result in an excess of capital funds once collected.
- 7.3. All special assessments, or changes to special assessments, must be approved by the Board.
- 7.4. At the end of the CIP project term any excess funds shall either remain in the RWC CIP reserve fund for future projects, or, upon request, be returned to the Member(s) as a credit memo.

8.0 Conditions for Exemption or Waiver

8.1. As provided in the Waiver or Exception Policy.

9.0 Applicable Policies and/or Procedures

9.1. As listed at www.rwcaz.org



BOARD OF DIRECTORS REPORT

TO:	Regional Wireless Cooperative (RWC) Board Members	Agenda Date:	March 27, 2014
FROM:	Kelli Butz, RWC Accountant III		Item 4
SUBJECT:	RWC FISCAL YEAR 2014/15 SUBSCRIBER UNIT RATE		

BACKGROUND

On November 21, 2013, the RWC Board of Directors approved the budget for fiscal year (FY) 2014/15, with the understanding that the subscriber unit rate would be set in the spring of 2014. The purpose of this report is to present the FY2014/15 subscriber unit rate.

THE ISSUE

The subscriber unit rate is determined by dividing the staffing, operations, and maintenance budget by the estimated number of subscriber units to be on the network in FY2014/15. The rate for FY2014/15 has been calculated to be \$38.29, which represents a \$1.46 decrease from the current rate of \$39.75. The reasons for the rate reduction are as follows:

- A reduction in the staffing, operations and maintenance budget of \$8,314,930 to \$8,175,821
 - Cost reduction in Phoenix ITS portion of the RWC budget
 - An increase in the number of subscriber units on the network due to new members

Annual Staffing, O&M	\$ 8,175,821
Estimated Subscriber Units	17,795
Monthly Subscriber Rate	\$ 38.29

For planning purposes, the summary of the RWC's 2014/15 budget by member is reflected below. Members' distribution amounts for the 700MHz Narrow Banding, TDMA, and Lifecycle Upgrades are the subscriber counts and amounts approved by the Board on March 28, 2013, with the addition of new members.

RWC 2014/15 Budget Detail

Member	Radio Count	Staffing / O&M	SUAll System Upgrade	Narrow Banding, TDMA, Lifecycle Upgrade	Minimum Balance	Total Budget
Avondale	306	\$ 140,590	\$ 45,806	\$ 120,604	\$ -	\$ 307,000
Buckeye	269	123,591	40,267	87,836	-	251,694
Chandler	921	423,149	137,866	440,090	-	1,001,105
Daisy Mountain	6	2,757	898	2,276	-	5,931
El Mirage	94	43,188	14,071	37,319	-	94,579
Glendale	1,296	595,441	194,001	709,059	-	1,498,501
Goodyear	361	165,860	54,039	45,511	13,057	278,467
Guadalupe	10	4,594	1,497	5,006	-	11,098
Maricopa	148	67,998	22,154	62,805	-	152,957
Maricopa County Community College District	230	105,672	34,429	104,687	-	244,788
Paradise Valley	63	28,945	9,431	28,675	-	67,051
Peoria	902	414,419	135,022	408,687	-	958,129
Phoenix	9,586	4,404,238	1,434,947	4,937,014	-	10,776,200
Rural Metro	104	47,782	-	-	-	47,782
Scottsdale	1,392	639,547	208,371	633,966	-	1,481,884
Sun City Fire	45	20,675	6,736	19,115	-	46,526
Sun City West	38	17,459	5,688	17,294	-	40,440
Sun Lakes	30	13,783	4,491	13,653	-	31,927
Surprise	405	186,075	60,625	182,498	-	429,199
Tempe	1,558	715,815	233,220	719,071	-	1,668,106
Tolleson	31	14,243	4,640	13,198	-	32,081
Estimated Totals	17,795	\$ 8,175,821	\$ 2,648,200	\$ 8,588,364	\$ 13,057	\$19,425,443

RECOMMENDATION

The RWC Executive Committee recommends that the Board approve the FY 2014/15 subscriber unit rate in the amount of \$38.29.



BOARD OF DIRECTORS REPORT

TO:	Regional Wireless Cooperative (RWC) Board Members	Agenda Date:	March 27, 2014
FROM:	Kelli Butz, RWC Accountant III	Item 5	
SUBJECT:	RWC REQUIRED MINIMUM BALANCE (RMB)		

BACKGROUND

Section 4.2.1.4.1. of the RWC governance states that members agree to establish and maintain an operating fund balance reserve equal to 12.5% of the yearly operations and maintenance (O&M) budget, and maintain a 12.5% balance annually thereafter. The Board of Directors shall approve any increase or decrease to the fund balance reserve.

THE ISSUE

The RWC RMB has not been adjusted annually to the 12.5% governance requirement since being established in 2010. Currently, the RMB is \$710,000 or 8.7% of the 2014 /15 O&M budget, leaving a \$310,000 deficit in the reserve fund balance.

OPTIONS

- Correct fund balance through an additional special assessment
- Approve increase or decrease in the rate
- Apply the deficit to the annual year-end settlement

BEST PRACTICES

- Government Finance Officers Association recommendations
 - 16% of regular operating revenues
 - 2 months of regular operating expenditures
- Standard & Poor's perspective
 - Low: Below 0%
 - Adequate: 1% - 4%
 - Good: 5% - 8%
 - Strong: 8% - 15%
 - Very Strong: Above 15%

RECOMMENDATION

The RWC Executive Committee recommends correcting the fund balance by applying the annual year-end settlement to the RMB deficit. If the year-end settlement is not sufficient, reduce the RMB to 8.7% of the total O&M budget.



BOARD OF DIRECTORS REPORT

TO:	Regional Wireless Cooperative (RWC) Board Members	Agenda Date:	March 27, 2014
FROM:	David Felix, RWC Executive Director Brad Hartig, Scottsdale CIO and RWC Vice-chairman Steve Campbell, El Mirage Chief of Police and RWC Chair		Item 6
SUBJECT:	RWC/TRWC GOVERNANCE WORKING GROUP UPDATE		

BACKGROUND

On October 4, 2012 during the second meeting of the Joint RWC/TRWC Strategic Planning session, the participants formed a Joint RWC/TRWC Governance Working Group (GWG) comprised of members representing the two regional communications systems. The vision of the GWG is: *“To assure seamless radio and data communications to meet the operational needs of the users in a cost effective and sustainable manner.”*

The GWG has met approximately every two weeks since its formation. It established a vision, mission and guiding principles to focus its efforts on meeting the stated vision. The GWG has engaged in a detailed evaluation of the various governance options in use by a number of systems across the country. The GWG utilized a “decision-making matrix” to structure the evaluation process and build consensus.

THE ISSUE

RWC Executive Director David Felix, Vice-chair Brad Hartig and Chair Steve Campbell will brief the Board of Directors on the activities of the GWG since the last Board meeting. Activities include:

- Completion of a DRAFT joint RWC/TRWC merged governance agreement
- Beginning legal review
- Beginning budgetary and financial briefings
 - RWC Accountant Kelli Butz briefed GWG on Thursday, March 13, 2014
- Review GWG timeline and related activities

Additionally, based upon the listed activities, the GWG recommends assigning additional membership to the GWG. After discussions with TRWC Chair John Kross, RWC Chair Campbell will brief the Board on his recommendation regarding these additional members.

RECOMMENDATION

This agenda item is for information, discussion and possible action.



BOARD OF DIRECTORS REPORT

TO:	Regional Wireless Cooperative (RWC) Board Members	Agenda Date:	March 27, 2014
FROM:	David Felix, RWC Executive Director Kelli Butz, RWC Accountant		Item 7
SUBJECT:	LATE FEES		

BACKGROUND

The RWC Governance requires that all Members will advance funds to the Administrative Managing Member (City of Phoenix) on a quarterly basis upon receipt of an invoice. Payment of all invoices is due forty-five (45) days from the invoice date. Further, the RWC Governance sets forth a **late payment charge** in cases where a payment is not received within the 45 day window.

THE ISSUE

Until recently, RWC Members have met their financial obligations within or in close proximity to the required 45 day payment period spelled out in the RWC Governance. The RWC staff works closely with Members when it appears the Member may be close to or actually exceeded the 45 day requirement. In all cases, by working with the Board Member representative and/or their finance department point-of-contact, payments have been received within a reasonable period of time past the technical “due date”.

The RWC Governance requires that “...a late payment charge will be assessed at the rate of one percent (1%) per month for all payments received late...” Since the RWC was established, no member has been assessed a late fee.

The primary purpose for this information is to inform the Board of this Governance requirement and that, effective immediately – RWC Members will be invoiced for late fees when receipt of payments exceed the 45 day due date.

RECOMMENDATION

This agenda item is for information, discussion and possible follow-up action.



BOARD OF DIRECTORS REPORT

TO:	Regional Wireless Cooperative (RWC) Board Members	Agenda Date:	March 27, 2014
FROM:	Bill Phillips, Phoenix ITS		Item 8
SUBJECT:	RWC PROJECT UPDATES		

PURPOSE

The purpose of this report is to inform the RWC Board of the status of the various projects affecting the RWC Members.

BACKGROUND

There are many projects currently ongoing that affect the RWC Members. Status reports are given at key times on the more critical projects as necessary. Occasionally the Board has also been given more general updates on these ongoing projects. This is a general report providing a quick, dot-point update on each project.

DISCUSSION

1) 700 MHz Narrow-Banding, TDMA, Lifecycle Hardware Phase

- Simulcast F increased by 2 channels
- Simulcast C traffic nearly all transferred to F
- South Mt Overlay Site antennas are being changed to boost coverage in Maricopa, testing to be completed in early April
- Coverage in Chandler not adequate without Pecos site (Hamilton); Motorola developed a proposal to keep Pecos site partially on-line to provide coverage
- Simulcast C will be turned off in late April pending the results of coverage testing
- Assessing two Change Orders
 - Update TTA spares ~\$100 K to \$120 K
 - Hamilton (Pecos) CO should be minimal or no cost
 - Change orders within authorized budget contingency

2) 800 MHz Re-Banding

- Motorola proposal received is being reviewed
- RWC and BGA adjusting their respective costs to match timing, project plan, testing, etc of Motorola proposal

- Final proposal to Transition Administrator due on April 4th.
- 3) Avondale Console Upgrade
- Connectivity is main concern
 - Leased T1 in place
 - Microwave connectivity through Cashion pending Crown approval of lease
 - RWC handling lease by amending existing lease
 - Crown is expediting, providing very timely actions so far
 - Benefit of leasing through RWC will be no increase in lease cost
 - Team coordinating connectivity schedule and integration into RWC network
 - Anticipated completion pending connectivity
- 4) Goodyear Police Integration onto RWC
- Back room equipment installed
 - Consoles now being installed
 - Connectivity is main concern
 - Leased T1 is installed
 - Microwave connectivity through Cashion pending Crown approval of lease
 - ◊ RWC handling lease by amending existing lease as per Avondale, also no cost increase
 - Team coordinating connectivity schedule and integration into RWC network
 - Anticipated completion pending connectivity
- 5) Maricopa County Community College District
- Furniture/console installations started last week
 - Microwave installation being coordinated with Wireless Services
 - Radio programming, training, and distribution underway; users on the network without central dispatch
 - Team coordinating connectivity schedule and integration into RWC network
 - Target April 25th for project completion
- 6) City of Maricopa Site
- Not yet a formal project
 - Investigating the addition of a site in Maricopa to provide better in-building coverage
 - Site walk conducted on March 13th
 - Google coordinates incorrect; must redo coverage prediction
 - Motorola to develop cost proposal to add new site

7) Paradise Valley

- PV negotiating with County on site sharing; PV likely to insist on site ownership due to sensitivity of site issues in PV
- RWC assisting with site sharing language and site requirements

8) Scottsdale Coverage (Northwest)

- Not yet a formal project
- Scottsdale and RWC requesting Motorola cost estimate to add Simulcast H site at Dove Valley
- Site walk conducted on March 5th

RECOMMENDATION

This agenda item is for information, and discussion.



BOARD OF DIRECTORS REPORT

TO:	Regional Wireless Cooperative (RWC) Board Members	Agenda Date:	March 27, 2014
FROM:	David Felix, RWC Executive Director		Item 9
SUBJECT:	EXECUTIVE DIRECTOR'S REPORT		

BACKGROUND

The Executive Director will provide an update to the Board of Directors regarding the following issues:

A. ASU Membership Update:

RWC and ITS staff and Motorola are developing a proposal for ASU Police Department (PD) to consider RWC membership. On Friday, March 28th, RWC staff and representatives from RWC Member fire and police personnel will be meeting with ASU PD to discuss the operational benefits of RWC membership. This information will be combined with the technical and budgetary proposals for presentation to ASU PD.

B. Sunset of the Arizona Public Safety Communications Advisory Commission:

In a joint agreement between the Arizona state legislature and the Governor's Office, funding for the Arizona Public Safety Communications Advisory Commission (PSCC) and its supporting Public Safety Interoperability Communications (PSIC) office will be discontinued (sunset) effective June 30, 2014. The PSIC office is working with various public safety stakeholders to reassign their various tasks to other state agencies or departments. The RWC and other regional system administrators will be regularly briefed on this progress.

C. Motorola Scorecard:

On Thursday, March 6, 2014, the RWC and its Operations Working Group met with Motorola management to discuss first quarter goals, metrics and evaluate performance. Being the first meeting of the calendar year, there was lengthy, detailed discussion regarding a number of issues – some of which Motorola agreed they fell short of expectations. Motorola committed to conduct timely

follow-up, meet established metric requirements and report progress. Scorecard attributes/goals include:

- Regional Goals
 - Technology roadmaps and cost predictions
 - 800 MHz rebanding
 - Lifecycle Upgrades & 700 MHz project
 - Fire support
 - Implementation of projects

- Critical Issues
 - 7.11 software version implementation
 - VPM issues
 - Fire portable radios – case cracking
 - Problem solving

- Service and Support
 - Customer service support
 - Case handling
 - Product and feature enhancement requests