



# **AGENDA**

## **LOS ANGELES REGIONAL INTEROPERABLE COMMUNICATIONS SYSTEM AUTHORITY**

### **BOARD OF DIRECTORS REGULAR MEETING**

Thursday, January 6, 2011 • 9:00 a.m. – 10:30 a.m.

Grace E. Simons Lodge  
1025 Elysian Park Drive, Los Angeles, CA 90012

Los Angeles Regional Interoperable Communications Systems Authority (the "Authority")

#### **AGENDA POSTED: January 3, 2011**

Complete agendas are made available for review at the designated meeting location during normal business hours and may also be accessible on the Authority's website at <http://www.la-rics.org>.

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#### **Members:**

1. **William T Fujioka**, Chair, CEO, County of Los Angeles
2. **Charles L. Beck**, Vice Chair, Police Chief, City of Los Angeles
3. **Mark R. Alexander**, City Manager, representing California Contract Cities Association
4. **Leroy D. Baca**, Sheriff, County of Los Angeles
5. **P. Michael Freeman**, Fire Chief, County of Los Angeles
6. **Reginald Harrison**, Deputy City Manager, City of Long Beach
7. **LeRoy J. Jackson**, City Manager, City of Torrance, representing At Large Seat
8. **Gerry Miller**, Chief Legislative Analyst, City of Los Angeles
9. **Millage Peaks**, Fire Chief, City of Los Angeles
10. **Donald Pedersen**, Police Chief, City of Culver City, representing At Large Seat
11. **Scott Pickwith**, Police Chief, representing the Los Angeles County Police Chiefs Association
12. **Kim Raney**, Police Chief, City of Covina, representing At Large Seat
13. **Alex C. Rodriguez**, Fire Chief, representing the Los Angeles Area Fire Chiefs Association
14. **Miguel Santana**, CAO, City of Los Angeles
15. **John Schunhoff**, Interim Director, DHS, County of Los Angeles
16. **Gregory Simay**, Assistant General Manager, City of Burbank Water & Power, representing At Large Seat
17. **Steven K. Zipperman**, Police Chief, Los Angeles Unified School District

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#### **Officers:**

1. **Scott Poster**, Task Force Leader
2. **Wendy L. Watanabe**, County of Los Angeles Auditor-Controller
3. **Mark J. Saladino**, County of Los Angeles Treasurer and Tax Collector
4. **Vacant**, Board Secretary



**NOTE: ACTION MAY BE TAKEN ON ANY ITEM IDENTIFIED ON THE AGENDA**

**I. CALL TO ORDER**

**II. ANNOUNCE QUORUM – Roll Call**

**III. APPROVAL OF MINUTES – from the December 2, 2010, Board of Directors Regular Meeting**

**IV. CONSENT CALENDAR – (None)**

**V. REPORTS (1 – 4)**

1. Committee Reports – (no reportable action)
  - a. Finance Committee
  - b. Operations Committee
  - c. Legislative Committee
  - d. Technical Committee
2. Project Status – Poster
  - a. Evaluation Update
  - b. LA SafetyNet Update
  - c. Narrowbanding
  - d. Site Acquisition Team (Team Leader Vidovich)
  - e. Conventional Analog Overlay
3. Grant Status – Henry/Poster
  - a. Urban Areas Security Initiative (UASI)
  - b. State Homeland Security Grant Program (SHSGP)
  - c. Broadband Technology Opportunities Program (BTOP)
  - d. Justice Association Grant (JAG) / American Recovery and Reinvestment Act (ARRA) & Public Safety Interoperable Communications (PSIC) Grant
4. Comments & Reports from Counsel – Silva

**VI. ADMINISTRATIVE MATTERS (5 – 6)**

5. Contract for Broadband Technology Opportunities Program (BTOP) Mobile Broadband Network Engineering Services for LA SafetyNet – Poster
  - a. ACTION ITEM: It is recommended that the Authority authorize the Task Force Leader to execute a contract for a qualified Engineering Firm to perform Long Term Evolution (LTE) engineering services for the LA SafetyNet project. The contract will be for a term no longer than three (3) years and for an amount not to exceed \$2,000,000.00.

**Attachment:**      Item 5



**6. Selection Process for a Consultant (Executive Director) – Poster**

- a. ACTION ITEM: Recommendation for approval of the Board to have the County recruit and select an Executive Director for the Authority and authorize the Task Force Leader to sign a contract on behalf of the Authority with candidate as an independent contractor. (Draft contract attached)

**Attachment:** Item 6

**VII. MISCELLANEOUS – (None)**

**VIII. ITEMS FOR FURTHER DISCUSSION AND ACTION BY THE BOARD**

- a. D-Block Spectrum Comprehensive Review by the Technical Committee – February 3, 2011  
Comprehensive Reporting of the Advantage or Disadvantage of the D-Block; and the concept of the 700 D-Block options on whether to:
  - Auction
  - Partner
  - Sole Builder
- b. Project Funding and Guidance Feedback
  - To what extent a subscriber unit would speak to part of the financing packet
  - To what extent will that be viewed as the responsibility of the agency
- c. Project Risk Controls

**IX. PUBLIC COMMENT**

- X. ADJOURNMENT – NEXT MEETING:** Thursday, February 3, 2011 at 9:00 a.m.  
at the Grace E. Simons Lodge.



## BOARD MEETING INFORMATION

Members of the public are invited to address the LA-RICS Authority Board on any item on the agenda prior to action by the Board on that specific item. Members of the public may also address the Board on any matter within the subject matter jurisdiction of the Board. The Board will entertain such comments during the Public Comment period. Public Comment will be limited to three (3) minutes per individual for each item addressed, unless there are more than ten (10) comment cards for each item, in which case the Public Comment will be limited to one (1) minute per individual. The aforementioned limitation may be waived by the Board's Chair.

*(NOTE: Pursuant to Government Code Section 54954.3(b) the legislative body of a local agency may adopt reasonable regulations, including, but not limited to, regulations limiting the total amount of time allocated for public testimony on particular issues and for each individual speaker.)*

Members of the public who wish to address the Board are urged to complete a Speaker Card and submit it to the Board Secretary prior to commencement of the public meeting. The cards are available in the meeting room. However, should a member of the public feel the need to address a matter while the meeting is in progress, a card may be submitted to the Board Secretary prior to final consideration of the matter.

It is requested that individuals who require the services of a translator contact the Board Secretary no later than the day preceding the meeting. Whenever possible, a translator will be provided. Sign language interpreters, assistive listening devices, or other auxiliary aids and/or services may be provided upon request. To ensure availability, you are advised to make your request at least 72 hours prior to the meeting you wish to attend. (323) 881-8291 or (323) 881-8295

SI REQUIERE SERVICIOS DE TRADUCCION, FAVOR DE NOTIFICAR LA OFICINA CON 72 HORAS POR ANTICIPADO.

The meeting is recorded, and the recording is kept for 30 days.





## LOS ANGELES REGIONAL INTEROPERABLE COMMUNICATIONS SYSTEM AUTHORITY

2525 Corporate Place, Suite 200  
Monterey Park, California  
(323) 881-8291

SCOTT L. POSTER  
TASK FORCE LEADER

January 6, 2011

Board of Directors  
Los Angeles Regional Interoperable Communications System Authority (the "Authority")

Dear Directors:

**APPROVE AUTHORITY TO CONTRACT FOR BTOP MOBILE BROADBAND NETWORK  
ENGINEERING SERVICES FOR LA-SAFETYNET FOR A TERM OF THREE YEARS  
NOT TO EXCEED \$2,000,000.00**

### **SUBJECT**

It is recommended that the Authority authorize the Task Force Leader to execute a contract with a qualified engineering firm with expertise in Long Term Evolution ("LTE") technology to consult and serve as subject matter experts for the technical aspects of the LASafetyNet project.

This contract would be for a term no longer than three years and for an amount not to exceed \$2,000,000. This action would further authorize the Task Force Leader, or his designee, to issue any necessary work orders and pay all invoices under this contract and to report to the Board of Directors monthly on the status of the contract and on any expenditure.

### **BACKGROUND**

The Broadband Technology Opportunities Program ("BTOP") grant from the Department of Commerce's National Telecommunications and Information Administration ("NTIA") will fund the LASafetyNet project, a 700 MHz public safety mobile broadband network across all of Los Angeles County, featuring almost 300 wireless LTE sites using new and existing infrastructure, fixed microwave backhaul rings, and 100-miles of high-capacity fiber backbone.

The proposed design for LASafetyNet meets the requirements of the Federal Communications Commission (FCC) Waiver Order issued on May 12, 2010, that requires waiver recipients to use LTE technology. In order to address the technical requirements necessary for this new technology, LA-RICS will solicit proposals from qualified engineering firms with LTE expertise to address the technical aspects of the LASafetyNet project.

### **PURPOSE/ JUSTIFICATION OF RECOMMENDED ACTION**

LTE technology differs substantially from traditional public safety radio systems meaning that member agencies have little expertise in these types of systems. As such, the Authority seeks certified and experienced subject matter experts to assist in all phases of implementing the LTE broadband system that is funded by the BTOP grant.

LA-RICS will release an RFP for "Mobile Broadband Network Engineering Services for the LASafetyNet Project" and execute a contract with the selected engineering firm. The engineering services are fully reimbursable under the BTOP grant. Services include:

- Consult with and advise LA-RICS during contraction negotiations with the selected vendor for the construction of LASafetyNet;
- Consult with and advise LA-RICS during the final design review, project plan, and control of change request management;
- Consult with and advise LA-RICS during contract implementation through final acceptance;
- Serve as a Subject Matter Expert ("SME") on LTE and broadband technology initiatives and activities.

#### **FISCAL IMPACT/FINANCING**

All contract costs will be fully reimbursable under the BTOP grant award. Invoices will be paid out of the Authority's 2010/2011 operating budget and reimbursed by the NTIA upon presentation of appropriate documentation.

#### **FACTS AND PROVISIONS/ LEGAL REQUIREMENT**

The grantor's program officer and grants specialist have reviewed the recommended action. The Authority's counsel and procurement officer have also reviewed the recommended action.

#### **AGREEMENTS/ CONTRACTING**

On behalf of the Authority, the Task Force Leader, or his designee, will have full authority to execute a contract with the selected vendor, issue all work orders, and pay all invoices for an amount not to exceed \$2,000,000.

Respectfully submitted,



Scott L. Poster  
Task Force Leader

SLP:sjh

cc: Counsel to the Authority



## LOS ANGELES REGIONAL INTEROPERABLE COMMUNICATIONS SYSTEM AUTHORITY

2525 Corporate Place, Suite 200  
Monterey Park, California  
(323) 881-8291

SCOTT L. POSTER  
TASK FORCE LEADER

January 6, 2011

Board of Directors  
Los Angeles Regional Interoperable Communications System Authority (the "Authority")

Dear Directors:

### **APPROVE THE PROCESS FOR THE SELECTION OF THE EXECUTIVE DIRECTOR OF THE AUTHORITY AND AUTHORIZE THE TASK FORCE LEADER TO EXECUTE A CONTRACT FOR EXECUTIVE DIRECTOR**

#### **RECOMMENDATION**

It is recommended that your Board approve the process for the recruitment and selection of an Executive Director for the Authority and authorize the Task Force Leader to sign a contract on behalf of the Authority with candidate as an independent contractor.

The recruitment and selection process can be briefly summarized as follows:

1. County shall develop the criteria for the Executive Director position and conduct Executive Director Recruitment to identify qualified applicants.
2. County, with input from the Task Force Leader, shall establish a screening panel to refine the applicant group.
3. County, with input from the Task Force Leader, shall establish an Interview Panel of four (4) individuals' — Task Force Leader, Deputy CEO, representative from the LA Mayor's Office and the Sheriff's Department. The panel is to refine the group to two (2) applicants to move forward.
4. County CEO and Chief Deputy CEO to conduct selection interview of two (2) applicants.
5. County CEO to select Director, negotiate compensation in a range to be negotiated) and authorize Task Force Leader to execute a contract on behalf of the Authority as an independent contractor (attachment).

## **BACKGROUND**

The Authority approved the County to proceed with the recruitment and selection of the Executive Director for the Authority during the May 6, 2010 and December 2, 2010 Board of Directors Regular Meeting.

The Executive Recruitment Section of the County has established recommendations and criteria for the selection process of the Executive Director. A recruitment announcement was published on August 3, 2010 on the California State Association of Counties (CSAC) and National Association of Counties (NACO), as well as the DHR Executive Recruitment website and Fire and Police websites. The recruiting period closed on August 20, 2010 and a selection was made by the County to recommend to the JPA Board the week September 6, 2010.

## **PURPOSE / JUSTIFICATION OF RECOMMENDED ACTION**

The Executive Director's position is necessary to manage, direct, and lead the Los Angeles Regional Interoperable Communication System (LA-RICS) project, which includes the development, coordination, integration, and continued maintenance of a regional public safety interoperable radio system. The System will enable authorized users to communicate with each other during both routine and emergency operations.

Adoption of the recommended action will ensure successful completion of the Project.

## **FISCAL IMPACT / FINANCING**

Compensation will be negotiated with candidate by the County.

## **FACTS AND PROVISIONS / LEGAL REQUIREMENT**

The procedures established for executive recruitment by the County of Los Angeles through its Department of Human Resources shall be utilized in the recruitment process.

Respectfully submitted,



Scott L. Poster  
Task Force Leader

SLP:dm



Agreement between

The Los Angeles Regional  
Interoperable Communications  
System Authority

and

\*\*\*

[DATE \*\*\*]

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## **INDEPENDENT CONTRACTOR SERVICES AGREEMENT**

THIS CONTRACTOR SERVICE AGREEMENT (this "Agreement") is made and entered into this \_\_\_\_\_ day of \_\_\_\_\_, \*\*\* (the "Effective Date"), by and between the Los Angeles Regional Interoperable Communications System Authority, a California joint powers authority (the "Authority") and \*\*\*, [TYPE OF ENTITY \*\*\*], (hereinafter, "Contractor").

### **RECITALS**

WHEREAS, the Authority desires to engage and contract with Contractor for the performance of the services described in Exhibit A (Statement of Work) attached hereto and incorporated herein by this reference; and

WHEREAS, Contractor desires to enter into this Agreement and perform as an independent contractor for the Authority and is willing to do so on the terms and conditions set forth in this Agreement.

NOW, THEREFORE, for and in consideration of the foregoing and the promises and mutual covenants and conditions set forth herein, the parties hereto agree as follows:

#### **1.0 STATUS OF CONTRACTOR**

- 1.1 Contractor acknowledges and agrees that this Agreement is an at will personal service agreement. This Agreement does not constitute a hiring by either party. The parties each intend that Contractor shall have independent contractor status and not be an employee of the Authority for any purposes, including, but not limited to, the application of the Federal Insurance Contribution Act, the Social Security Act, the Federal Unemployment Tax Act, the provisions of the Internal Revenue Code, the California Revenue and Taxation Code relating to income tax withholding at the source of income, the Workers' Compensation Insurance Code, 401(k) and other benefit payments and third party liability claims.
- 1.2 Contractor shall retain sole and absolute discretion in the manner and means of carrying out his activities and responsibilities under this Agreement. This Agreement shall not be considered or construed to be a partnership or joint venture, and the Authority shall not be liable for any obligations incurred by Contractor unless specifically authorized in writing. Contractor shall not act as an agent of the Authority, ostensibly or otherwise, nor bind the Authority in any manner, unless specifically authorized to do so in writing.

## **2.0 TASKS, DUTIES, AND SCOPE OF WORK**

- 2.1 Contractor agrees to devote as much time, attention, and energy as necessary to professionally perform the services set forth on Exhibit A (Statement of Work).
- 2.2 Contractor shall additionally perform any and all tasks and duties associated with Exhibit A (Statement of Work), including, but not limited to, work already being performed or related change orders. Contractor shall not be entitled to engage in any activities in connection with the Authority which are not expressly set forth in this Agreement.
- 2.3 The books and records related to Exhibit A (Statement of Work) shall be maintained by the Contractor at the Contractor's principal place of business and open to inspection by the Authority during regular working hours. Documents to which the Authority will be entitled to inspect include, but are not limited to, any and all contract documents, change orders/purchase orders and work authorized by Contractor or the Authority on existing or potential projects related to this Agreement.
- 2.4 Contractor shall be responsible to the management and directors of the Authority, but Contractor will not be required to follow or establish a regular or daily work schedule. Contractor shall supply all necessary equipment, materials and supplies. Contractor may use but will not rely on the equipment or offices of the Authority for completion of tasks and duties set forth pursuant to this Agreement. Any advice given by the Authority to Contractor regarding Exhibit A (Statement of Work) shall be considered a suggestion only, not an instruction. The Authority retains the right to inspect, stop, or alter the work of Contractor to assure its conformity with this Agreement.
- 2.5 Contractor warrants and represents that he has complied with all Federal, State, and local laws regarding business permits, sales permits, licenses, reporting requirements, tax withholding requirements, and other legal requirements of any kind that may be required to carry out said business and the services which are to be performed as an independent contractor pursuant to this Agreement.

## **3.0 COMPENSATION**

- 3.1 Contractor shall be entitled to compensation for performing those tasks and duties related to Exhibit A (Statement of Work) at an hourly rate of \$\*\*\* per hour, for an amount not-to-exceed \$\*\*\* per year.
- 3.2 Contractor shall be reimbursed for any reasonable travel and out of pocket expenses necessarily and actually incurred by Contractor in connection with the services performed under this Agreement, provided that such expenses are approved in writing by the management of the Authority. Such costs shall be billed directly as they are incurred and



shall not be incorporated in the not-to-exceed amount for Contractor's compensation. Travel costs are defined as travel (air, rail or mileage for use of personal automobile), ground transportation, lodging, meals, car rental, parking and toll fees, and incidentals. Consultant shall furnish receipts, statements or other supporting documentation for authorized expenses upon the request of the Authority.

3.3 Contractor shall submit invoices on a monthly basis for work performed.

3.4 Invoices will be paid to Contractor within 30 days of Authority's receipt of invoice.

#### **4.0 NOTICE CONCERNING WITHHOLDING OF TAXES**

Contractor recognizes and understands that he will receive an IRS 1099 statement and related tax statements, and will be required to file corporate and/or individual tax returns and to pay taxes in accordance with all provisions of applicable Federal and State law. Contractor hereby promises and agrees to indemnify the Authority for any damages or expenses, including attorney's fees, and legal expenses, incurred by the Authority as a result of Contractor's failure to make such required payments.

#### **5.0 AGREEMENT TO WAIVE RIGHTS TO BENEFITS**

Contractor hereby waives and foregoes the right, if any, to receive any benefits which may be given by the Authority to its regular employees, including, but not limited to, health benefits, vacation and sick leave benefits, profit sharing plans, such as 401(k) plans. This waiver is applicable to all non-salary benefits which might otherwise be found to accrue to the Contractor by virtue of its services to the Authority, and is effective for the entire duration of this Agreement. This waiver is effective independently of Contractor's employment status as adjudged for taxation purposes or for any other purpose.

#### **6.0 TERM; TERMINATION**

6.1 The term of this Agreement shall commence on the Effective Date and shall continue for a period of \*\* years thereafter.

6.2 This Agreement may be terminated prior to the completion or achievement of the work described in Exhibit A (Statement of Work) by either party giving fifteen (15) days written notice to the other party. Such termination shall not prejudice any other remedy to which the terminating party may be entitled, either by law, in equity, or under this Agreement.

6.3 The hourly rate and not-to-exceed amount for each additional one-year period after the initial two-year term, if any, may be adjusted annually based on the percentage of the

most recent Social Security cost-of-living adjustment as shown at <http://www.ssa.gov/OACT/COLA/colaseries.html> as of the Agreement anniversary date, which shall be the effective date for any cost of living adjustment. However, any increase shall not exceed the general salary movement granted to employees of the County of Los Angeles (the "County") as determined by the County's Chief Executive Office as of each July 1 for the prior 12-month period. Furthermore, should fiscal circumstances ultimately prevent the County's Board of Supervisors from approving any increase in County employee salaries, no cost of living adjustments will be granted under this Agreement.

#### **7.0 NON-DISCLOSURE OF PROPRIETARY INFORMATION**

Contractor agrees not to disclose or communicate, in any manner, either during or after the term of this Agreement, proprietary information about the Authority, and its operations. Contractor acknowledges that such proprietary information is material and confidential and that it affects the operations of the Authority. Contractor understands that any breach of this provision, or that of any other Confidentiality and Non-Disclosure Agreement, is a material breach of this Agreement. To the extent Contractor feels they need to disclose confidential information, they may do so only after obtaining written authorization from the Authority.

#### **8.0 RETURN OF PROPERTY**

On termination of this Agreement, or whenever requested by the parties, each party shall immediately deliver to the other party all property in its possession, or under its care and control, belonging to the other party to them, including but not limited to, proprietary information, customer lists, trade secrets, intellectual property, computers, equipment, tools, documents, plans, recordings, software, and all related records or accounting ledgers.

#### **9.0 EXPENSE ACCOUNTS**

Contractor and the Authority agree to maintain separate accounts in regards to all expenses related to performing the services set forth on Exhibit A (Statement of Work). Contractor is solely responsible for payment of expenses incurred pursuant to this Agreement unless provided otherwise in writing by the Authority. Contractor agrees to execute and deliver any agreements and documents prepared by the Authority and to do all other lawful acts required to establish document and protect such rights.

## **10.0 WORKS FOR HIRE**

Contractor agrees that the work set forth on Exhibit A (Statement of Work), and all tasks, duties, results, inventions and intellectual property developed or performed pursuant to this Agreement are considered “works for hire” and that the results of said work is by virtue of this Agreement assigned to the Authority and shall be the sole property of the Authority for all purposes, including, but not limited to, copyright, trademark, service mark, patent, and trade secret laws.

## **11.0 LEGAL COMPLIANCE**

Contractor is encouraged to treat any Authority employees, customers, clients, business partners and other affiliates with respect and responsibility. Contractor is required to comply with all laws, ethical codes and company policies, procedures, rules or regulations, including those forbidding sexual harassment, discrimination, and unfair business practices.

## **12.0 LICENSING AND INSURANCE**

Contractor agrees to immediately supply the Authority with proof of any licensing status required to perform the works set forth on Exhibit A (Statement of Work) pursuant to this Agreement, Workers’ Compensation Coverage where required by law and General Liability Insurance, upon request of the Authority.

## **13.0 NOTICES**

Any notice to be given hereunder by any party to the other may be affected either by personal delivery in writing, or by mail, registered or certified, postage prepaid with return receipt requested. Mailed notices shall be addressed to the parties at the addresses below, but each party may change their address by written notice in accordance with this paragraph:

### **To Authority:**

Executive Director  
LA-RICS  
2525 Corporate Place, Suite 200  
Monterey Park, CA 91754

### **To Contractor:**

\*\*\*

Notices delivered personally shall be deemed communicated as of actual receipt; mailed notices shall be deemed communicated as of five (5) days after mailing. Contractor agrees to keep the Authority current as to his business and mailing addresses, as well as telephone number and e-mail address.

#### **14.0 INDEMNIFICATION AND INSURANCE**

- 14.1 Contractor shall defend, indemnify, hold harmless, and insure the Authority from any and all damages, expenses, or liability resulting from or arising out of Contractor's act(s) or omission(s).
- 14.2 Contractor hereby warrants and represents that it presently maintains Errors & Omissions Insurance Coverage from a third-party insurer or insurance underwriter.
- 14.3 Contractor shall name the Authority as an additional insured on all related insurance policies including workers compensation and general liability.

#### **15.0 CONTAINMENT OF ENTIRE AGREEMENT**

This Agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto, except for any separately signed confidentiality, trade secret, non-compete or non-disclosure agreements to the extent that these terms are not in conflict with those set forth herein.

#### **16.0 REPRESENTATION**

Each party to this Agreement acknowledges that no representations, inducements, promises or agreements, orally or otherwise, have been made by any party hereto, or anyone acting on behalf of any party hereto, which are not embodied herein, and that no other agreement, statement or promise not contained in this Agreement shall be valid or binding. Any modification of this Agreement shall be effective only if it is in writing, signed and dated by all parties hereto.

#### **17.0 PARTIAL INVALIDITY**

If any provision of this Agreement is held by a court of competent jurisdiction to be invalid or void, the remaining provisions shall nevertheless continue in full force and effect without being impaired or invalidated in any way.

#### **18.0 GOVERNING LAW AND JURISDICTION**

This Agreement is entered into and to be exclusively performed in the State of California. As such, this Agreement shall be governed by, and construed under, the laws of the State of California. Jurisdiction and venue for all purposes shall be in the County of Los Angeles, State of California.

## **19.0 EXCLUSIVITY**

Contractor warrants and represents that this is an exclusive service agreement. As such, Contractor shall not engage in any other services (as independent contractor or otherwise) for any other person or entity during the term of this Agreement.

IN WITNESS WHEREOF, the Authority has executed this Agreement, or caused it to be duly executed and Contractor has executed this Agreement the day and year first above written.

LOS ANGELES REGIONAL  
INTEROPERABLE COMMUNICATIONS  
SYSTEM AUTHORITY

CONTRACTOR

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Scott L. Poster  
Task Force Leader

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## **EXHIBIT A**

### **STATEMENT OF WORK**

Contractor shall be responsible for the development, coordination, integration, and continued maintenance of LA-RICS. Contractor shall report to the Board and will serve as primary liaison for supporting interoperability between the Authority and state, federal, County and city agencies, including the Federal Bureau of Investigation and the California Highway Patrol. Contractor shall have overall responsibility for the regional and cooperative planning and coordination of governmental services necessary to establish a wide-area interoperable public safety communications network. In this capacity, Contractor shall independently serve as the highest level of technical and administrative review of the LA-RICS project and will have overall management of the LA-RICS program.

Contractor services shall include, but is not limited to, the follow:

- Directing the preparation and implementation of the LA-RICS long-range project plan, including System engineering and design, System build-out, acceptance, testing, migration, and user training; monitoring and evaluating accomplishment of plan objectives; and periodically updating the plan as necessary.
- Providing overall leadership and direction while managing the development and implementation of all phases of the LA-RICS project, including vendor selection, contract negotiations, project development, construction and ongoing operations.
- Overseeing group managers from participating agencies tasked with various technical, operational, and administrative responsibilities
- Implementing goals and objectives established by the Board in coordination with County-wide law enforcement, fire, and emergency medical communications needs.
- Ensuring that the Board and stakeholders are well informed of the progress and issues relating to LA-RICS; providing quarterly reports to the Board regarding LA-RICS project status and accomplishments.
- Ensuring that all stakeholder needs are identified and properly addressed.
- Providing staff support for meetings of the Board.
- Negotiating and recommending approval of all contracts necessary for the operations of the Authority.
- Serving as primary liaison with affected local, state, and federal agencies necessary for the successful implementation of LA-RICS; promoting the interchange of information and data to achieve maximum system compatibility.
- Developing strategic plans in collaboration with various agencies and community stakeholders that facilitate the implementation of the LA-RICS project.
- Undertaking ad hoc assignments from the Board as required.



Los Angeles Regional Interoperable  
Communications System (LA-RICS)



# DIRECTOR, LA-RICS







## Los Angeles Regional Interoperable Communications System (LA-RICS)



### LOS ANGELES REGIONAL INTEROPERABLE COMMUNICATIONS SYSTEM (LA-RICS)

The Los Angeles Regional Interoperable Communication System (LA-RICS) is a collaborative effort of law enforcement, fire service, and health service professionals with elected and appointed officials to implement a regional interoperable radio communication system. The new system will allow interagency coordination and response to routine, emergency and catastrophic events. LA-RICS will be a modern, integrated wireless voice and data communications system that will support more than 34,000 first responders and local mission-critical personnel within the Los Angeles region.

It is the collective view of public safety and government leaders throughout the Los Angeles region that interoperable public safety communications can best and most cost effectively be attained by developing a shared voice and data radio system. By pooling frequencies and utilizing existing infrastructure where practical from the City of Los Angeles, the County of Los Angeles, ICIS, Long Beach, and others, LA-RICS will:

- Provide unified voice and data communications platforms for all first responders in the region
- Eliminate the duplication of costs and effort involved in maintaining separate systems
- Provide instantaneous communications among agencies in the event of a man-made or natural disaster
- Support the day-to-day communications needs within individual public safety agencies

LA-RICS will also support interoperability with state and federal agencies such as the California Highway Patrol (CHP) and Federal Bureau of Investigation (FBI). Further, the system will incorporate the recommended best practices of the US Department of Homeland Security and achieve the optimal level of interoperability as defined in the DHS SAFECOM Interoperability Continuum.



### JOINT POWERS AUTHORITY

A Joint Powers Authority (JPA) has been established to create an Authority to engage in regional and cooperative planning and coordination of governmental services to establish this wide-area Interoperable public safety communications network. A seventeen member Board of Directors administers the Authority. The JPA Board includes a cross-section of first responder stakeholders who all share in the decision-making process, and has responsibility for setting policy and providing oversight on behalf of the Authority's Members. The LA-RICS Authority is currently comprised of 85 entities.

### THE POSITION

The Director, Los Angeles Regional Interoperable Communication System (LA-RICS), is responsible for the development, coordination, integration, and continued maintenance of a regional public safety interoperable communications network. This position reports to the Joint Powers Authority (JPA) Board of Directors and serves as primary liaison for supporting interoperability between the JPA, state, federal, County, and city agencies, including the Federal Bureau of Investigation and the California Highway Patrol. This position has the overall responsibility for the regional and cooperative planning and coordination of governmental services to establish a wide-area interoperable public safety communications network. In this capacity, the incumbent independently serves as the highest level of technical and administrative review of the LA-RICS project and has overall management of the program.

### THE IDEAL CANDIDATE

The ideal candidate will be a seasoned manager who possesses a comprehensive knowledge of public safety and experience in large-scale, complex project management for interoperable communications projects. In addition, he or she must possess a thorough knowledge of the management of Federal grant funds, large-scale interoperable communications systems, and an understanding of optimal practices when working and collaborating with various agencies and community stakeholders.



## KEY RESPONSIBILITIES

- Directs the preparation and implementation of the LA-RICS long-range project plan to include system engineering and design, system build-out, acceptance, testing, migration, and user training; monitors and evaluates accomplishments of plan objectives; and periodically updates the plan.
- Provides overall leadership and direction while managing the development and implementation of all phases of the LA-RICS Project, including vendor selection, contracts negotiation, project development, construction, and ongoing operations.
- Oversees group managers from participating agencies tasked with various technical, operational, and administrative responsibilities.
- Implements goals and objectives established by the JPA Board of Directors in coordination with Countywide law enforcement, fire, and emergency medical communications needs.
- Ensures that the JPA Board and stakeholders are well informed of the progress and issues relating to LA-RICS; provides quarterly reports to the JPA Board regarding status of the project and accomplishments.
- Ensures that all stakeholder needs are identified and properly addressed.
- Provides staff support for meetings of the Board of Directors.
- Negotiates and recommends approval of all contracts necessary for the operation of the JPA.
- Serves as primary liaison with affected local, state, and federal agencies necessary for the successful implementation of LA-RICS; promotes the interchange of information and data to achieve maximum system compatibility.
- Develops strategic plans in collaboration with various agencies and community stakeholders that facilitate the implementation of the LA-RICS Project.



## QUALIFYING EXPERIENCE

Demonstrated experience managing a large and complex regional interoperable communication system for a diverse and geographically significant public or private organization, including the planning, design, development, implementation, operation, and maintenance of public safety and emergency services communications systems. Demonstrated experience interpreting systems plans and specifications for major communications systems implementation and/or purchases, and analyzing contracts and formulate procedures governing the awarding of contracts.

## QUALIFYING EXPERIENCE (CONT'D)

Demonstrated experience working with public officials, industry representatives, civic groups, or technical experts. Experience using organizational analysis techniques required to identify and consolidate functions and to assess systems and personnel resources required to carry out such functions. Experience in long-range systems planning, needs forecasting, cost-benefit analysis, and development of various methods of financing.

**LICENSE:** A valid California Class "C" Driver License or the ability to utilize an alternative method of transportation when needed to carry out essential job-related functions.

## DESIRABLE QUALIFICATIONS & EXPERIENCE

Desirable skills, abilities, and experience for candidates for this position include:

- Bachelor's degree or equivalent advanced education in Business Administration, Emergency Services Administration, Public Administration, Information Technology, or a related field and management experience in communications technology with a broad knowledge of principles and techniques in the field.
- Demonstrated experience as a project director or manager of a large-scale, complex public safety communications project.
- Managerial experience in a major public safety agency, or working closely with a major public safety agency.
- Ability to understand the implications of various technical options and to guide the project to the most effective solution.
- Ability to successfully communicate and discuss complex issues with the Board of Directors, staff, and other agencies and elected bodies.
- Ability to effectively interact with leaders and senior managers of major governmental agencies or major corporations required to meet project goals.
- Exceptional analytical, written, and verbal skills needed to develop and execute presentations to the JPA Board of Directors and other participating governmental and community organizations.
- Ability to develop project schedule and timeline with measurable milestones and to monitor effectively the work of staff, contractors, and consultants to ensure project schedules are met.
- Demonstrated managerial skills to function in a complex governmental environment where there are frequent competing interests that must be resolved quickly and effectively as possible without compromising the overall project.
- Ability to obtain and manage effectively available federal grant funds to minimize the use of local agency funding to support the project.





## COMPENSATION

Compensation is negotiable within the salary range of \$132,916 to \$201,179 annually. Starting salary will be dependent on qualifications, salary history, and career accomplishments. Specific salary placement will be based upon the evaluation of a candidate's overall ability to provide exemplary leadership.

In addition to the negotiated salary, a benefits allowance may also be included in the employment contract.

There will be a set term for the employment contract, with severance and/or termination allowances included. This will be a non-civil service, "at-will" position that will be selected by the JPA Board of Directors, and will serve at their pleasure subject to the terms of the employment contract.

## SELECTION PROCESS

Each candidate's background will be evaluated on the basis of information submitted at the time of application to determine the level and scope of the candidate's preparation for this position. The resume should include any additional information which the candidate wishes considered. Only the most qualified candidates, as determined by the screening process, will be invited to participate in the selection process. The names of the most highly qualified candidates will be submitted to the JPA Board of Directors for consideration.

**NOTE:** An extensive background investigation will be completed on the candidate selected for this position.

## TO BE CONSIDERED

Highly qualified candidates are invited to submit a statement of interest and a comprehensive resume detailing their knowledge, skills, and abilities relevant to this position. Submission should include ALL of the following:

1. Candidate's ability to meet the requirements as stated in the Qualifying Experience and Desirable Qualifications & Experience sections of this recruitment announcement.
2. For organizations and programs managed, the name of each employer, job title, size of organization's budget, number and composition of personnel supervised, scope of management responsibilities, functions managed, dates of employment, and current salary.
3. Names of schools, colleges and universities attended, dates attended, degrees earned, and field(s) of study. Please enclose verification of degree(s), licenses and certificates together with the resume.

Pursuant to state and federal requirements, we are requesting that you voluntarily provide the following information: (1) your race/ethnicity and (2) your gender. This information should be on a separate piece of paper (without your name) attached to your resume. This page will be removed from your resume when it is received, kept confidential, and utilized solely for required statistical purposes.

Materials received by week of August 20, 2010 will receive first consideration.

Please submit statement of interest, resume, and supporting documents to:

**ELISABETH DUGAN**

500 W. Temple Street, Room 588

Los Angeles, CA 90012

Phone: (213) 974-2349

Fax: (213) 680-2450

[LARICS@hr.lacounty.gov](mailto:LARICS@hr.lacounty.gov)

**DATE POSTED: AUGUST 4, 2010**

This announcement may be downloaded from the COUNTY OF LOS ANGELES website at: <http://hr.lacounty.gov>



Los Angeles Regional Interoperable  
Communications System (LA-RICS)







**Board of Directors**  
**MEETING/WORKSHOP MINUTES**  
**LOS ANGELES REGIONAL**  
**INTEROPERABLE COMMUNICATIONS SYSTEM AUTHORITY**

December 2, 2010

Grace E. Simons Lodge  
1025 Elysian Park Drive, Los Angeles, CA 90012

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**Board Members Present:**

**William “Bill” T Fujioka Chair**, CEO, County of Los Angeles  
**Mark R. Alexander**, City Manager, City of La Cañada Flintridge, representing Contract Cities Association  
**Leroy “Lee” D. Baca**, Sheriff, County of Los Angeles County  
**LeRoy J. Jackson**, City Manager, City of Torrance, representing At Large Seat  
**Donald “Don” Pedersen**, Police Chief, City of Culver City, At Large Seat  
**Gregory “Greg” Simay**, Assistant General Manager, City of Burbank Water & Power, representing At Large Seat

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**Representatives For Board Members Present:**

**Cathy Chidester**, representing John Schunhoff, Interim Director, DHS, County of Los Angeles  
**Andrew “Andy” P. Fox**, representing Millage Peaks, Fire Chief, City of Los Angeles  
**June Gibson**, representing Gerry Miller, Chief Legislative Analyst, City of Los Angeles  
**Patricia “Patty” Huber**, representing Miguel Santana, CAO, City of Los Angeles  
**Sandy Jo MacArthur**, representing Charles “Charlie” L. Beck, Vice Chair, Police Chief, City of Los Angeles  
**Daryl Osby**, representing P. Michael Freeman, Fire Chief, County of Los Angeles  
**Alan Patalano**, representing Reginald “Reggie” Harrison, Deputy City Manager, City of Long Beach  
**Nancy Ramirez**, representing Michael J. Bowman, Police Chief, Los Angeles Unified School District  
**Darryl Seube**, representing Scott Pickwith, Police Chief, City of La Verne, representing the Los Angeles County Police Chiefs Association  
**Derek Webster**, representing Kim Raney Police Chief, City of Covina, At Large Seat

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**Officers Present:**

**Scott Poster**, Task Force Leader  
**Rachelle Anema**, representing Wendy L. Watanabe, Los Angeles County Auditor-Controller

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**Absent:**

**Alex C. Rodriguez**, Fire Chief, City of Santa Fe Springs, representing the Los Angeles Area Fire Chiefs Association  
**Mark J. Saladino**, Los Angeles County Treasurer and Tax Collector  
**Vacant**, Board Secretary



**BOARD OF DIRECTORS MEETING/WORKSHOP MINUTES**  
**Los Angeles Regional Interoperable Communications System Authority**

Before the official meeting began, Chair Bill Fujioka mentioned that the Regular Meeting was the first order of business before going into the Workshop.

**I. CALL TO ORDER**

A meeting of the Los Angeles Regional Interoperable Communications Systems Authority Board of Directors was called to order on December 2, 2010 at 8:05 a.m. by the Chair Bill Fujioka.

**II. ANNOUNCE QUORUM – Roll Call**

Chair Bill Fujioka made an acknowledgement that a quorum was present without a formal roll call.

**III. APPROVAL OF MINUTES**

A. Motions were made for approval of the minutes from the November 4, 2010, Board of Directors Regular Meeting. **MOTION APPROVED**

**IV. CONSENT CALENDAR**

None.

**V. REPORTS (1 – 3)**

**1. Committee Reports**

- a. Finance Committee – Scott Poster, Task Force Leader, reported that the Finance Committee has met and a new leadership was voted in: Greg Simay, Chair; Ed Medrano, Vice Chair; and Erick Lee, Secretary. They will be actively participating in this Workshop.
- b. Technical Committee – It was reported that the Technical Committee has met and the new appointments are: Chair – Captain Kevin Nida, City of Los Angeles Fire Department, Vice Chair – John Black, City of Long Beach Communications Department, and Secretary – Lieutenant Mark Wilkins, County of Los Angeles Sheriff's Department.

Chair Kevin Nida reported that a concept of the 700 D-Block options on whether to auction, partner, or be a sole builder will be presented to the Board at the January 6<sup>th</sup> meeting.

Operations Committee – It was reported that the Operations Committee has been meeting regularly, and that [Chair] Captain Scott Edson of the Los Angeles County Sheriff's Department has been very active in this group. The Operations Committee is moving forward on a lot of dynamic issues throughout the region.

Legislative Committee – There was no reportable action.

**2. Project Status**

**This section addressed reports and communications only. No action was required by the Board.**

Scott Poster provided the following brief description of the project status since the last meeting:

- a. Evaluation Team – The Evaluation Team is still active and working. Their recent travel to various sites was successful. The education they learned from visiting these sites was very beneficial.
- b. LA-SafetyNet Addendum Status – The responses for the LA-SafetyNet Addendum were received on November 30, 2010. The team anticipates the completion of the evaluation assessment in December with plans to start negotiations in February 2011.

Board Member LeRoy Jackson asked when would they know who the proponents/bidders are and the amount that the original proposer has with the Addendum. Scott Poster replied that we will know in December and that he would bring to the Board those who have turned in their proposals. He didn't have information on the finances and would like to hold off and come back at a different time.



3. Grant Status

Scott Poster addressed the Board with the following details.

a. Monthly Status Report

- Broadband Technology Opportunities Program (BTOP) – It was reported that the Grant Specialist was traveling with some of the team to Boulder, Colorado to attend the BTOP Conference which is essential to the region.
- 2007 State Homeland Security Grant Program (SHSGP) – The LA-RICS Project Team is working diligently to complete all '07 SHSGP projects. However, certain vendor and weather delays have negatively impacted the project timelines. An extension was requested and approved. The new deadline to complete all remaining projects is February 28, 2011. Plans are to have all the work completed by February 15<sup>th</sup> in order to turn in the numbers for reimbursements, process the paperwork, and get it completed properly in a timely manner.
- 2008 – SHSGP and Urban Areas Security Initiative (UASI) – The LA-RICS Project Team is coordinating with the SHSGP and UASI Grant Administrators to present a project status to the California Emergency Management Agency (CalEMA). The goal of the presentation is to provide information to the State and request a one-year extension for SHSGP '08. Certain members of the project team will be traveling to Sacramento to meet with the executives of CalEMA to explain our position, our project, and why we need an additional one-year extension to the grant. The goal is to take the '08 grant and give it directly to the selected vendor rather than having different project work done.
- Justice Association Grant/American Recovery And Reinvestment Act (JAG-ARRA) – The City of Los Angeles and the County of Los Angeles are independently working on communication site improvement projects. Both must complete an initial Environmental Impact Report (EIR) on their respective projects; and at this time, they are working on the EIR for each selected site.
- BTOP Environmental Assessment (EA) – The LA-RICS Project Team is working on the EA. Work on this project is not allowed until LA-RICS completes the EA requirement (a special award condition of the grant). *Item 4* on the Agenda will request the Authority to execute a contract with an environmental engineering firm to complete the EA by March 31, 2011.
- Grant Administration – The LA-RICS Project Team submitted the required six (6) month budget report to the grantor. For the special award condition of the grant, LA-RICS has requested an interest-bearing BTOP account with the Auditor-Controller. As a waiver recipient, LA-RICS is currently attending the Winter 2010 Public Safety 700 MHz Demonstration Stakeholder Meeting in Boulder, Colorado. The BTOP Federal Grant Representatives will also be in attendance to discuss the project status.

Scott Poster also stated that as staff have traveled around the country dealing with different groups, it has been very clear that this is the project for the country. It is reported as the number one project being supported by the United States as the forefront of communications. Therefore, it is essential to attend the meetings and carry that leadership to different areas throughout the country. He went on to say that the grantor and the federal government are very attentive in making sure that we are successful and reinforcing the fact that this LA-RICS project is the program focus throughout the country.

VI. ADMINISTRATIVE MATTERS (4 – 5)

4. Contract Environmental Assessment of LA-SafetyNet

a. **ACTION ITEM**

Scott Poster requested the approval of the Authority to authorize the Task Force Leader to execute a contract with a qualified environmental consulting & engineering firm to perform an environmental assessment as required by the BTOP grant awarded by the Department of Commerce for the LA-SafetyNet project. The contract will be for a term no longer than nine (9) months and in an amount not to exceed \$1.5M. This action will further authorize the Task Force Leader or his designee to



issue the necessary work orders and pay all invoices under this contract and provide the Board of Directors with monthly status reports on the EA and on any expenditure.

Chair Bill Fujioka asked if the process used to select and appoint the contractor will be shared with the Board. Scott Poster responded that a Request for Proposal (RFP) to select the EA was issued yesterday [December 1<sup>st</sup>] through Internal Services Department (ISD) and that it has a finite deadline.

Board Member LeRoy Jackson asked where the \$1.5M comes from and if this was anticipated when we originally put together the operating budget. Scott Poster responded yes, and that they knew when the operating budget was put together there would be a contingency for reimbursable grant funding. LA-RICS would have to take money to pay for various grant issues that would be paid back (similar to a cash flow circulatory account) and that hopefully the RFP will be negotiated to be less than \$1.5M. During the first year (the probationary period) of the BTOP, that grant money needs to be reimbursed; and after the second year, it would be an advance rather than paying up-front. It would be a short-lived term of indebtedness. The money would be taken from the LA-RICS account (operating budget) to pay the vendor and then submitted to the Feds (for reimbursement) who will respond back within thirty (30) days.

Board Member LeRoy Jackson then asked if the \$1.5M was part of the loan given to LA-RICS by the County for operations. Scott Poster responded that was correct and that the County of Los Angeles gave the Authority \$10M to use as a cash flow account strictly for this purpose. Chair Bill Fujioka said to let the record reflect that an emphasis will be put on that loan.

Board Member LeRoy Jackson also asked if there was an agreement on how that would flow between the County and LA-RICS. Scott Poster said that when the Board of Supervisors gave the money to the Authority, it was on the basis of a loan to be eventually reimbursed to the County. The money was strictly for grant reimbursement purposes.

Chair Bill Fujioka asked for a motion to approve. **MOTION APPROVED**

5. Contract with an Executive Recruitment Firm

a. **ACTION ITEM**

Scott Poster requested the approval of the Authority to authorize the Task Force Leader to execute a contract for an Executive Recruitment Firm Agency to conduct an executive recruitment for the Director to the Authority. The contract will be for a term no longer than six (6) months and for an amount not to exceed \$80,000.00. This action will further authorize the Task Force Leader or his designee to issue any necessary work orders and pay all invoices under this contract and report to the Board of Directors monthly on the status of the recruitment and associated expenditures. The RFP is currently in draft form and will be put on the street once the Board approves it.

Board Member LeRoy Jackson asked if this is an employee or a consultant that we are trying to seek out and hire. Are we actually into an executive search for a RFP or are we hiring a consultant to hire a consultant? Scott Poster responded that this will be a contract consultant and that it's a RFP being put out to hire an executive firm that will go out to hire somebody to be the Director who will either be the consultant or a contractor to the Board.

Board Member LeRoy Jackson then asked if we can use our current consultant who is working with us to do the search. Scott Poster said that we had exhausted all the means that are at our disposal to look for a firm and we would like to contract directly on behalf of the Joint Powers Authority (JPA).

Board Member LeRoy Jackson also asked if when we go out to search, are we searching with no set dollar value, with a scope of work that we expect of this consulting firm to provide as administrative, not for the search team but for the actual individual. Chair Bill Fujioka said that as far as the process, it is a process he thinks all are familiar with and use. He suggested we send the RFP out and get the proposals. He also said that the firms will come in with their action plans to conduct the search and that they should be able to demonstrate their skills and past experiences on similar type of searches because we want someone who has experience recruiting in this very specific field. He also suggested that once the RFP is released that Scott [Poster] look at the proposals submitted by the search firms and bring back



the top three to five candidates who will then be presented to the Board. At that point you will see their past experiences, their qualifications for this search, and also the proposed cost for this search. We will get that information hopefully by the next meeting and as a group say which firm looks the best. The Board could elect to have one or more come in and present their qualifications.

Board Member LeRoy Jackson stated that he was more interested in the scope of the RFP for the person that we are looking for. He asked what type of firm and if we expect them to bring their own clerical staff, support staff, where are they going to be located because if they are sitting in an employee seat then they look more and more like an employee. Chair Bill Fujioka said that it will be a class contract with an executive search firm. Board Member LeRoy Jackson said that he was not after the executive firm but that he was for the executive and that they go out to seek what we are looking for.

Scott Poster asked if he [Board Member LeRoy Jackson] was talking about the Director and not the firm. Board Member LeRoy Jackson stated that he wouldn't say it is the Director, but that it is more of a consulting contract to manage the operations because if it were a Director then we are back to an employee. He then asked what the scope of that firm's responsibilities is going to be.

Chair Bill Fujioka said that once the executive search firm was identified and part of the steps to prepare the recruitment bulletin we would provide that information (the type of person or the type of entity that they are recruiting for us), and the type of person we want whether it's a consultant or an employee. This will be at least a five-year endeavor so when they want the permanency of being an employee and not just being on a contract. He suggested to get the RFP out on a concurrent/parallel basis before we start talking about whether we want a consultant because with consultants it will be a company and you may not have the same person staying with us over a period of time whereas an employee you have some guarantee that you will have some consistency.

Board Member Mark Alexander asked who the contracting Authority is for both the consultant as well as the Director, if it was the County or LA-RICS. Scott Poster replied that it is LA-RICS.

Board Member LeRoy Jackson then said that it seems like the County should be doing this as part of their contract with us to administrate. Chair Bill Fujioka said that was exactly what happened. We went through that process. We — identified a candidate; recognized a responsibility to administrate this; and found someone we thought was good. This Board said we should make that selection and to go back and do it again. But if you [the Board] would like us to assume that responsibility, he would be more than happy to and will present a candidate at the next meeting.

Board Member LeRoy Jackson also said that we wouldn't present a candidate, but to show us the organizational structure that is in place to administer the program. Chair Bill Fujioka said that he would look for someone to head that structure and that it was important to reach a consensus. He suggested just sending the RFP out, letting people step up, and then we could talk about the structure, if it's an agent of the County, an employee, or a consultant, but that he wanted us to be careful because you want the same person for 5 years.

Board Member Mark Alexander said that if this Board has already decided that we are comfortable contracting with the County to provide management services to LA-RICS then he was comfortable with the County presenting someone to the Board that we would ratify. Chair Bill Fujioka said that had happened two (2) meetings ago and that he was more than happy to go in that direction.

Board Member LeRoy Jackson stated that what was being brought two (2) months ago was to be a consultant of LA-RICS. But if it's a consultant of the County, he thinks that's part of the contract that we have with the County. Or if it were an employee, the County was free to hire a Director and to have an employee who would manage the program. The County indicated that they couldn't hire the employee, they needed a contract and the contract needed to be issued by LA-RICS. His concern was that LA-RICS was hiring somebody to supervise the County contract.

Board Member Mark Alexander stated that our only contract then would be with the County to provide management services. It would be up to the County to decide what type of relationship it has with the individual.



Board Member Lee Baca said that there was a language issue here; and if we could agree that the County is the overall manager that LA-RICS has authorized, then to go forward with what you believe is appropriate with selecting this Director and your premise of a person who will be with the project until completion is something we can agree with.

Chair Bill Fujioka then asked if it came with the understanding that we will exercise our authority to determine the manner in which the person is employed with us, whether it's on a contract, employment, or anything of that sort. Board Member Mark Alexander stated that wouldn't be a decision for the Board. It would be a decision of the County. Chair Bill Fujioka said that if that's the consensus of the Board, without taking a vote we can do away with this RFP.

Scott Poster added that the contract for the Consultant/Director, the leader for LA-RICS, needs to come from the Authority itself. There were some issues with contracting from the County to the Authority and that was one of the issues two (2) months ago. The Authority is the authorizing agency, not the County and we would have to enter into a contract by the Authority.

Chair Bill Fujioka asked if that is based on our County Counsel or City Attorney opinion. Scott Poster explained that was basically what the problem was a couple of months ago. The County went through a full executive recruitment. A selection was made but paying that person couldn't come from the County through a Delegated Authority Agreement (DAA). The payment/salary has to come from LA-RICS; therefore the hiring Authority became LA-RICS.

Board Member LeRoy Jackson said that we can go through with this and ask for a formal County opinion on that matter because you can have other relationships in which there are County administrators paid by the County for Joint Power Authorities. Board Member Mark Alexander asked if we could enter into a management contract, if it is not specific enough already, with the County and let the County designate that individual, again subject to the ratification of this Board. Board Member LeRoy Jackson added to clearly have the compensation come from LA-RICS.

Chair Bill Fujioka asked to move on that. Board Alternate Andy Fox made a Motion that the Board delegate to the County a selection process for the Executive Director/Leader of LA-RICS but the payment structure come through the LA-RICS budget. Chair Bill Fujioka reiterated that is was through a contract. Board Alternate Sandy Jo MacArthur seconded the Motion. Board Member Mark Alexander said that the only clarification on that Motion was the selection process that would be subject to the ratification of this Board on who that individual is.

Chair Bill Fujioka moved to approve on that clarification. **MOTION APPROVED**

Chair Bill Fujioka said to take a 5-minute break before entering the Workshop.

8:33 a.m. Break began.

8:43 a.m. Chair Bill Fujioka resumed the regular meeting before going into the Workshop to refer back to the action taken on the selection of the Executive Director. He stated that what was on the Agenda spoke to a contract with the executive recruitment firm. He also said to let the record reflect that the Motion taken was being tabled until the next meeting where we will formally put it on the Agenda and by that time have even more information related to the process.

Therefore, to keep everything right, Action Item 5—release of the RFP and that the Board delegate to the County a selection process for the Executive Director/Leader of LA-RICS, was retracted and will be put on the next Agenda.





8:46 a.m. Chair Bill Fujioka requested to enter into the Workshop.

**The Workshop is for the purpose of discussion. No action was required by the Board.**

## VII. WORKSHOP

Chair Bill Fujioka stated that there would be a facilitator for the Workshop and asked him [Bob Schilling] to come forward and give an introduction.

### 6. Discussion Facilitated By Bob Schilling

Bob Schilling, KH Consulting Group, stated that he had been asked to facilitate the Workshop and that it was a pleasure and honor to work on this important project. He then called on the first presenter, Jose Silva.

#### a. JPA Board of Directors – Member Duties & Responsibilities

Jose Silva, JPA Counsel, stated that he had prepared a very straight forward and generic description of the duties and responsibilities of the members of the Board of Directors and that he would entertain any questions.

Chair Bill Fujioka asked Jose Silva to speak to the source document, that the information is relatively standard and consistent with the duties and responsibilities of similar types of entities. Mr. Silva said that they are very standard and that he had looked at a number of materials and chose the one that was most concise and consistent with all the other Authorities out there on these particular topics. He mentioned that there are cases which get into much greater detail but that it is determined on a case-by-case basis and he opted not to give a lot of detail in this hand-out because it would not be applicable or would only be applicable if a similar situation arose. As of now, we were not confronting any of those types of situations.

Chair Bill Fujioka stated that given Mr. Silva's demonstrated practice to make sure that we are in compliance and that these are the appropriate legal responsibilities, he asked if he felt that these were sufficient. Jose Silva responded yes.

Board Member LeRoy Jackson expressed a concern on one of the Conflict of Interest points. He asked if there is a conflict with our own agency/city when the decision involves the city or functions of the city. Is there a perceived conflict or not? Jose Silva said he didn't believe so. He explained that all are affiliated with other entities that theoretically could be seen as being in a conflict position with the overall actions of the JPA. But that it isn't a problem because everybody has the same type of conflict of interest in as much as being affiliated with another entity; and to remedy that is to disclose the fact that you have that conflict of interest.

Board Member LeRoy Jackson asked if at the next level that we had contractual relationships and we are hiring/buying our own communications or if we are engaged in communications with one of the contractors that we have before us, we need to disclose that. Chair Bill Fujioka answered that only applies if the individual had financial interest or would derive a financial benefit or was an employee of that contractor. Jose Silva further stated that we want to look at the specific circumstances at the time...and asked Mr. Jackson if he was saying if there is a vendor that your entity happens to have a contract in place with, and the JPA decides to go with that vendor or with a different vendor, would that contractual relationship that your entity has with that vendor create a conflict given the decision that you are making with respect to whom to award this contract to. He said that it was correct and that clearly if someone has a financial interest and that it's clear on its face then we are getting down to finer points... Chair Bill Fujioka said that like anything of this type it is to provide a general rule or parameters for the member duties and responsibilities and that accepting these does not stop or preclude a future action where an individual can say they have a concern and this is something where they should recuse themselves on this decision. Jose Silva said that was correct and that you may go a long period of time where there is no conflict but then one may arise; and at that point, it is the duty of the individual to inform and disclose. But he



wanted to avoid making any pronouncements definitively without having particular facts and circumstances.

Chair Bill Fujioka said that as we progress, the issue will come up where we will have a very specific instance or situation involving or impacting individuals or a group of individuals. At that point, the issue could be raised based on the individual judgment of each member of this Board; and then Counsel will provide advice accordingly. Then the action will be for that person or group of individuals to recuse themselves and we move on. Jose Silva said that he thinks that it is probably likely in the future that we are going to have entities that are going to have a contractual relationship with one or more vendors that we end up working with on this project.

Bob Schiller moved on to the next portion of the Workshop that was presented by the newly elected Finance Committee Chair Greg Simay and [committee member] Jan Takata.

b. Budget & Funding Options

- Sourcing
- Future Grants

Chair Bill Fujioka intervened to discuss Future Grants. He said that because we were not taking any action that he wanted to throw out on the table an idea that [Board Alternate] Andy Fox had suggested— that on a parallel basis, we initiate a very aggressive effort on the legislative front to ask the Members of Congress, our Senators, to consider revising/rewriting the grant rules that will allow us to use funds, whether it's existing funds or a potential for new funds, because right now we are set in a structure. But with our collective influence, the County (all the 88 cities), everyone as a group, we knock on [Senator] Boxer and Feinstein's door and on other doors to ask if we could just tweak the rules. Right now that would allow us to start using some of the grants that are out there specifically for this kind of project. We are in the middle of everyone's focus and given that from Washington D.C., and other entities throughout the United States there would be some motivation to make some revisions....

Board Member LeRoy Jackson asked which of the rules we would be revising. Chair Bill Fujioka said that it would have to do with the restrictions on how the grant funds can be spent; and in the next month, we will put some general concept information together that will show exactly what we have in mind and what we can do on a legislative basis to give even further flexibility because funding is the threshold question. How we are going to fund it?

Board Member LeRoy Jackson then asked if he was talking about our rules or about the legislative rules. Chair Bill Fujioka said it was the federal rules and that since we are in the spotlight and the focus for this particular issue, the time is right to go to the Feds and request to change the rules and ask how we can utilize these grant funds or if there might be some other way to help us fund this.

Chair Bill Fujioka then turned the discussion over to the Finance Committee Chair.

Finance Committee Chair Greg Simay said that at the direction of the Board at the previous meeting, there was a request to provide factual funding information to have a better idea of the entire range of options available. He expressed that we would be following closely the outline of the memorandum. He provided background information that the exact amount of money is something to be determined in negotiations with the vendor. The \$600M was simply used because it was a five-year old number that is widely known to everyone, including the vendors, and understood by everyone not to mean anything in terms of trying to guess a competitive price other than in order of magnitude we are talking about several hundred million dollars. The figure also included the cost of the subscriber units as well as the backbone. He further detailed that there will be an ongoing maintenance cost of 7.5%. The costs range between 5% and 10% of the initial cost of the system and that somewhere between 10 and 20 years out, the system will need to be replaced. All of this is based on the assumption of a single integrated system meant to serve the County and all of the agencies within it.



Jan Takata, Senior Manager, County of Los Angeles Chief Executive Office, gave a brief overview of three basic categories of Funding Alternatives in which each can be used alone or in combination with each other. He indicated that the basic challenge was the enormity of the cost estimate and the relative short useful life, especially that of the user equipment. Approximately half of the \$600M would be for infrastructure sites, installations, towers, and site improvements for the useful life ranging anywhere from 12 to 25 years. The other \$300M is for the mobile equipment which has a useful life of only 5 to 7 years which makes it difficult in terms of financing all the basics.

- Up-Front Cash Contributions has a benefit of not requiring voter approval or no financing cost. It is marked by its simplicity and transparency. The con side is that it puts a great strain on general fund budgets requiring out-of-pocket expenditures.
- Subscriber Fees will be structured any number of ways. It's more of a sinking fund type of concept for each member which will allow everyone to smooth out the expenditure but that it is still a strain on members' general funds budget and would require up-front financing.
- Vendor Leases is the benefit that the JPA would not be directly financing. For the construction cost, the vendor would be responsible for financing, system replacement, and refreshing the system. The basic con is that it would be more expensive because vendors cannot access the same capital markets that the JPA can. They would not be able to obtain financing at the same rate as the JPA.
- Redirecting Outside Revenues such as Prop 172 could be redirected toward the project. However, those funds are currently being expended on other programs. Redirecting them would tax remaining general fund dollars.
- Grants by themselves are inadequate and they are not currently appropriately structured to provide all the flexibility that would be needed in terms of financing. Although there have been some recent successes, they are inconsistent and cannot be counted on in the future which makes it less than ideal for financing a project this large.
- General Obligation Bonds are based on an Ad Valorem Tax placed on all property parcels in the County. However, some type of financing mechanism is needed given the magnitude of the cost requirement.
- Special Benefits Assessment Taxes have the benefit of being able to finance capital and maintenance cost. But it is a much more complicated calculation and requires an annual engineers report.
- Special Parcel Tax or Special Taxes – the Mello Roos Acts Bond or Community Facilities Districts Act (have a maximum term of 40 years) are more flexible in that it could also be used to finance maintenance and other administrative costs of the JPA. It does not require an engineering report but the benefit must be recalculated each year. The special tax is only applied to developed parcels, which means undeveloped parcels are not taxed. But as those parcels become developed then the tax would be spread to them as well. The tax level itself each year would theoretically decline as the number of parcels that are developed increases. Another benefit is that because the definition/calculation is very flexible we could tailor the benefit to specific cities at specific levels depending on the level of benefit each city or jurisdiction would receive from the overall system. A more developed system, or a city that had recently invested in their infrastructure, would receive less benefit than a city that had not and the tax could be tailored to reflect that. It gives more flexibility to tailor the tax and make it a much more equitable and perhaps more saleable type of financing mechanism. It requires a two-third's vote of the elective, which is difficult in these times. It does all of the financing mechanisms and provides the most flexibility.
- Sales Tax given the fixed nature of the cost, once you finance it becomes a challenge given the volatility of the current economic situation.

He also reported that to replace/recycle cost on a continuum (i.e., using the estimate of \$600M), if you finance \$300M in installation over a 15-year period, it would have an annual debt service of about \$50M



to \$55M; and if you finance \$300M in mobile equipment over a 5-year period it would have an annual cost of about \$65M a year. And for those reasons, a voter-approved financing mechanism would allow us to finance long-term not just the initial installation but also the mobile equipment, the replacement and ongoing maintenance on both, and allow this during the term of the bonds.

Finance Committee Chair Greg Simay added that on the Cost Allocation a variety of schemes were examined. The initial feedback the [Finance] Committee had gotten is that under any scheme, even the ones that had the best chance of being fair when they blended the variables (e.g., a little bit of geography/population/sizes of police or fire departments) it was just too great a cost burden for the cities/agencies.

He further stated that when it comes to grants, the [Finance] Committee has recommended being very conservative as far as including Future Grant Revenues in the plan even though the presumption is they will be very aggressive in taking grant funding; and that's in part so that the plan will not be hostage to how successful we are in attracting grants and to the extent that the grants could then be some good news that might offset some of the bad news or some of the unexpected cost increases that might inevitably occur with an ambitious project.

Another issue recognized is that throughout the County there are a lot of aging radio systems that will need to be replaced sooner or later or there will be degradation in first responder safety. Therefore, each agency will need to assess; if they are going to be left to their own devices, whether they will be replacing systems in these hard times and at what point would they be facing an unacceptable risk. Many agencies might conclude they have reached that point in 5 to 6 years within a several year period that LA-RICS hopes to have a system installed. And if they are left to their own devices or if they have to replace it, how much will it cost being left to their own devices. LA-RICS is adopting an approach where this is a shared facility in many instances and where there will be a uniformity of equipment which will tend to lower the cost because of volume purchases. That will seem to adjust for some agencies. LA-RICS will be a way of minimizing unavoidable replacement cost. But if an agency is committed to replacing an aging system then it's really comparing the LA-RICS alternative verses the other alternatives available to that agency; and for some/many agencies there are inherent advantages in uniting with other agencies and sharing facilities that have uniformed specifications.

What the Board will need to discuss further with local agencies even if they are acting under a uniform specification, is to what extent a subscriber unit would speak to part of the financing packet and to what extent will that be viewed as the responsibility of the agency. There will be an opportunity to discuss this further under *item 9*.

Board Member Lee Baca stated that the "x" factor that is not on the table is the vendor's response to an RFP. The cost is not easily achieved without having a vendor's input in terms of specificity of equipment/communications. Until we actually select a vendor or in the process of selecting a vendor we tie this Committee to that selection process. Somehow at this early stage we are dealing with categories of costs which are too much generality.

Chair Bill Fujioka asked if there are any questions from the Board with respect to what was just presented in terms of clarification or additional factual information.

Board Member LeRoy Jackson asked if all of this is based upon the ultimate/the best package we can get for the communications and if there are any discussions on having a phased approach or contingency approach in which we would bring down our expectations of everything we wanted because we couldn't afford it. Jan Takata said that since we haven't seen the proposals we don't know the structure of what is actually being proposed and therefore cannot answer if it is downsized or phased.

Board Member Lee Baca said that one of the pleas that he made was to not trunk voice and data into one singular pathway because it is going to be extraordinarily costly. This is a very complicated process when it comes to the separation of data and voice. Programming for data is going to prove to be one of the elements of decision-making that you are going to have to dumb-down or dumb-up or smart-up. Response times for example, are going to be one thing that we all agree have to be done. If you look at one entity versus another entity in terms of data you are looking at a lot of possible variability; and the



technology is going to be determined in terms of programming the data to an extent we are going to add up cost. His belief is that substantial data deficiencies have occurred over the past 20 years and to say we are planning for one interoperability system, we are actually planning for several kinds of interoperability systems. One is voice (the core thing we can all agree on). But when it comes to data it becomes a different kind of an animal to fix on a uniform basis because we are all not going to agree on the kind of data we want to be sharing across jurisdictional lines. But when you are dealing with management information data that is more comprehensive. Each agency is going to have its own menu of what it wants to have retrieved in this system; and then individual cities can work on data either as a group or we can do it independently and then that decides what the cost is going to be per individual choice.

Chair Bill Fujioka said that the intent of this one subject is just to provide some baseline information to get the conversation started. He agreed that we need more specificity. We need to see what the vendors are doing and that each will take these options back to their respective agencies. But regardless, when it comes to financing plans we're still going to pay.

Board Alternate Cathy Chidester asked if it would be of value to have a survey done of the agencies that are participating and see what their current budget is for communications so that we have an overall picture if there will be savings and the percentage each agency would be expected to participate as far as budgetary. Chair Bill Fujioka reiterated that there's a request to do a survey and if there a general consensus to get that information out on the table. Board Member LeRoy Jackson asked if the survey would be for the capital needs. Chair Bill Fujioka responded no; it was your current budget and will only talk about facts.

Finance Committee Chair Greg Simay asked if the Committee prepared a form (a pro-forma document) that shows how we would want the agency to organize their Capital and Operations Maintenance (O&M) cost for [equal] comparison and if it will be part of the direction to the Committee. Chair Bill Fujioka responded that it was not a specific action, just a general request.

Board Member LeRoy Jackson asked if the Finance Committee could develop some costs for actually following through on some of these (e.g., the Mello Ross, the Parcel Taxes, the up-front engineering costs, the campaign costs), and the timeline that would be involved so we can have some idea of how these are pooled together and also then have some discussions about where we would get the funds in order to follow through on these items.

Board Member Mark Alexander asked if it would make sense to explore some kind of cooperative purchasing arrangement with our 88 Cities in the County and other agencies and to steer our various agencies toward a uniform platform through a cooperative purchasing that would provide some type of financial benefit to the cities and agencies that are participating. Board Member Lee Baca said that the County is very practiced at contracting and as a result that model might be worth looking at. Chair Bill Fujioka further stated that the structure was essentially already in place to offer the cities to participate on our [the County] purchase order with the price that we get and that information is sent to every city. The challenge would be everyone agreeing with the same product and the same vendor. That's always an issue but we can look at that and also bring it back as an idea and structure. We will bring more information (it is not a decision) back at the next meeting.

Finance Committee Chair Greg Simay stated that he thinks schedule wise, the emphasis is on selecting the vendor, then comes the presentation of the technical system of the vendor tentatively selected, and then down the road comes the commitment to price and equipment and all of that and that maybe would be a number of months before we are in a position to implement that. Chair Bill Fujioka said that looking at the different options, instead of a linear approach we will do a parallel approach. We will look at [Board Member] Mark Alexander's option and can start talking about and looking at our respective budgets and what we can/can't go forward with. If you need more information on these various financial structures you can let [Board Member/Finance Committee Chair] Greg Simay or Jan [Takata] know but he suggested that what is sent to one Director also be sent to everyone and we start doing our homework.





Board Member LeRoy Jackson stated that if we reach a point where none of the options are viable to a certain extent, with the budget situation, the political situation becomes very challenging to bring in taxpayer based or elected base funding. Then are we going to explore ways of scaling back our expectations to what funds we have available. Chair Bill Fujioka said that once you start putting through the basic infrastructure that it is our choice. He asked Jan [Takata] and [Finance Committee Chair] Greg Simay if it was fair to state that what's reflected in this memo represents all the possible funding options available for municipal governments. Mr. Takata explained that one that is not there is Certificates of Participation Revenue Bonds. Those are secured by assets; revenue streams on the rental or lease of those assets. That was not included given the nature of the JPA and the location of the sites. The need for asset value to support financing of those assets is really not practical.

Chair Bill Fujioka then said that other than that, this is it. Finance Committee Chair Greg Simay replied, "Unless you are going to more than one system approach. This would cover the range of options if you are aiming for a single system."

Board Member Lee Baca stated that there is one other thing that is possible, that is private sector participation. If we subscribe as a part of a strategy there may be a value in just looking at the opening of that door. Chair Bill Fujioka said that the one big challenge could be that if a private entity built this system and then turns around and says we will now lease you the space; you have your own hardware and we will lease you access to the system. Then it goes back to the General Fund Obligation and that would be an ongoing cost. We would be paying on a per radio basis and with all of the challenges in our respective budgets that could be very difficult. However, it should be an option we can look at.

Finance Committee Chair Greg Simay added that with one such option, there could also be a partnership where businesses might have reason to believe they would be a particular target and would have an interest in being a part of an interoperable system. So it could apply; there might be some key customers that would be very helpful in that regard.

Board Member Mark Alexander said that as the Finance Committee continues its analysis on this that they be sensitive to those options where you are asking for a contribution from the Cities. His concern is that we do not want to create an instability where if an obligation is perceived as being too great you might have Cities start to opt out and then what will that do to the rest of the system and the rest of the continuing participants. Likewise, from the organization that he represents (Contract Cities), the concern is the possibility of double billing, meaning that there might be an assessment to the Cities and then at the same time there might be a cost that is included within either the Sheriff's Department overhead or the Fire Department in their overhead as they assess the residents as part of the Fire Protection Districts. So Contract Cities are very sensitive to that issue.

Board Member Lee Baca elaborated on the ISIS model and that it is an interesting experiment as well as another methodology. He stated that the City of Glendale buys the old core equipment and a number of cities patch-in (they do not have to up-front cost to the main system). It's showing that it works even if it is on a smaller scale. So certain cities are not going to be able to afford much of anything; and as a result, it's not unpredictable if some effort in this main development of the system is going to have portability for everyone. It would become important to understand that the existing assets we have now we won't have to buy again. And therein is the dilemma of talking about this financial challenge, without the RFP portions that are supposed to respond to the existing systems (working assets now which have not out-lived their life) as they stand.

Chair Bill Fujioka said that this is the biggest decision that we will have to make and that we only want to give some foundational information. We just want to look at/talk about options but as we get that information we will share it and what we think is important for each one of us. We need to take back to our respective organizations and put this on the table and get everyone's input. Everyone has a different system, but today we want to discuss all the different/various options. The private sector option will be available when we finish the RFP process in February. We will have more information shortly thereafter.



Board Member Lee Baca stated that the entire existing systems were not going to be leveled. He said that with today's technology, it will be an enhancement system which port over to frequency accumulateness where the voice side will have a huge amount of communications capability. On the data side it will be a little more challenging but not overwhelming because it has become so well integrated.

Finance Committee Chair Greg Simay agreed that leveraging of recent assets along with facility sharing intentionally reduces the costs. But he thinks we will still be looking at something in the hundreds of millions of dollars so all of the financing options which were discussed would still be live options. It would save a lot of expense that might otherwise have occurred if we would have pursued this in an uncoordinated manner.

Board Alternate Sandy Jo MacArthur commented that in the current RFP all the current assets are listed in the confidential agenda and that everyone is looking to utilize those assets. Chair Bill Fujioka said that they were not going to just throw stuff away but that we are going forward to replace the mobile data computers in the Sheriff's cars.

Board Alternate Patty Huber noted that as we look at the financing plan we want something that is going to be as stable as possible to minimize unanticipated expenditures for all our jurisdictions and want the Board to consider that as well.

Board Member LeRoy Jackson asked if there are models out there or agencies that have explored private sector actually participating through a fee approach. Chair Bill Fujioka reiterated that there is going to be a number of folks who want access to that technology.

Board Member LeRoy Jackson then asked if we have thought about development fees related to the potential areas of development within the County. As individuals opt in they pay into the fund in some way, shape or form. Chair Bill Fujioka said that with the towers everywhere there may be opportunities to bring in some revenue for that.

Finance Committee Chair Greg Simay thanked Felipe Perez, Erick Lee, and the staff of Deltawrx for all the great work they have done for the Committee.

Facilitator Bob Schilling asked that as a way of saving time and effort and focusing on the Finance Committee if the Board could provide direction on which of these [funding] alternatives looks better than others or whether there are some that on the face of it look sufficiently problematical.

Board Member Lee Baca said that he wouldn't want to make any decision on that level at this time because it's all tied to the vendor's responses to the RFP that's out. We don't want to just start unilaterally making some prioritization of options. Flexibility is really important and there are things that haven't even been discussed yet.

Finance Committee Chair Greg Simay said that the key committee in the coming months is not the Finance Committee but the Operating Committee. No matter what our ultimate financing scheme may be in these times there is going to be a political risk for the various councils. If there's enthusiasm for the radio system then many council members will take the political risk involved for whatever financial proposal we have. The enthusiasm from first responders, who really are the primary customers, along with logistical support, is to have an Operations Committee to make sure that the final technical specification/the final system being proposed really does meet all of their needs. Without the enthusiastic support we are not going to be able to sell the system no matter how sound the financial plan might be and we are not going to be able to build that support without an Operations Committee.

Facilitator Bob Schilling asked if the Finance Committee could go forward with the information that was at hand. Finance Committee Chair Greg Simay answered yes, and that there are several options. Private sector participation is the major one; and the second one is to be very careful to avoid the double-counting situation for Contract Cities budgetary consideration. He also said that in the case of the ISIS model, if a city is in a position to replace its radio system then they can work together in a very modest implemental cost to achieve interoperability. It can be an asset that can be leveraged and to some degree reduce the ultimate burden of the county-wide system. Leveraging existing assets, even if



only to give some time and flexibility as far as ultimately being consistent, is something that we can't afford to ignore during tough times like these. Chair Bill Fujioka said that was the Board's intent and that he didn't think that anyone was going to put aside their existing assets and get something new when they have relatively good systems to begin with.

Facilitator Bob Schilling moved on to the next presentation.

- c. System – Radio Replacement & Interoperability
  - Build/Maintenance
  - Windshield Assessment – various jurisdictions/agencies

Mehrdad Larijaniha, City of Los Angeles, Information Technology Agency (ITA), gave highlights on the plan for the building, implementation and ultimately the maintenance of the system. He stated that part of the planning process was the team evaluating the responses received and hope there is a selection of the vendor in early 2011 so that they can move forward to start the negotiations to ultimately have a contract in place. If everything goes on schedule as intended, the system will be fully implemented by 2016/2017. However, the main point of interest becomes operational. Presently in the existing documents of the RFP, in the responses they have asked for options of how to go about maintaining the system that has been built. He explained that during the implementation/one-year warranty period, it would be a good opportunity to explore whether to go with having a government employee heavily-based maintenance team or contractors maintaining the system. This will help the Board to decide which direction to take during the maintenance period which will easily take 15 years and beyond. He also made a recommendation that the Operational and/or Technical Committee develop a report evaluating these possibilities.

Dieter Preiser, RCC Consultants, stated that the goals and objectives of system maintenance and operations is to optimize the overall system service's availability, effectively integrate the maintenance resources, and provide services in the most cost-effective manner. With the common and shared technology that LA-RICS's is implementing, it's not just about improved enhanced radio interoperability but also an opportunity to rethink and integrate to optimize the approach to operations and maintenance in a new environment.

The successful continuity of operations for such a complex system depends on quality maintenance. Some of the very important components are training, system maintenance, and overall system management—performance management. That has to be a clearly defined maintenance and operations organization with clearly defined responsibilities. All personnel must have the proper technical training expertise to maintain the system. Everybody in the operations of the system must be prepared and familiar with fall-back modes of operations. When failures do occur, how quickly can you recover to minimize or completely alleviate the impact on the operations? The documentation and maintenance procedures for both software and hardware are important. He also mentioned that there exists a tremendous amount of technical and operational capability amongst the member agencies. Those resources can be captured and consolidated by involving the staff in all aspects of the new system design, the installation, and commissioning. He said that internal staff from member agencies brings a valuable contribution to LA-RICS in defining maintenance and the operational approach. So identifying the level of support required is really the balancing act between expectations on system performance and response balanced with costs. It is also very important to develop a preventative maintenance plan and monitor system performance.

He [Dieter Preiser] said that there's no one model that's best but it's a continuum from the self-maintained model to complete contractor maintenance and operations model or some kind of a hybrid situation. It is important when you are looking at the service contract to know the value of that service contract in terms of hardware maintenance, service level agreements, and software reliability. Also there is an element of knowledge transfer that is very important to look at. As the system gets implemented,





and during the first year warranty period, there is an opportunity for knowledge transfer and that is very, very critical. It's definitely a resource that must be taken advantage of so that means involving the member agencies staff and maintenance and operations staff in all these phases as the system gets implemented.

In terms of operations maintenance, for example, LA-RICS could really be the elite agency. Another approach would be a shared maintenance approach which some other agencies have implemented to where responsibilities for overall system maintenance are divided up. He reiterated that all the items mentioned need to be considered, defined clearly in terms of pros and cons, and cost impacts, and then be brought forward in terms of recommendations to the JPA Board. A Working Group through the Operations Committee or the Technical Committee might be the vehicle to do this development work and bring it forward in a clear concise manner which will allow the Board to reach a proper decision.

Board Member LeRoy Jackson asked if there is going to be a guideline or a logic to what the individual agency would be looking at if they are going out and buying radios. Mehrdad Larijaniha responded that one thing that will be a confidence factor would be in procurement of the new radios so long as it is in line with the selected vendor. This would be a good approach and minimize risk. But not having a vendor on board would be a concern to many of the agencies for procurement reasons related to the capital that they are spending procuring the radios from any of the vendors out there.

Board Member LeRoy Jackson asked if the package that we are going forward with will be an absolute, that we have only one type of radio to buy from. Mehrdad Larijaniha answered not necessarily in that the concept for the voice radio from the mobile data and the broadband we are pursuing is an LT Technology. He explained that the voice has been focused on what has been referred to as a P25 which is the digital standard the United States has adopted to implement nationwide and is suited for the interoperability. The concept is such that you should be able to interchangeably utilize one product in the field with others and that in fact the infrastructure should be interconnected and interoperable. Towards finalization for the Phase 2 aspect of it should give the confidence to have a uniform product if possible.

Board Alternate Patty Huber said that we are going to be looking for a piggyback-type contract with the County for the economics of scale and that the Board is going to have to settle on a product or a limited range of products.

Board Member Greg Simay said that regarding the maintenance of the reprogramming of radios, this may turn out to be more labor expensive than initially anticipated. He cautioned not to underestimate a labor component. It's not so much the physical maintenance at sites but it's that constant effort. Mehrdad Larijaniha stated that was absolutely right. Depending on the vendor that you identify and evaluate, individual products may have the same issues. So when you program the code plugs from Radio A to Radio B, they need to have their own set of code plugs/unique personalities for that radio which is an issue of labor intensiveness that we will be concerned about for many years. Hopefully we should be able to rectify as we go forward.

Dieter Preiser added that there is a provision in the RFP for over-the-air reprogramming capabilities that will be evaluated by the Evaluation Committee. This holds potential to making major impact in reducing the amount of time that is required in having to bring the radios into your shop to get reprogrammed; it can be done over the air. Mehrdad Larijaniha further stated its part of the standard requirement for P25 Digital Radio Technology, being ready to address the capabilities. The end-user is able, through a system manager, to reprogram the radios over the air. The time required for the people to bring their radios in, technicians to reprogram them, and returning them back would be minimized. It's a very efficient way of handling the reprogramming which is an absolute need for the life of the product.

Board Member LeRoy Jackson referred back to the Board of Directors Member Duties & Responsibilities. He had a concern that we have operated informally. Most of the votes are by consent rather than a real vote as such.... He asked if there is a point and time when there should be a roll call vote, or a hand vote, or more formal voting posture as we move in to some of the issues of actually approving contracts and other things. Chair Bill Fujioka said that only for general items we have dealt



with the consensus approach. At any given time any Member of this Board can ask for a roll call or can request that instead of a consensus we go for roll call. That would be absolutely respected. But when it comes to critical issues, when it comes to selecting the actual vendor, we would ask for a roll call. He went on to say that he didn't know if that had to be factored into the roles and responsibilities; that's more of a procedural issue and at an individual's discretion.

Board Member LeRoy Jackson then asked if there were specific things where there should be a required vote period. It's not a question of whether we do it or not but whether it is required. Chair Bill Fujioka directed Counsel [Jose Silva] to come back with a response because we will be finalizing the Member Duties and Responsibilities. Board Member Mark Alexander added that he can also answer that in his recollection working on both the JPA and the By-Laws there are certain things that do call for certain percentage votes (It's a majority...).

Scott Poster thanked the Board for the opportunity to speak about comments previously discussed and that he wanted to clarify and answer any questions. He said that leveraging, scalability, and existing equipment are all very important factors. It is important to know that LA-RICS is building a state-of-the-art P25 System. The equipment that is being put into place may not be compatible with other radio systems out there for there are people or agencies that are using digital or analog systems. He went on to say that vendor response is essential. When they come back they are going to give us the ability to review what they have. That will be a key point where we can start looking into what existing equipment we can use, where we can work with the equipment we have, and migration/transition of the existing equipment. But we need to wait to determine what is out there and leveraging. It's one of those wait-and-sees. We expect to bring this information back to the Board either in January or February 2011.

Chair Bill Fujioka asked if we have our own expertise available that can determine whether or not the system proposed by the vendor is or is not compatible with our existing equipment. Scott Poster responded that we do have internal expertise and engineers that are able to make those types of evaluations but we have also asked the vendors to make those evaluations competitively. As we are processing the proposals they are competing against each other to determine what we can use giving us the best financial package, how we can use existing equipment, and if there is that type of leverage available.

Scott Poster commented and asked the Board to take into consideration the following:

- Scalability. He wants to make sure that the Board is really familiar with the fact that we are talking about a voice system and a data system. He said that the data system is pretty well funded. We are not talking about down-sizing at all because the data system is funded by the BTOP. The federal government has given \$154M to build that data system. That data system is under a timeframe of 3 years to build out which we are aggressively pursuing. If there is any scalability [and hopefully there will not be much scalability] it will be in the voice system. So scalability and down-sizing the system is an interesting question, but all will come to play after we have the vendor responses back.
- Incorporating other systems into LA-RICS. We have LARTACS, a system operated by the Sheriff's Department, which will take any existing radio system and bring it into the P25 System without some features and without some of the benefits of the entire system, but there will be a communications tool in place, and LA-RICS and LARTACS are one. The LARTACS portion that the Sheriff's Department will bring into play will support the existing system and will support people coming from different areas. How it interfaces with the P25 System will be determined when we talk about old legacy equipment or what communications system is in place.
- Timeframes. When we can make a decision and the Board can make a decision to provide that direction to LA-RICS is very important. We are going to start going through a period where very quick responses are going to be essential as we come down to grant restrictions, grant terms that have to be met, and the timeframes. The responsibility you give the Interim Director or the new Director for the team needs to be considered by the Board because there are succinct timeframes that we have to meet (and there are no negotiations). We have been very fortunate dealing with Sacramento in some of the SHSGP money and we have been very fortunate with the UASI money



but we can only bend the State and the Federal Government so far when it comes to extending timeframes. It would be appreciative if the Board is sensitive when we need to make expedient decisions. Delays in making decisions are not in the interest of this project.

- Direction is from the Board. The operating team needs to know what you want to do and how you want to do it collectively, through these recommendations and it is important that the Board give us that direction so that we can carry out your orders.
- Maintenance. There are things about maintenance that the Board needs to have to make decisions on. We will be putting equipment into installations, radios and cultures that other agencies own. Someone will own the agencies where we are going to be installing LA-RICS equipment and we will need to know if that LA-RICS equipment will be owned by that agency. Once it's owned by the agency, how is it going to be maintained? Is there a liability issue? Should there be a collective agreement through the region? These are very important issues that are widespread and need to spread over the entire collection of agencies. His [Scott Poster's] input to the Board is to help this project be successful by building these alliances and getting the political infrastructure together to support LA-RICS as a whole. These things that take months to get the City Council, the Board of Supervisors, and to various meetings throughout their political regime are important to expedite. We need this Board to use all the influence it has to make that happen.

Chair Bill Fujioka said it is very important to have a list of actions or decisions as quickly as possible so that the Board can start talking amongst their own respective leaders/governing bodies to say this is what we must have. Some of us will have to seek that delegated authority to make those types of decisions.

Board Member LeRoy Jackson said that at his agency they give a 30-60-90 day on items that are coming down the path so the council members know what is going to be critical time-wise. He asked if Interim Director Scott Poster can give a list along with timing on when they will be coming forward. Chair Bill Fujioka said that the 30-60-90 day in some instances will absolutely not work. Getting that laundry list to the group you represent, whether it is your District, City, or Council, and letting them know that there are critical decision points and you need the authority to make these decisions might not happen too quickly. There might be some decisions that have to happen quickly and it may be something where we do not have to convene physically as a group because we can still convene via phone and make decisions. We just call and say that at this date and time we are having a conference call and call-in. Let's do this when we need to make a quick decision.

Board Member LeRoy Jackson said it was mentioned that the data system is fully funded with a capital end. He asked if we have an idea of what the operation cost will be of that system. Scott Poster said that as far as the data system, building the infrastructure is what we have been approved to do. As far as the continued operations and the expenditure for maintenance, he answered, no. That would be forthcoming but it's a very aggressive schedule for that original construction.

#### VIII. MISCELLANEOUS – (None)

#### IX. ITEMS FOR FURTHER DISCUSSION AND ACTION BY THE BOARD

These issues are **to be discussed at the next meeting:**

- a. D-Block Spectrum comprehensive review by the Technical Committee
  - Comprehensive reporting of the advantages or disadvantages of the D-Block.

- b. Financial Funding Plan

Finance Committee Chair Greg Simay stated that the direction given to the [Finance] Committee was to (1) look into the up-front cost of implementing various options like the Bond Issue (i.e., for example, the Mello Roos type); (2) prepare a form that could be used for a general survey to find out what cities are preparing to do with both Capital and O&M fees. He emphasized that they would be (3) looking into a



fee-based approach and private sector participation; and (4) to be sensitive to options that relate to city funding particularly since that could lead to double-charging the Contract Cities. He said that the [Finance] Committee would need to contact someone who understands what the policy arrangement is for single arrangement of Contract Cities when it comes to the contract they have with the County or is there an arrangement similar to what is in place for cities. This would help to better evaluate how we can avoid the double-counting problem. Board Member Mark Alexander mentioned that the Contract Cities representative took a job in Northern California so he has left the [Finance] Committee; and until they appoint a new representative, to let him know when those meetings are scheduled and he will make sure to send someone.

Chair Bill Fujioka said that they could help give you some basic information; it might be in the decision-making process. Once the costs and the mechanism are identified, we can start talking about that. There is one more (a) potential for revenue opportunities, like developer fees. Or if we have an infrastructure in place, when we have these towers in place, are there other entities who would want to rent space?

Board Member LeRoy Jackson commented that the Finance Committee coming back to the Board in January is premature because we really need to see what the costs are going to be before we have the plan come back. Chair Bill Fujioka stated that this will be an open item, maybe something that [Finance Chair] Greg Simay can provide that speaks to Revenue Opportunities. He said that it is going to be a series of building blocks before we can get to the point where we can make that decision.

Board Member Greg Simay asked if the Board had decided to be conservative when it comes to taking into account Future Grant monies. In other words, it's not that they wouldn't pursue them (grants) aggressively but as far as incorporating them in the plan, they would tend to be pessimistic to the extent that if they succeeded it would turn out to be more than expected rather than less. Chair Bill Fujioka said to give the full array—both conservative and liberal, and to look at the opportunities that present themselves, because when we look at the Funding Options it's going to be the ultimate menu. The last thing (b) was pursuing legislative actions to see if we can change how some of these grants are currently written or encourage new grants to see if we can use these funds. Some of these grants can't be used for operations or maintenance which restricts what we are trying to achieve here, so looking at potential legislative changes would be very meaningful.

Finance Committee Chair Greg Simay asked if the Legislative Committee was meeting anytime soon so that he could coordinate with them. Chair Bill Fujioka responded that we can ask that they get together. He went on to say that a lot of us have our own assets/staff who work on this and that he would ask his office to look into this.

Board Alternate Daryl Osby mentioned what Scott [Poster] said about the possible need for this Board to meet more often to address outstanding issues or items with specific timeframes. He asked how the information was going to be disseminated to the Board for the members to determine the need to meet and the things that need to be acted upon. Chair Bill Fujioka responded the "magic email" would be something that staff would present to him and that he would be sending it out to everyone with sufficient notice. He also referred back to the legislative issue stating that part of it is having that discussion with staff. He thinks the question is, "What do we want them to do in D.C.? What do we want them to change? What flexibility do we need? What changes do we need to occur in grant structure—the language change we made? It could be a new grant that speaks directly to a system like this. So he thinks there is a lot of opportunity and he does not want us to restrict ourselves with what is available right now.

Board Member LeRoy Jackson referred back to the question on calling the meeting. He stated that we have to go through a very set procedure of the Brown Act regarding notification since it's an emergency meeting. The vote of having that meeting and then having the meeting as it stands. We may want to decide how we go about that in the next couple of meetings just so we can know how it is going to work. Chair Bill Fujioka asked Jose Silva if he could bring some general parameters back that say how these types of meetings shall be called under these circumstances with this type of notice so we make sure all of us comply with the laws related to this.



Board Member Don Pedersen said that clarification was needed within the Independent Cities. They heard different points of view on what LA-RICS will include when it comes to voice communications. He said that they have Police and Fire departments that respond to typically first responders, but they also have Public Works general radio service needs. He asked if they were going to be asked to fund two different systems. They wanted to go back to Independent Cities and say the vision or the intent of LA-RICS is to include general service radio needs. Chair Bill Fujioka said that the quick answer is yes. For they [County] too have a host of individuals who respond to emergencies to critical incidences.

Scott Poster said that you [Independent Cities] are what we would call secondary responders. The primary focus of the system is to get the primary responders up, look at the spectrum, make sure that the system is completely operational for their primary responders, and incorporate in the secondary responders as well. When the system was first brought up there was heavy influence towards only talking about primary responders which are first responders. However, that was before we picked up additional frequencies and additional spectrum. So the technicians have informed him that we are looking into the secondary responders. So as far as secondary responders there hasn't been a lot of publicity. There hasn't been a lot of communication toward the secondary responders but they are part of the system where they are fit into system sequencing. As to the priority, he couldn't tell him right now until we work that out but they are definitely part of the process.

Board Member Don Pedersen responded that's very helpful because there is a rumor out there that this is not the case and he just wanted to ask that formally and go back to his cities and inform them. Chair Bill Fujioka said to squash that rumor. Board Member Mark Alexander commented that with respect to the Contract Cities they have a number of secondary responders as well. Scott Poster responded that they were monitoring that.

These issues are **to be discussed at a future meeting**:

c. Project Funding and Guidance Feedback

Board Member Greg Simay said that because of the impact in so many areas, one of the earliest policy decisions we need to consider is the extent to which agencies that don't already have a contractual arrangement, purchase their own subscriber units, because that potentially affects up to 50% of whatever the ultimate system cost is. There are both pros and cons.

d. Project Risk Controls

Board Member Greg Simay said that the one thing the Finance Committee or the Board has considered is managing project risks. He said that this is a very ambitious project costing hundreds of millions of dollars and that you don't want this to turn into a "Boston Big Dig;" you want it to be a success. There are always inherent risks with ambitious projects of these kinds. What controls do we have in place so that the project lives up to the financial plan rather than creates a great problem? At some point we need to consider project risk controls.

X. PUBLIC COMMENTS

No additional comments from the public on items of interest were received.

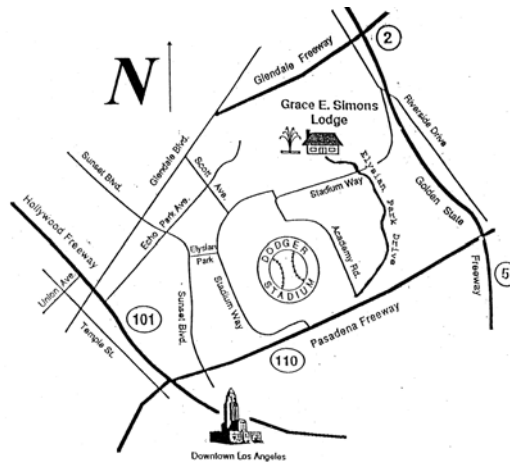
XI. ADJOURNMENT and NEXT MEETING

Chair Bill Fujioka adjourned the meeting at 10:27 a.m.

The next regular meeting of the Board of Directors is scheduled for Thursday, January 6, 2010, at 9:00 a.m. at the Grace E. Simons Lodge

Grace E. Simons Lodge...1025 Elysian Park Drive...Los Angeles, CA...90012

Map and Driving Directions:



- **5 Freeway NORTH:**

Exit Stadium Way, Turn Left on Riverside Drive. Turn Left on Stadium Way, Turn Right at top of hill on Elysian Park Drive.

- **5 Freeway SOUTH:**

Exit Stadium Way, Turn Left on Stadium Way. Turn Right at the top of the hill on Elysian Park Drive.

- **110 Freeway NORTH:**

Take the 110 North to the 5 North. Exit Stadium Way, Turn Left on Riverside Drive. Turn Left on Stadium Way, Turn Right at top of hill on Elysian Park Drive.

- **2 Freeway SOUTH:**

Take the 2 South to the 5 South. Exit Stadium Way, Turn Left on Stadium Way. Turn Right at the top of the hill on Elysian Park Drive.

- **101 NORTH:**

Exit Glendale Blvd/Echo Park. Go straight on Union Ave. Turn left on Temple St. Turn left on Glendale Blvd. Turn right on Scott Ave. Turn left on Stadium Way. Turn right on Academy Road, immediately turn left back onto Stadium Way. Go half (1/2) mile and turn left on Elysian Park Drive.

- **Sunset Boulevard WEST:**

Take Sunset Blvd., West, Turn right on Elysian Park Avenue. Turn left on Stadium Way. Turn right on Academy Road, immediately turn left back onto Stadium Way. Go half (1/2) mile and turn left on Elysian Park Drive.