



Pima County Clerk of the Board

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MEMORANDUM

TO: Honorable Chair and Board Members
Pima County Board of Supervisors

FROM: Robin Brigode, Clerk of the Board

DATE: November 22, 2016 

RE: Recommendation to Disband Inactive Boards, Commissions and/or Committees

The following Boards, Commissions and/or Committees are currently inactive and are presented for Board consideration to disband:

1. Davis Monthan Open Space Acquisition Committee
Authorized by Ordinance No. 2004-18 and constituted in March, 2005. The Committee completed their mission and conducted their last meeting in 2011. Coordinating staff concurs with the recommendation to disband.
2. Pima County Wireless Integrated Network Committee
Authorized by Ordinance No. 2004-18, as amended, and constituted in July, 2004. The Committee completed their mission and coordinating staff issued a report and recommendation to disband in November, 2014. (Attached)
3. Pima County Sports and Tourism Authority
Authorized by Resolution No. 2008-61 and constituted in April, 2008. Appointments were last made to the Authority in 2012 and the Authority last met in January, 2014. Coordinating staff recommends the Authority be disbanded as currently established. The Authority may be reconstituted in the future.

c: Chuck Huckelberry, County Administrator


PCWIN Pima County Wireless
Integrated Network
...a better state of communication

November 20, 2014

**Executive Management
Committee:**

Clarence W. Dupnik, Chair
Pima County Sheriff

Mike Hein
Pima County Office of
Emergency Management

Chief Roberto Villaseñor
Tucson Police Department

Chief Daniel Sharp
Oro Valley Police Department

Asst. Chief Charles Hangartner
Tohono O'odham Tribal Police

Commander Robert Sommerfeld
University of Arizona Police
Department

Chief Jim Critchley
Tucson Fire Department

Chief Mike Brandt
Northwest Fire District

Chief Doug Chappell
Drexel Heights Fire District

The Honorable Sharon Bronson, Chair
Pima County Board of Supervisors
130 W. Congress, 11th Floor
Tucson, AZ 85701

Dear Supervisor Bronson:

On June 18, 2004, Pima County voters authorized the Pima County Wireless Integrated Network (PCWIN) capital improvement project. On July 22, 2004, the Board appointed members of the PCWIN Executive Management Committee (EMC) were sworn in and immediately set about the process of planning, designing, constructing and implementing the regional public safety emergency communications network and facilities.

When the EMC was created, the appointed members were charged with the responsibility for managing all decisions related to program implementation and making recommendations for bond fund expenditures to the Board. We were further challenged to meet very important goals and stringent program implementation principles.

We are happy to report that our mission has been accomplished.

The PCWIN radio network is supporting the communication needs of the majority of first responder agencies in Pima County; and, governance and maintenance has been turned over to the Administrative and Network Managing Member, and member jurisdictions for operation.

Today, fifty-two (52) public safety first-responder, emergency management, medical, investigative and support agencies now have the means, with properly programmed radios, to communicate with one another on-demand, in real-time to coordinate services. The communications network is governed by the end user members to assure that the infrastructure is maintained and sustained in a manner that will support their ongoing communication needs.

We respectfully recommend that the Board dissolve the PCWIN Executive Management Committee.

Future matters of governance and operation are now properly the responsibility of the PCWIN Board of Directors and the membership of the PCWIN Cooperative as specified in the Intergovernmental Agreement to Operate, Maintain, Sustain, Improve and Finance the Pima County Wireless Integrated Network.



A final project report which synthesizes project implementation activities, accomplishments, post-implementation governance and program budget performance is attached. You will find that we achieved the objectives of the project while remaining under budget; and, that we met the challenge to substantially supplement local funding with federal grant dollars.

We have appreciated the opportunity to serve our community and the responsibility you entrusted to us to achieve the objectives of the project on your behalf. As our project slogan states, we have "Put Pima County in a Better State of Communications."

Sincerely,

Chief Daniel Sharp, Co-Chair
Oro Valley Police Department

Chief Douglas Chappell, Co-Chair
Drexel Heights Fire District

Enclosure

Cc: The Honorable Ally Miller, Supervisor District 1
The Honorable Ramon Valadez, Supervisor District 2
The Honorable Ray Carroll, Supervisor District 4
The Honorable Richard Elias, Supervisor District 5
Mr. C. H. Huckelberry, County Administrator
Mr. John Voorhees, PCWIN Executive Director

DS:pw



Final Program Report

Prepared for:
Pima County Board of Supervisors

Prepared by:
Chief Paul Wilson, PCWIN Project Sponsor

November 20, 2014



Introduction

On June 18, 2004, Pima County voters authorized the Pima County Wireless Integrated Network (PCWIN) capital improvement project.

Pima County Ordinance 2004-18, Bond Implementation Plan for the May 18, 2004 Special Election, defined the project scope as: Design, procurement and deployment of a regional public safety voice and data communications network to serve twenty fire districts, eleven police agencies, and the Pima County Office of Emergency Management and Homeland Security.

The following agencies supported the bond project and were defined as project beneficiaries:

| FIRE DEPARTMENTS | |
|--|--|
| 1. Ajo/Gibson Volunteer Fire Department | 11. Northwest Fire District |
| 2. Arivaca Fire District | 12. Pascua Pueblo Fire Department |
| 3. Avra Valley Fire District | 13. Picture Rocks Fire District |
| 4. Corona de Tucson Fire District | 14. Rincon Valley Fire District |
| 5. Drexel Heights Fire District | 15. South Tucson Fire Department |
| 6. Elephant Head Volunteer Fire Department | 16. Three Points Fire District |
| 7. Golder Ranch Fire District | 17. Tohono O'odham Fire Department |
| 8. Green Valley Fire District | 18. Tucson Airport Authority Fire Department |
| 9. Helmet Peak Fire District | 19. Tucson Fire Department |
| 10. Mt. Lemmon Fire District | 20. Why Fire District |
| POLICE AGENCIES | |
| 21. Marana Police Department | 26. Sahuarita Police Department |
| 22. Oro Valley Police Department | 27. South Tucson Police Department |
| 23. Pascua Yaqui Police Department | 28. Tohono O'odham Tribal Police |
| 24. Pima College Department of Public Safety | 29. Tucson Airport Authority Police Department |
| 25. Pima County Sheriff's Department | 30. Tucson Police Department |
| | 31. University of Arizona Police Department |
| 32. Pima County Office of Emergency Management & Homeland Security | |

* During the course of the project, the Marana Police Department and the Tucson Airport Authority agencies formally withdrew their participation.

On July 22, 2004, the Board appointed members of the PCWIN Executive Management Committee (EMC) were sworn in and immediately set about the process of planning, designing, constructing and implementing the regional public safety emergency communications network and facilities.

The appointed members of the EMC were charged with the responsibility for managing all decisions related to program implementation and making recommendations for bond fund expenditures to the Board. The EMC was challenged to meet very important goals, stringent program implementation principles, and to raise supplemental funding through federal and state grant programs to meet the budgetary needs of the project.

This report will summarize and compare the original scope, goals and requirements of the project with actual project outcomes. It is intended to be a high level review of project achievements and benefits.

Planning & Design Process

The EMC employed an open, collaborative planning and design process intended to value the input of each participant agency to assure that their individual needs would be met at the conclusion of the project. Representatives of each agency were engaged through User and Technical advisory sub-committees. The appointed membership of the EMC included representatives of the largest police and fire agencies in the County and a representative of the Pima County Office of Emergency Management & Homeland Security.

The Bond Implementation Plan ordinance defined specific planning requirements that had to be met by project leaders.

AECOM, an experienced and reputable consulting firm was contracted to conduct a comprehensive needs assessment, make recommendations for technology, architect a conceptual design for the radio system and emergency operations facilities, write technical specifications for technology purchases, assist with the procurement of technologies, and too provide technical assistance during project implementation. Table 1 summarizes and compares outcomes of the actual planning process to the requirements of the bond plan.

Table 1: Planning Requirements

| General Implementation Principles | |
|--|---|
| Bond Plan Requirements | Actual Planning Outcomes |
| <p>Minimum planning and performance standards required reports on: 1) system performance specifications; 2) a detailed operation and maintenance plan; and 3) execution of intergovernmental agreements by all participating agencies.</p> <p>The implementation process was to include:</p> <ul style="list-style-type: none"> • A radio system needs assessment; • A technical study that identifies improvements necessary; • A request for proposals to procure the system and hardware; • A strategy and detailed plan to obtain and develop additional funding to complete the improvements; and, • Development of cost recovery formulas and charges to pay for system operating, maintenance and replacement costs. | <p>The project planning and design phases included a comprehensive needs assessment, technology evaluation and design process resulting in the production of:</p> <ul style="list-style-type: none"> • User Needs Assessment Report • Legacy Systems Characterization Report • Conceptual Architecture Planning Report • Concept of Operations Report • System Alternatives and Recommendations Report • Radio System Technical Specifications (RFP 0802654) • Microwave Technical Specifications (RFP 0901049) • Communications Site Development Construction Bid Documents • Implementation Plan • PCWIN Business Plan <p>The PCWIN Business Plan, first published in November 2007, defined how the radio system would be governed, maintained and sustained throughout its lifecycle. All participating member agencies have executed the</p> |

| | |
|--|---|
| | Intergovernmental Agreement to Operate, Maintain, Sustain, Improve and Finance the Pima County Wireless Integrated Network. |
|--|---|

Following a comprehensive user needs assessment process, planners were able to compare needs with available technologies, standards and industry best practices to make decisions about the technologies that would be implemented and how they would be operated, maintained and sustained. Several important decisions were made during the planning process which required amendment of the bond implementation plan ordinance.

After assessing the mobile data communications needs of the various agencies, we discovered:

- The largest agencies had already implemented mobile data and automatic vehicle locator systems, thereby negating the benefits of the envisioned data network;
- Individual agencies had vastly different needs and disparate proprietary systems that would be difficult to support with a single system constructed of available technologies;
- Available technologies would not support the application bandwidth and data throughput requirements of most users; and,
- Available solutions would have been costly and would not have produced the desired results, resulting in a poor cost benefit.

At the recommendation of the EMC, and with approval of the Board, the high performance mobile data elements were eliminated from the project scope.

Table 2 summarizes and compares project outcomes to the original scope requirements of the bond plan.

Table 2: PCWIN Communications System Scope & Deliverables

| Regional Public Safety Communications System | |
|---|--|
| Original Bond Scope Objectives | Actual Outcomes |
| Modern 800 MHz state-of-the art radio system | Motorola P25 800 MHz digital radio system complying with the latest industry standards for public safety communications systems. |
| Widespread coverage countywide | Mobile radio coverage in 95% or greater of the countywide coverage area, excluding Tohono O’odham Nation lands. Varying levels of portable radio coverage throughout the County which meet or exceed requirements defined by end users during the planning and design process. |
| Tucson Fire Department basic-in-building coverage | In-building coverage areas were expanded to include densely populated areas of metropolitan Tucson and rural population centers. In-building coverage characteristics meet or exceed requirements defined by end users during the planning and design process. |
| Voice radio interoperability to aid coordination of multi-agency emergency response | All mobile and portable radios operating on the PCWIN radio network are programmed with |

| | |
|--|---|
| | <p>interoperability talk groups. Any two or more users may switch to common interoperability talk groups to directly communicate with each other. Fifty-two (52) first responder, hospital, investigative and public safety support entities have been granted permission to use the network for interoperability purposes. Please refer to Figure 2 for additional detail about member and participant agencies.</p> |
| <p>Support for the communications needs of thirty-one public safety agencies</p> | <p>Twenty-seven (27) of the thirty-one public safety agencies that supported the original bond initiative are members or participants of the PCWIN Cooperative. A majority of the members are using the PCWIN radio network to support their primary dispatch communications. The Marana Police Department and Tucson Airport Authority agencies formally withdrew their participation in the project. Agencies from the Tohono O’odham Nation have not been able to continue their participation because we were unable to reach agreement authorizing construction of the necessary infrastructure on tribal lands to support their needs. Many additional public safety and support agencies have benefited from the new communications network.</p> |
| <p>High performance data communications to support automatic vehicle location (AVL) mapping capabilities</p> | <p>Upon the recommendation of the Executive Management Committee, the Board of Supervisors authorized an amendment to the scope of the project to eliminate the mobile data components. A detailed assessment of proposed solutions determined that a private data network would have been cost prohibitive and would not have resulted in the level of high performance data communications required by the public safety community. Agencies continue to rely on legacy systems or commercially available services to meet their data communication needs.</p> |

The original scope envisioned collocation of the dispatch facilities operated by the Pima County Sheriff’s Department and those operated by the public safety agencies of the City of Tucson. Early in the planning process, the Chiefs of the Drexel Heights and Northwest Fire Districts asked for consideration of incorporating a consolidated fire dispatch operation, supporting the fire districts, to also be collocated in the new facility. It was agreed that the project should also achieve this objective. The end result is that the fire districts comprising the “Northwest Consortium” are dispatched from the Thomas Price Service Center (TOPSC) via contracted services provided by the Tucson Fire Department. A separate organization, established under a joint powers agreement by the Drexel Heights and Green Valley Fire Districts, provides dispatch services for the balance of the fire districts from the Pima Emergency Communications & Operations Center (PECOC).

During the programming phase for the regional dispatch center, planners determined that it was advisable to operate from two separate facilities to support continuity of operations for 9-1-1 Public Safety Answering Point (PSAP) and public safety dispatch services in the event of a building emergency or failure of the 9-1-1 telecommunications network. The resulting design, established a level of system redundancy not previously available. Today, the PECOC and the TOPSC facilities are equipped and prepared to back up the other facility. The PECOC can also be easily configured to back up other primary and secondary PSAPs in the county.

The PECOC project involved the purchase and renovation of an existing facility. The construction project was managed by the Pima County Facilities Management Department. The TOPSC project included renovation of an existing City of Tucson facility and expansion of the dispatch areas into other vacant space in the building. The City of Tucson General Services Department managed the TOPSC project. The PCWIN project funded a portion of the City of Tucson’s expenses to renovate its facility. The City of Tucson provided funding for the balance of the cost of construction and equipment. The City’s contribution is estimated at approximately \$3 million.

Table 3: PCWIN Communications and Emergency Operations Center Scope

| Regional Communications Center & Homeland Security Emergency Operations Center | |
|--|--|
| Original Bond Scope Objectives | Final Deliverables |
| Construction of a new facility to co-locate the dispatch functions of the Pima County Sheriff, Tucson Police Department and Tucson Fire Department with the County Emergency Operations Center | <p>Two facilities were renovated, equipped and configured to provide backup capabilities for continuity of operations for 9-1-1 and public safety dispatch.</p> <p>The Pima Emergency Communications & Operations Center is home to the Pima County Sheriff’s Department Communications Section and the Valley Emergency Communications Center for Pima County formed under a joint powers agreement to provide dispatch service to several fire districts. It is also home to the new Pima County Emergency Operations Center.</p> <p>The City of Tucson Thomas O. Price Service Center is home to the Tucson Police and Fire Departments dispatch functions where they also provide service for the South Tucson Police Department and several fire districts.</p> |
| Upgrade and replacement of administrative telephone equipment infrastructure supporting dispatch and the County Emergency Operations Center | New administrative telecommunications equipment was provided for the PECOC. The equipment was purchased with grant funds. |
| Upgrade and replacement of the 9-1-1 telecommunications infrastructure and Public Safety Answering Point equipment | New 9-1-1 Public Safety Answering Point telecommunications equipment was provided for the PECOC. In early 2015, the equipment at the TOPSC will be upgraded through 9-1-1 funding from the State of Arizona. |

Governance

The bond implementation plan established the governance structure that was employed to implement the PCWIN project. It further required that the EMC develop: 1) a cost recovery formula and charges to pay for system operating, maintenance and replacement costs, and 2) an intergovernmental agreement to be executed by the parties. This created an expectation that the project beneficiaries would establish a governance solution to manage, operate, maintain and sustain the systems deployed by the project. To that end, the EMC embarked on a process to develop a business plan.

In November 2007, the EMC published the PCWIN Business Plan. The first iteration of the plan described a vision for a post-implementation governance structure. The governance structure continued to evolve through subsequent updates to the plan. In 2012 an ad-hoc workgroup was assembled to finalize the governance plan and to produce a contractual document that would be executed by the member agencies to create the PCWIN Cooperative; a group of government jurisdiction members that would be responsible for governing, operating, maintaining and sustaining the regional public safety communications network. The final governance structure was modeled after a similar successful program in Phoenix, Arizona.

The Intergovernmental Agreement to Operate, Maintain, Sustain, Improve and Finance the Pima County Wireless Integrated Network, provides opportunity for participation by a wide range of public safety entities, but reserves the responsibility for governing the network for the public member entities that become a party to the agreement. Figure 1 defines the governance rights of member and participant agencies. Figure 2 contains a list of current PCWIN Cooperative Members and Participants.

In addition to establishing a structure of governing committees, the PCWIN Business Plan also describes the interrelationship of the committees and the technical support and administrative environments. These are illustrated in Figure 3. Pima County was designated as the Network and Administrative Managing Member. In this capacity, the County administers the program on behalf of, and at the direction of the member agencies through a Board of Directors. Pima County and the City of Tucson are designated Maintenance Providers and as such, provide technical support to maintain and repair the technologies. This requires long term cooperation between the City and County to support mission essential technologies for public safety.

Figure 1: PCWIN Cooperative Governance Rights

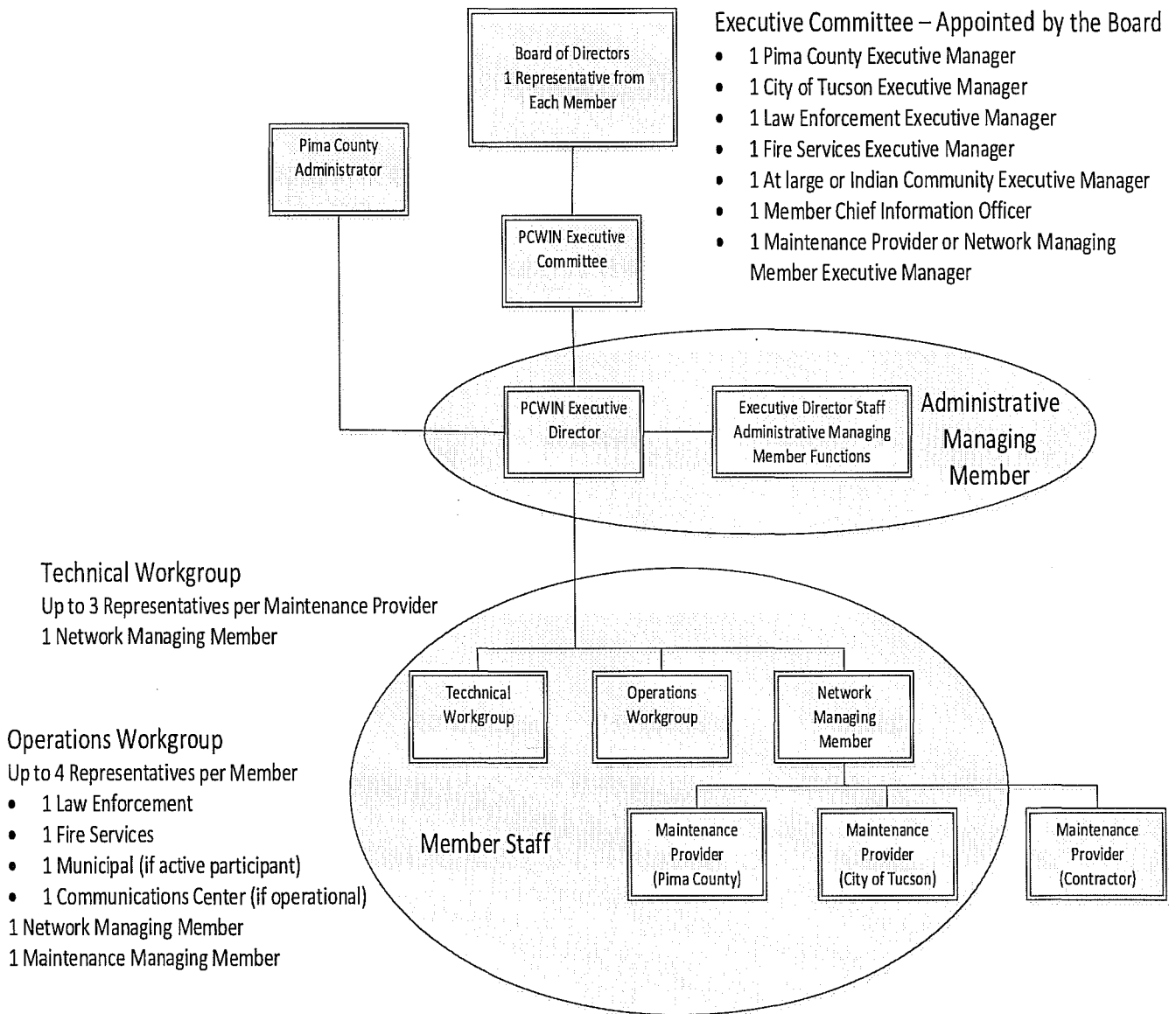
| PCWIN Governance Quick Reference | | | | | |
|--|--|---|--|---|---|
| 11/14/2014 | | | | | |
| Member/Participant Description | Committee Membership/Voting Rights | | | | Fees |
| | Board of Directors | Executive Committee | Operations Work Group | Technical Work Group | |
| Members | | | | | Yes |
| Any city, town, county, state, federal, Indian nation, fire district or other separately constituted public entity that provides public safety services and becomes a party to the IGA. | 1 Member 1 Representative 1 Vote Numerical vote based on majority of a quorum Weighted vote based on majority of numerical vote and affirmative vote of members representing 80% of weighted votes of the members voting | 1 City of Tsn Rep 1 County Rep 1 Law Enf Rep 1 Fire Rep 1 Indian Community /At Large Rep 1 CIO 1 Network/Maint Managing Member Rep Representatives of a single member cannot form a majority | Up to 4 reps per member (1 for each type of user on the system - police, fire, public works, dispatch) Staff working group. No specific quorum or voting rights established. Decisions are by consensus. | Up to 3 reps per Maintenance Provider from their technical staff. Working group is chaired by a member of the Network Managing Member. Staff working group. No specific quorum or voting rights established. Decisions are by consensus. | Member partners share O&M costs. |
| Participants | | | | | |
| Associate Participant A non-member agency or organization sponsored by a Member who is authorized by the BOD to use the network to support an existing member's public safety mission. | None | None | 1 Rep per Associate Participant | None | Yes Fees are paid by the sponsoring member. Sponsor may have arrangements to recover costs from the Associate. |
| Conditional Participant A non-member agency or organization authorized by the BOD to temporarily use the network for special preplanned events, tactical situations or emergency circumstances. | None | None | None | None | No Temporary authorization to use the network for mutual aid or interop only. Primary communications are provided by other means. |
| Emergency Medical Service Participant A non-member EMS provider authorized by the BOD to use the network to provide EMS services. | None | None | 1 Rep per EMS Participant | None | Yes Use of network is to support primary communications needs of the applicant. |
| Interoperability Participant A non-member public safety services agency authorized by the BOD to use the network for mutual aid and/or interoperability purposes. | None | None | None | None | No Intermittent use of network for mutual aid or interop only. Primary communications are provided by other means. |
| Public Safety Service Participant A non-member law enforcement, fire, emergency management and disaster preparedness service provider authorized by the BOD to use the network for purposes of providing public safety services. | None | None | 1 Rep per Public Safety Services Participant | None | Yes Use of network is to support primary communications needs of the applicant. |
| Open Meeting Law Applicability | Yes | Yes | No | No | |

Figure 2: PCWIN Cooperative Membership

| PCWIN Cooperative Membership | | |
|--|--|--|
| 11/14/2014 | | |
| Member/Participant Description | Member & Participant Entities | |
| Member Any city, town, county, state, federal, Indian nation, fire district or other separately constituted public entity that provides public safety services and becomes a party to the IGA. | Pima County City of Tucson Northwest Fire District Golder Ranch Fire District Avra Valley Fire District Town of Oro Valley Town of Sahuarita Corona de Tucson Fire District Drexel Heights Fire District Green Valley Fire District Mountain Vista Fire District | Pascua Yaqui Tribe Picture Rocks Fire District Pima Community College Rincon Valley Fire District Sabino Vista Fire District City of South Tucson Tanque Verde Fire District Three Points Fire District Tucson Country Club Estates Fire District University of Arizona |
| Participants | | |
| Associate Participant A non-member agency or organization sponsored by a Member who is authorized by the BOD to use the network to support an existing member's public safety mission. | Ajo/Gibson Volunteer Fire Department Arivaca Fire District Elephant Head Volunteer Fire Department Helmet Peak Fire District Mount Lemmon Fire District Why Fire District | Raytheon Fire Department Southern Az Rescue Association |
| Conditional Participant A non-member agency or organization authorized by the BOD to temporarily use the network for special preplanned events, tactical situations or emergency circumstances. | | |
| Emergency Medical Service Participant A non-member EMS provider authorized by the BOD to use the network to provide EMS services. | Northwest Medical Center Oro Valley Hospital Saint Joseph's Hospital Saint Mary's Hospital | Tucson Medical Center University Medical Center University Medical Center South Campus |
| Interoperability Participant A non-member public safety services agency authorized by the BOD to use the network for mutual aid and/or interoperability purposes. | Air National Guard 162 Fighter Wing Bureau of Alcohol, Tobacco, Firearms & Explosives Az Attorney General's Office Cochise County Sheriff's Office Pasedera Behavioral Health Network (MAC Team) | National Park Service Sunnyside School District Union Pacific Railroad Police U.S. Forest Service U.S. Marshal Service |
| Public Safety Service Participant A non-member law enforcement, fire, emergency management and disaster preparedness service provider authorized by the BOD to use the network for purposes of providing public safety services. | Rural Metro Fire Department Ajo Ambulance Company | |

Figure 3: PCWIN Cooperative Organization & Operational Associations

PCWIN Cooperative Organization and Operational Associations



Funding

Pima County voters authorized an investment of \$92 million of capital improvement bond funds for the PCWIN project. Project leaders were challenged to raise an additional \$13 million in federal and state grants to meet the total budgetary needs of the project. Approximately \$14 million of federal grant and other funds were contributed to supplement the \$92 million bond authorization (Table 4). Supplemental grant funds were obtained through persistent, sustained lobbying of our congressional delegation, and application for funding from multiple grant programs. The City of Tucson contributed approximately \$3 million towards the construction and equipping of the TOPSC. The project was completed under budget and will be returning more than \$4M of unexpended bond appropriation to support other County bond projects.

Table 4: PCWIN Funding Sources

| PCWIN Funding Sources | 2004 Bonds | Supplemental Funding |
|--|-------------------|----------------------|
| SEOMMS-SD3.01 Regional Public Safety Communications System | 55,579,859 | 10,790,625 |
| 2004 Pima County Bond Funds | 55,579,859 | |
| FY03 USDOJ COPS Law Enforcement Technology Program | | 500,000 |
| FY06 USDOJ COPS Law Enforcement Technology Program | | 246,807 |
| FY08 USDOJ COPS Law Enforcement Technology Program | | 631,328 |
| FY08 DHS Public Safety Interoperable Communications Grant | | 3,323,658 |
| FY09 FEMA Assistance to Firefighters Grant Program - Awarded to DHFD | | 827,843 |
| 2009 State Homeland Security Grant Program | | 385,971 |
| 2009 UASI Grant | | 1,720,000 |
| 2009 USDOJ COPS Law Enforcement Technology Program | | 200,000 |
| 2008 State Homeland Security Grant Program | | 39,091 |
| 2008 State Homeland Security Grant Program | | 6,198 |
| FY10 USDOJ COPS Law Enforcement Technology Program | | 200,000 |
| FY10 UASI Grant | | 900,000 |
| FY10 State Homeland Security Grant Program | | 50,000 |
| Golder Ranch Fire District Reimbursement | | 8,000 |
| City of Tucson Reimbursement - TOPSC HVAC Upgrade | | 50,000 |
| AT&T Reimbursement - RVFD Site Improvements | | 5,075 |
| Verizon Reimbursement Contract | | 44,023 |
| City of Tucson Reimbursement - Generators at PSTA, FS12 and FS17 | | 60,062 |
| Tucson Police Department - Subscriber Upgrade Reimbursement | | 9,872 |
| Tucson Fire Department - Subscriber Upgrade Reimbursement | | 38,840 |
| Mt. Vista Fire District - Subscriber Upgrade Reimbursement | | 36,749 |
| UAPD - Subscriber Upgrade Reimbursement | | 17,052 |
| Rural Metro - Subscriber Purchase Reimbursement | | 313,371 |
| Transfer In - Non General Fund Departments - Subscriber Equipment Purchase | | |
| Transportation | | 351,154 |
| Health (Animal Control) | | 62,112 |
| Fleet Services | | 36,522 |
| RWRD | | 452,652 |
| Transfer In - General Fund Non-Public Safety Departments - Subscriber Equipment Purchase | | |
| Building Security | | 34,017 |
| JP Court - Ajo | | 1,465 |
| Parks | | 7,031 |
| Parks - A7 Ranch | | 21,474 |
| School Buses | | 7,495 |
| Superior Court | | 1,406 |
| Medical Examiner | | 5,621 |
| Oro Valley PD Reimbursement for Generator | | 177,367 |
| AECOM Reimbursement March 2012 | | 158 |
| City of Tucson Reimbursement - PSTA HVAC Upgrade | | 18,210 |
| SCOMOC-SD3.01 Communications Emergency Operations Center | 31,483,041 | 0 |
| 2004 Pima County Bond Funds | 31,483,041 | 0 |
| STOPSC - Thomas Price Service Center Renovation | 4,447,836 | 3,023,849 |
| 2004 Pima County Bond Funds | 4,447,836 | 0 |
| City of Tucson | | 3,023,849 |
| BITMAP - PECOC Repurposing Project | 397,000 | 0 |
| 2004 Pima County Bond Funds | 397,000 | 0 |
| STELSW-SD3.03 RECOC Telephone Switch | 0 | 369,991 |
| FY05 USDOJ COPS Law Enforcement Technology Program | 0 | 369,991 |
| SMICRO-SD3.04 Microwave Childs Mtn to PCSD Ajo District | 92,264 | 95,899 |
| 2004 Pima County Bond Funds | 92,264 | 0 |
| FY07 - USDHS Stonegarden Grant | | 95,899 |
| GRAND TOTAL | 97,062,900 | 17,220,524 |

106,280,364

Cost & Budget Performance

The project consisted of three major components: 1) regional public safety radio system, 2) emergency operations and dispatch center, and 3) renovation of the TOPSC dispatch facility. Tables 5-7 describe the costs for each component and their funding sources. The figures do not include in-kind contributions of labor, facilities and other fixed assets provided by a number of the member agencies to support implementation and/or continued operation of the network.

The total program cost was \$101,437,041. There remains a fund balance of \$4,843,323 of unallocated contingency funds (4.55% of total funding). \$680,000 of these funds were previously designated for radio service coverage remediation if needed. The PCWIN Cooperative Board of Directors is assessing the need for any remediation efforts. Total budgetary needs for this purpose are not presently known.

Table 5: Regional Public Safety Radio System Cost & Budget Performance

| Radio System | |
|---|---------------------|
| Funding Sources | |
| Pima County Bond Funds | \$55,672,123 |
| Federal Grants/Other Sources | \$10,886,524 |
| Costs | |
| Planning & Design | 2,474,546 |
| Voice Radio System | 25,500,840 |
| Microwave/SONET Network | 3,103,194 |
| Subscribers | 19,609,116 |
| Site Improvements | 7,745,192 |
| Labor, Consultant Fees & Other Expenses | 3,118,403 |
| Contingency – Allocated for Approved Expenses | 664,103 |
| Contingency – Unallocated | 4,343,253 |
| Total | \$66,558,647 |

Includes SCOLIMS & SMCRO Projects

Table 6: PECOC Cost and Budget Performance

Emergency Communications & Operations Center

| Funding Sources | |
|------------------------------|---------------------|
| Pima County Bond Funds | \$31,880,041 |
| Federal Grants/Other Sources | \$ 369,991 |
| Costs | |
| Property Acquisition | 6,316,540 |
| Design | 2,587,503 |
| Utility Relocation | 98,104 |
| Construction | 16,604,213 |
| Technology & FFE | 6,147,152 |
| Contingency – Unallocated | 496,520 |
| Total | \$32,250,032 |

Includes SCOMOC, STELSW and BITMAP Projects

Table 7: TOPSC Cost & Budget Performance

Thomas O. Price Service Center

| Funding Sources | |
|------------------------|--------------------|
| Pima County Bond Funds | \$4,442,836 |
| City of Tucson | \$3,023,849 |
| Costs | |
| Design | 907,143 |
| Construction | 4,912,727 |
| Technology & FFE | 1,646,815 |
| Total | \$7,466,685 |

Transition to O&M Environment

On Sunday, March 16, 2014, the Pima County Sheriff's Department became the first agency to begin operating on the new PCWIN radio network. Over the following weeks, the balance of the member agencies implemented use of the new network. Cutover signified a transition from implementation of the capital project to the programmed operations and maintenance environment.

As described above, post-implementation governance was established through execution of the Intergovernmental Agreement to Operate, Maintain, Sustain, Improve, and Finance the Pima County Wireless Integrated Network by the member jurisdictions. The IGA assigns responsibilities of the Administrative Managing Member and the Network Managing Member to Pima County. The City of Tucson and Pima County are assigned responsibilities of Maintenance Providers. Pima County employs the PCWIN Executive Director in the Office of Emergency Management & Homeland Security. The Director's role is to conduct the business of the PCWIN Cooperative to operate and maintain the network through liaison with the technical service providers and the member agencies. He also provides support for the governing committees.

The PCWIN Cooperative Board of Directors and the Executive Committee were formed and began assuming their responsibilities on December 12, 2013. Their immediate responsibilities included approving a budget for FY14/15 and policy development.

Maintenance and support services are provided by the Pima County Information Technology Department, Wireless Services Unit, and the City of Tucson Information Technology and General Services Departments. In addition to supporting the network infrastructure, these departments also support end user equipment through separate agreement with their client agencies.

The EMC maintained control of project implementation activities through cutover, then began to relinquish decision making for additional bond fund expenditures to the Board of Directors. Our final acts have been to monitor contract compliance through final system acceptance, approve contract payments, and to oversee project closeout. All contracts have been satisfied and all major payments have been completed. The Board of Directors has approved some additional purchases which are ongoing, but do not require oversight by the EMC. Staff will close out the capital projects per Pima County procedure as all financial transactions are completed.

The EMC has completed its mission. We respectfully recommend that the Board dissolve the PCWIN Executive Management Committee and transfer responsibility for operating, maintaining, and sustaining the PCWIN communications network to the PCWIN Cooperative Board of Directors.

Unfinished Business

During implementation, we were presented with some circumstances beyond our control that resulted in diminished participation by some of the early supporters of the bond project.

Five fire districts comprise the Northwest Consortium; Northwest Fire District, Golder Ranch Fire District, Avra Valley Fire District, Picture Rocks Fire District, and Three Points Fire District. The consortium agencies collectively operate voice and data communication systems and contract with the City of Tucson for dispatch services. The consortium agencies elected to continue to operate on their legacy communication networks and to scale back their participation in PCWIN to a minimal level for interoperability with the other PCWIN member agencies. Each of the consortium agencies executed the IGA and are PCWIN Members with all of the rights and responsibilities that implies. They do not rely on the regional communications network for their operations, and have not fully embraced the regional concept. Chief Karrer of the Golder Ranch Fire District is exploring his options for expanding his District's use of the PCWIN network. At his request, the Board of Directors have authorized expenditure of \$178,500 of Pima County bond appropriation to subsidize the cost of additional equipment for the District. We encourage the Board of Directors to continue to work through the Executive Director to encourage greater participation by the consortium agencies. This presents an opportunity to grow the number of end users and to further improve interoperability for coordination of public safety services.

The design for the PCWIN network included communication sites on the Tohono O'odham Nation to extend coverage across the Nation to meet the needs of the tribal public safety agencies. We were unable to gain agreement to permit construction of the communication sites proposed at Kitt Peak and Jewek Mountain, despite years of consultation with various controlling authorities. As a result, the coverage footprint of the PCWIN radio system does not meet the needs of the tribal agencies and they have not become member agencies. Should the opportunity to construct the proposed sites ever present itself, we would encourage the Board of Directors to explore the cost and operational benefit of doing so.

Last, the PCWIN implementation plan included a post-implementation assessment of radio coverage gaps and remediation as necessary. Post implementation, the Executive Director has solicited feedback about coverage problems encountered by member agencies. A number of in-building coverage problems have been reported on the University of Arizona campus and at area hospitals. The Operations and Technical Workgroups are assessing and prioritizing the reported problems to make future recommendations about remediation efforts. We recommend a portion of the unexpended bond fund appropriation be reserved for this purpose.

Conclusion

The PCWIN radio network is supporting the communication needs of the majority of first responder agencies in Pima County; and, governance and maintenance has been turned over to the Administrative and Network Managing Member, and member jurisdictions for operation.

Today, fifty-two (52) public safety first-responder, emergency management, investigative and support agencies now have the means to communicate with one another on-demand, in real-time to coordinate services. The communications network is governed by the end user members to assure that the infrastructure is maintained and sustained in a manner that will support their ongoing communication needs.

Future matters of governance and operation are now properly the responsibility of the PCWIN Board of Directors and the membership of the PCWIN Cooperative as specified in the Intergovernmental Agreement to Operate, Maintain, Sustain, Improve and Finance the Pima County Wireless Integrated Network.

Project deliverables included renovation of two dispatch facilities. The two facilities are equipped to provide backup capabilities for continuity of operations in the event of a problem with facilities or technologies supporting radio communications and 9-1-1 public safety answering point services for unincorporated Pima County and the City of Tucson. The scope of the dispatch center improvements were increased to include support for the fire districts. The PECOC facility includes a new Pima County Emergency Operations Center with many technological enhancements to improve information collection and sharing during public emergencies and disasters. The building improvements will enhance public safety services for years to come.

The EMC achieved the major objectives of the project while remaining under budget; and, we met the challenge to substantially supplement local funding with federal grant dollars.

The appointed members of the EMC appreciated the opportunity to serve the community and the responsibility entrusted to them to achieve the objectives of the project. As the project slogan states, we have "Put Pima County in a Better State of Communications."